



**ACS**  
*Automotive Cluster of Slovenia*

Letno poročilo 2005  
Annual report 2005



Letno poročilo 2005 / Annual Report 2005

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Gospodarsko interesno združenje ACS, Slovenski avtomobilski grozd  
Business Interest Association ACS, Automotive Cluster of Slovenia  
Dimičeva 9, 1000 Ljubljana  
Ljubljana, januar 2007  
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## Letno poročilo 2005 Annual Report

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## pregled dogajanj v letu 2005 events in 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 avtomobilske dobaviteljske industrije. Nadzorni svet je skupščini predlagal sklepe glede poslovnega načrta ter sistemizacije GIZ ACS za leto 2005, sprejema novih treh 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 rastočih trgih bivše Jugoslavije.

**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 avtomobilske dobaviteljske industrije v Evropi.

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. Srečanje 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 ČVloga grozda ACS po štirih letih delovanja«, kjer so bili prisotni vodilni predstavniki članov, večjih poslovnih sistemov in drugih gospodarskih organizacij, univerz ter drugih izobraževalnih in raziskovalnih organizacij ter državne uprave.

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

Dosedanje uspešno sodelovanje med avtomobilskima grozdoma avstrijske štajerske in zgornje Avstrije je v **avgustu** pripeljalo do še dodatne globljitve sodelovanja.

V **septembru** smo oddali vlogo na javni razpis za informacijsko podporo tehnološkim mrežam in platformam v letu 2005, Ministrstva za visoko šolstvo, znanost in tehnologije za nazivom ČSlovenska tehnološka platforma za vozila, ceste in promet - ERTRAC«.

**Oktober** je zasedal projektni svet projekta Policentrični tehnološki center kot inovativni sistem slovenske avtomobilske dobaviteljske industrije iz naslova javnega razpisa za pridobitev sredstev Evropskega sklada za regionalni razvoj, Ukrep 1.1.: Spodbujanje razvoja inovacijskega okolja. V tem mesecu je bilo uspešno oddano 1. delno poročilo omenjenega projekta. Skupinski nastop članov ACS na AUTOMOBIL FORUM GRAZ je bil uspešno izveden. Ideja, širjenje mreže ACS na trge JV Evrope ter povečanje sodelovanja in povezovanja med podjetji in inštitucijami Slovenije in Srbije je ob otvoritvi Agencije za promocijo in tuje investicije v osrednjo Srbijo obrodila sadove. Nujnost tovrstnega sodelovanja nakazuje na izvedbo skupnega projekta, sofinanciranega preko UNIDA (United Nation Industrial Development Organization). Organizirana je bila tudi 1. strateško razvojna konferenca ČSlovenska tehnološka platforma za vozila, ceste in promet«.

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 22<sup>nd</sup> 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 former Yugoslavian growing market.

In **February** accelerated activities for the 3<sup>rd</sup> 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, universities and other educational and research organisations and state administration.

At the end of **May** the 3<sup>rd</sup> 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.

The cooperation with two Austrian automotive clusters, namely that of Austrian Styria and that of Upper Austria was even intensified in **August**.

In **September** we submitted a tender in response to an invitation to tender for information support to technological networks and platforms in 2005 issued by the Ministry of Higher Education, Science and Technology and entitled "Slovenian Technological Platform for Vehicles, Roads and Traffic - ERTRAC«.

In **October** there was a session of the project council for the project named Polycentric technological centre as an international innovative system of Slovenian automotive supply industry that had been formed as a project responding to the invitation to tender for gaining funds from the European Regional Development Funds (ERDF), Action 1.1.: Prompting the development of innovative environment. The first partial report on the above mentioned project was successfully submitted in October. The mutual ACS members' presentation at AUTOMOBIL FORUM GRAZ was very successful. The idea of spreading the ACS network to the markets of South-eastern Europe, and of expanding the cooperation between

Problematiko prilagoditve organizacije in dejavnosti ACS potrebam članstva, s hkratnim boljšim sodelovanjem na relaciji člani – vodstvo in med člani samimi, smo obravnavali **novembra** na okrogli mizi v Ljubljani in na programskem svetu v Spodnji Idriji. Obravnava programskega sveta je obsegala tudi dosedanje aktivnosti na skupnih raziskovalnih in razvojnih projektih za nove proizvode in tehnologije ter bodoče usmeritve v zvezi s slednjo tematiko. Predvsem pa je bil zaznan velik interes za pravočasno pripravo za vključevanje v bodoče večje projekte, skupno nastopanje SME pod okriljem ACS, možnosti skupne nabave ter programske možnosti tehnoloških platform. Vodstvo ACS se je udeležil prvega sestanka projekta TCAS (Transitional Clustering in the Automotive Sector - čezmejno grozdenje v avtomobilski industriji) kjer se je obravnavala podrobnejša časovna opredelitev projekta, predvsem pa predstavitev partnerjev ter njihova vloga v projektu. Namen udeležbe na poslovni konferenci za potencialne dobavitelje koncerna VW v Sarajevu (BIH) je bil poglobitev dosedanjega sodelovanja ter vzpostavitve novih kontaktov z dobavitelji bivše Jugoslavije.

V mesecu **decembru** so potekale aktivnosti za dopolnitev koncepta izhodišč za oblikovanje plana dela, finančnega plana ter predloga sistematizacije za leto 2006 ter priprave na seji nadzornega sveta in skupščine, ki bosta v januarju 2006.

the companies and institutions from Slovenia and Serbia, showed results when the Agency for promotion and foreign investments in central Serbia was opened. The necessity of such cooperation is also demonstrated in the mutual project that was financed through UNID (United Nation Industrial Development Organization). The first strategic developmental conference "Slovenian Technological Platform for vehicles, roads and traffic" was also organised.

The problem of how ACS organisation and activities could be adjusted to the members' needs and in this way contribute to a better cooperation between the members and the management, was dealt with in **November** at the round table in Ljubljana and at the programme council in Spodnja Idrija. The discussion at the programme council also included the activities on mutual research and development projects for new products and technologies as well as future directions concerning the above mentioned topic. But mainly it was possible to detect great interest in making timely preparations for the integration into future larger projects, mutual presentation of SME within ACS, as well as for the possibilities of mutual purchase and programme possibilities of technological platforms. ACS management participated in the first meeting of TCAS project (Transitional Clustering in the Automotive Sector) where the temporal definition of the project was discussed in detail and where the partners were introduced and their roles in the project were presented. ACS representatives also took part in the business conference for potential VW concern suppliers which was organised in Sarajevo (Bosnia and Herzegovina) with the intention of deepening the existing cooperation and establishing new contacts with suppliers from former Yugoslavia.

In **December** activities were carried out to complete the concept of starting points for work plan, financial plan and the proposal of systemization for 2006, and there were also preparations for the meeting of the Supervisory Board and Assembly that are to take place in January 2006.

## pomembnejši dogodki v začetku leta 2006

**Februarja** je zasedal nadzorni svet združenja. Člani nadzornega sveta so izvolili predsednika in podpredsednika nadzornega sveta. Imenovani predsednik je g. dr. Matija Fajdiga, podpredsednik pa g. Živko Kavs. Člani nadzornega sveta so se zavzeli za aktivno izvedbo benchmarkinga med člani ACS. Poleg statutarni sprememb ter strategije ACS so člani nadzornega sveta potrdili predlog poslovnega načrta ter finančnega plana za leto 2005. Seznanili so se tudi z delovanjem informacijskega sistema ACS ter njegovo uporabo v praksi. V tem mesecu smo predstavnikom UNIDA predstavili načrt razvoja mreže podjetij in podpornih institucij v Srbiji za potrebe članov ACS.

V **marcu** je bilo uspešno oddano 2. delno poročilo projekta Policentrični tehnološki center kot inovativno sistem slovenske avtomobilske dobaviteljske industrije iz naslova javnega razpisa za pridobitev sredstev Evropskega sklada za regionalni razvoj, Ukrep 1.1.: Spodbujanje razvoja inovacijskega okolja. Izvedena je bila konferenca: Competence Assessment, projekta NEAC (Network European Automotive Competence). V okviru projekta ERTRAC so bile organizirane delavnice za identificiranih skupnih projektov, vključno s predstavitvijo poslovnih načrtov managementu podjetij (načrtovanje in proizvodni sistemi).

**Aprila** so se pričele pospešen priprave za izvedbo šole «Projektno vodenje za strokovnjake v avtomobilski industriji» ter Šole kakovosti«. V tem mesecu je bila organizirana 2. strateško razvojna konferenca «Slovenska tehnološka platforma za vozila, ceste in promet». Na otvoritvi Avtomobilskega sejma v Celju je predsednik vlade RS g. Janez Janša v uvodnem nagovoru poudaril, da je avtomobilska industrija strateškega pomena za slovensko gospodarstvo. ACS kot združenje pa je usmerjeno k ciljem krepitve konkurenčne sposobnosti in povečanja dodatne vrednosti omenjenega sektorja.

Konec **maja** je bilo izvedeno 4. letno posvetovanje ACS in mednarodna poslovna konferenca. Vsebina letnega dogodka je bila usmerjena na tematiko tržnih in razvojnih gibanj avtomobilske in avtomobilske dobaviteljske industrije, globalnih in regionalnih premikov za OEM in dobavitelje ter dvig konkurenčnosti avtomobilskih dobaviteljev in izrabo tržnih priložnosti. V okviru posveta so potekale delavnice projekta TCAS, na katerih so sodelovali predstavniki članic ACS in podjetij iz 7 EU regij. Udeleženci delavnic so obiskali člane ACS.

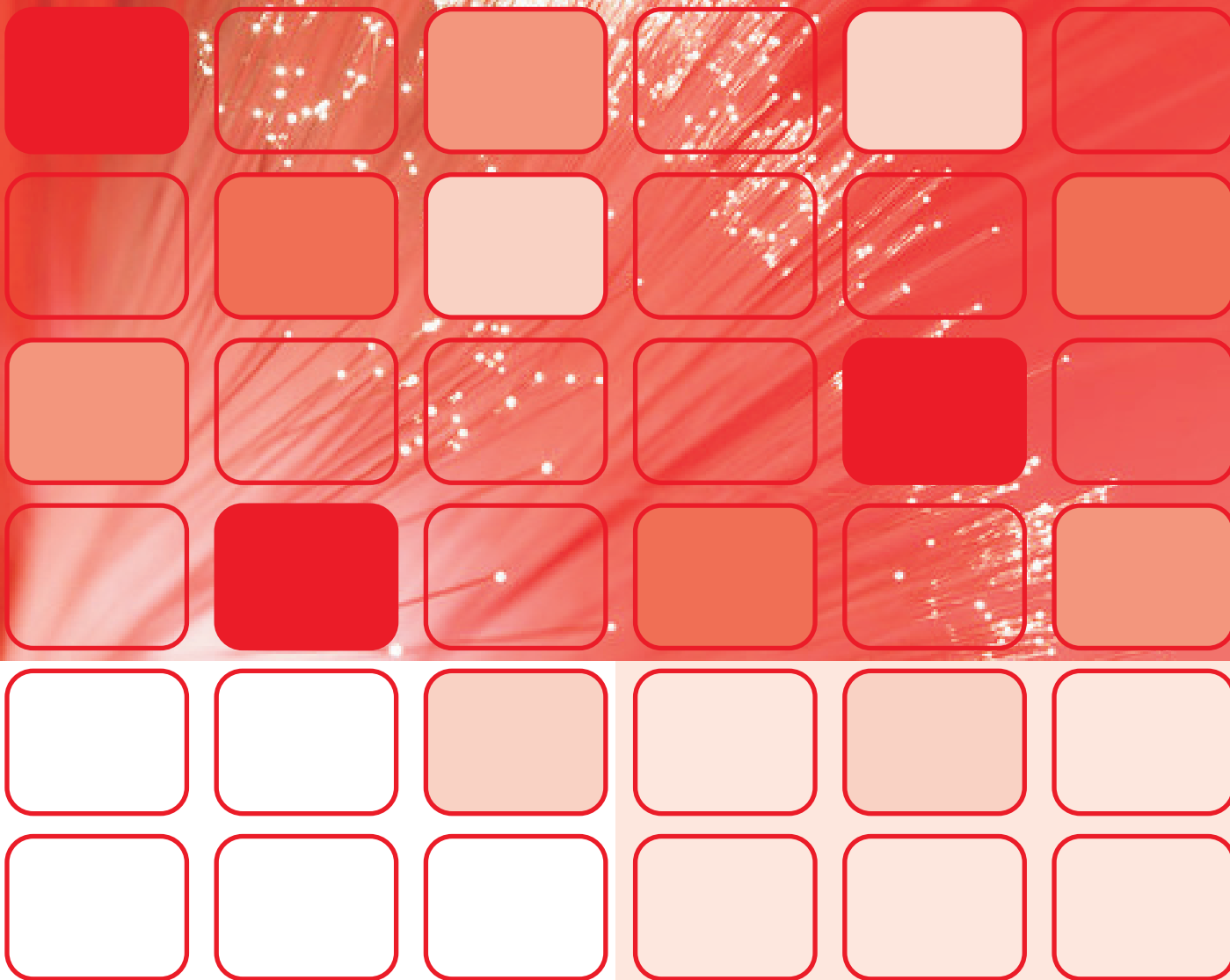
## major events at the beginning of 2006

In **February** the Supervisory Board had a meeting. The members of the Supervisory Board elected the president and the vice-president of the Supervisory Board. Matija Fajdiga PhD was appointed the president and Mr Živko Kavs was appointed the vice-president. The members of the Supervisory Board emphasised the importance of an active implementation of benchmarking among ACS members. Besides statutory changes and ACS strategies the members of the Supervisory Board approved the proposed business plan and financial plan for 2006. They also got acquainted with the functioning of ACS information system and its application in practice. In addition to this, the representatives of UNID were presented the plan of the development of companies and supporting institutions network in Serbia to meet the ACS members' needs.

In **March** we successfully submitted the second partial report of the project named Polycentric technological centre as an international innovative system of Slovenian automotive supply industry that had been formed as a project responding to the invitation to tender for gaining funds from the European Regional Development Funds (ERDF), Action 1.1.: Prompting the development of innovative environment. The conference Competence Assessment regarding the project NEAC (Network European Automotive Competence) was carried out. Within the framework of ERTRAC project workshops were organized to identify mutual projects side by side with the presentation of business plans to the companies' management (planning and production systems).

In **April** accelerated preparations began to organize a course: "Project Management for Experts in Automotive Sector" as well as a course: "School of Quality". The second strategically developmental conference was organised in April. It was called: "Slovenian Technological Platform for Vehicles, Roads and Traffic". At the opening of the automotive fair in Celje the Slovene Prime Minister Mr Janez Janša in his opening speech emphasised that automotive sector is of strategic significance for Slovenian economy. And it is clear that ACS as an association aims to strengthen the competitiveness and to increase the added value in the automotive sector.

At the end of **May** the fourth annual ACS convention and the international business conference took place. The topic of this year's event focused on market and developmental movements in automotive and automotive supply industry, global and regional movements for OEM and suppliers and on raising the competitiveness of automotive suppliers and seizing market opportunities. Within the framework of the convention workshops on TCAS project were carried out, in which ACS members' representatives and representatives of companies from seven EU regions took part. The workshops participants also visited ACS members.



## nagovor lastnikov

## owners' report

Skupščina je na svojem 7. zasedanju, 21. januarja 2005 z obravnavo potrdila predlagane štiri nove člane (razvidno v nadaljevanju poročila) v članstvo. Tekoče spremljanje ter bodoče načrtovanje poslovnih rezultatov smo potrdili s poslovnim in finančnim načrtom ter sistemizacijo delovnih mest GIZ ACS za leto 2005. Potrdili smo tudi imenovanje g. Dušana Bušena za direktorja GIZ ACS za nadaljnje dve letni obdobje (2005 – 2006).

Na svojem 8. zasedanju, 22. novembra 2005 je Skupščina obravnavala in sprejela predlog računovodskih izkazov za leto 2004 ter potrdila predlog letnega poročila za leto 2004. Ob tem smo soglašali, da bilančni dobiček v višini 1.225.000,00 SIT iz leta 2004 ostane nerazporejen. Članom nadzornega sveta in direktorju GIZ ACS smo podelili razrešnico za leto 2004. Ker je dosedanjim članom Nadzornega sveta potekel štiri letni mandat smo potrdili člane Nadzornega sveta v novi sestavi:

V okviru izvajanja in spremljanja dolgoročnega razvojnega načrta smo potrdili razširitev članstva s tremi novimi člani (razvidno v nadaljevanju poročila). Pričeli pa smo tudi postopek izstopa s tremi člani ACS.

Za nadaljnje spremljanje poslovanja smo za zunanjega izvajalca za izvedbo revidiranja računovodskih izkazov GIZ ACS za leto 2006 potrdili revizijsko hišo RENOMA d.o.o.

At its 7<sup>th</sup> meeting on January 21<sup>st</sup> 2005 the Assembly discussed and approved the proposed four new members (evident later in the report) into membership. The current monitoring and future planning of business results were approved along with the business and financial plan and systemization of posts at GIZ ACS for 2005. Mr Dušan Bušen was appointed the Manager of GIZ ACS for the oncoming two-year period (2005 – 2006).

At its 8<sup>th</sup> meeting on November 22<sup>nd</sup> 2005 the Assembly discussed and approved the proposed financial statements for 2004 and approved the proposed annual report for 2004. It was agreed upon that profit for appropriation that amounts to 1,225,000.00 SIT from 2004 remains undivided. The members of the Supervisory Board and the Manager of GIZ ACS were given a discharge for 2004. Since the Supervisory Board's four-year term of office had expired, we confirmed the new members of the Supervisory Board as follows:

## supervisory board

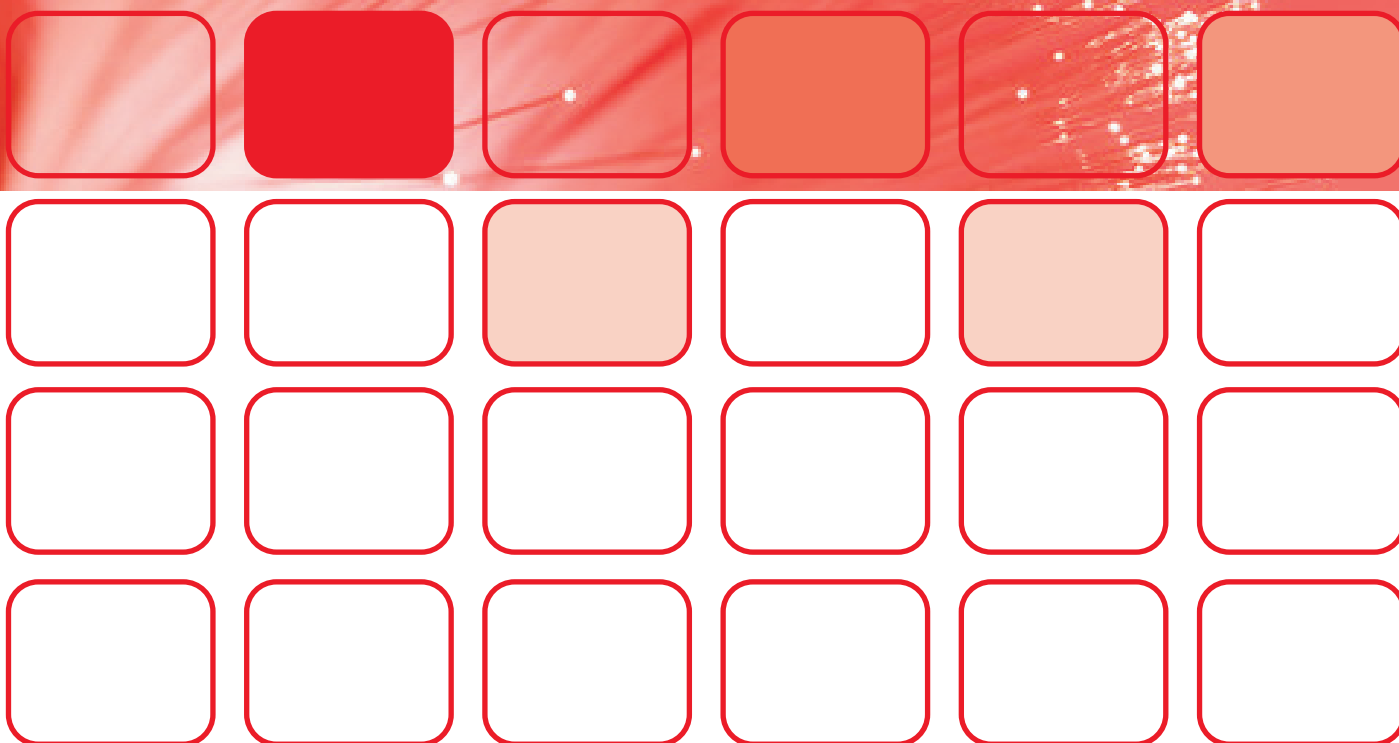
Within the framework of implementation and monitoring of the long-term development plan we confirmed the membership incorporation with three new members (evident later in the report). We also began the process of exit with three ACS members.

For further monitoring of business the Audit Office RENOMA d.o.o. Ljubljana was confirmed for the year 2006 to audit financial statements as an external partner.

## nadzorni svet

**Ime:**  
dr. Matija Fajdiga  
Živko Kavš  
Aleš Nemeč  
Franc Krašovec  
dr. Marjan Pogačnik

**Names:**  
Matija Fajdiga, PhD  
Živko Kavš  
Aleš Nemeč  
Franc Krašovec  
Marjan Pogačnik, PhD



## poročilo nadzornega sveta      report of the supervisory board

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 sejah smo z direktorjem dejavno usmerjali pogled v prihodnost in kritično obravnavali dosežene rezultate:

- Na 10. redni seji smo poleg statutarni sprememb ter strategije ACS potrdili predlog poslovnega in finančnega načrta za leto 2005 ter predloga sistemizacije za leto 2005. Potrdili smo tudi predlog sprejema novih treh članov (razvidno v nadaljevanju letnega poročila). Zavzeli smo se tudi za dopolnitev Strategije ACS, ob tem pa poudarili nujnost izvedbe benchmarkinga med člani ACS ter angažiranje članov ACS k čim večjem sodelovanju pri primerjalni analizi.
- Na 11. redni seji smo se seznanili s tekočim finančnim poslovanjem GIZ ACS za obdobje I. – VI. 2005. Zaradi vzporednega izvajanja dveh večjih projektov »Policentrični tehnološki center kot inovativni sistem slovenske avtomobilske dobaviteljske industrije« in »ČSlovenska tehnološka platforma za vozila, ceste in promet« smo se zavzeli za večjo angažiranost pri izvajanju strategije delovanja in trženja skupnega informacijskega sistema ACS.

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.

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 meetings the Supervisory Board together with the Manager planned future activities and critically reviewed the results yet achieved.

- At the 10<sup>th</sup> general meeting besides statutory changes and ACS strategies, we approved the proposed business plan and financial plan for 2005 and the proposed systemization for 2005. We approved the proposal of incorporation for three new members (evident later in the report). We pointed out that it is necessary to complete ACS Strategies and also emphasised the importance of an active implementation of benchmarking among ACS members and stressed how important it is for ACS members to cooperate in the comparative analysis.
- At the 11<sup>th</sup> general meeting we got acquainted with the GIZ ACS' financial activities for the period January – June 2005. Because of the parallel implementation of two big projects "Polycentric technological centre as an innovative system of Slovenian automotive supply industry" and "Slovenian technological platform for vehicles, roads and traffic", we highlighted the significance of playing a more active role in the common ACS information system activities and marketing strategies.

The Supervisory Board reviewed the 2005 annual report and the auditor's report for 2005, 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 2005 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<sup>st</sup> 2005, the outcome of the operations and funds flow movements for 2005 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 2005. Therefore, the Supervisory Board approves the annual report for 2004.





## SPLOŠNI PODATKI GENERAL INFORMATION

osebna izkaznica družbe  
giz acs id card

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.

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.

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**

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**



vodstvo in nadzorni organi giz acs  
management and supervisory bodies of giz acs

**vodstvo**

**Dušan Bušen** direktor

**nadzorni svet**

**dr. Matija Fajdiga** predsednik  
**Milan Bavec** podpredsednik  
**Aleš Nemec** član  
**Franc Krašovec** član  
**Živko Kavs** član

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

Skupščina je na svojem osmem rednem zasedanju potrdila člane Nadzornega sveta v naslednji sestavi:

**nadzorni svet**

**dr. Matija Fajdiga**  
**Živko Kavs**  
**Aleš Nemec**  
**Franc Krašovec**  
**dr. Marjan Pogačnik**

Nadzornemu svetu v novi sestavi poteče mandat 22.11.2009.

**management**

**Dušan Bušen** Director

**supervisory board**

**Matija Fajdiga PhD** President  
**Milan Bavec** Vice-president  
**Aleš Nemec** Member  
**Franc Krašovec** Member  
**Živko Kavs** Member

The Director of GIZ ACS was appointed on January 1, 2003 for a two-year term of office. The Supervisory Board's term of office expired on November 22<sup>nd</sup>, 2005.

At its 8<sup>th</sup> general meeting the Assembly approved the members of the Supervisory Board as follows:

**supervisory board**

**dr. Matija Fajdiga**  
**Živko Kavs**  
**Aleš Nemec**  
**Franc Krašovec**  
**dr. Marjan Pogačnik**

The new Supervisory Board's term of office expires on November 22<sup>nd</sup> 2009.

## člani acs acs members

GIZ ACS je v letu 2005 vključeval 53 članov, od tega 46 podjetij ter 7 razvojno, raziskovalnih inštitucij.

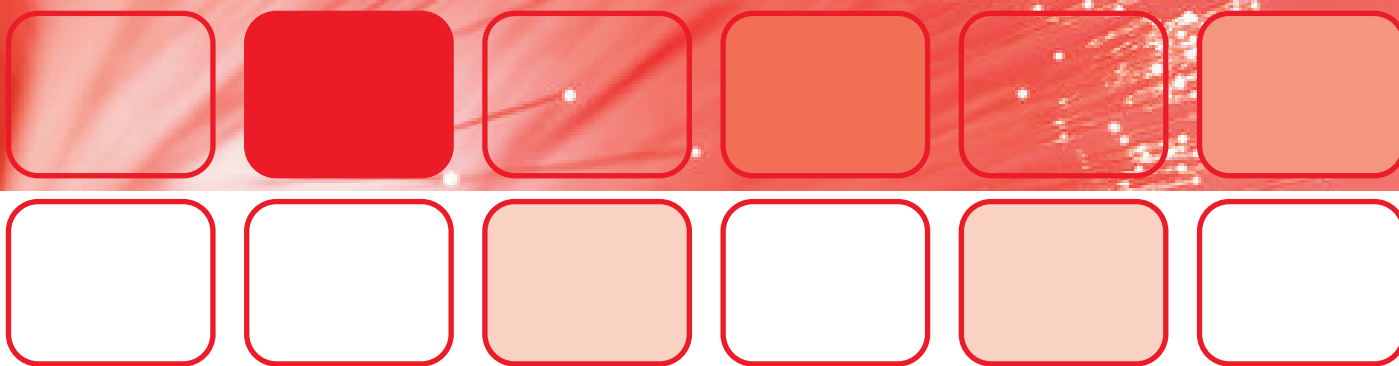
In 2005 GIZ ACS incorporated 53 members, from which 46 were companies and 7 R&D institutions.

### pregled števila članov acs po letih.

review of the number of acs members over the incorporation years

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

leto vključitve / incorporation year <b>2002</b>	
1. DIFA, d.o.o.,	Kidričeva 91, 4220 Škofja Loka
2. DomeI, d.d.,	Otoki 21, 4228 Železniki
3. Plastika, d.o.o.,	Fužine 009, 1241 Kamnik
4. Kovinoplastika LOŽ, d.d.,	Cesta 19. oktobra 57, 1386 Stari trg pri Ložu
5. LIV Plastika, d.o.o.,	Industrijska cesta 2, 6230 Postojna
6. Polycom, d.o.o.,	Predmost 51, 4223 Poljane nad Škofjo Loko
7. RESISTEC, d.o.o.,	Krška cesta 8, 8311 Kostanjevica na Krki
8. ROTO d.o.o.	Gorička ulica 150, Černelavci, 9000 Murska Sobota
9. Semikron, d.o.o.,	Gabrsko 12, 1420 Trbovlje
10. Štore Steel, d.o.o.,	Železarska 3, 3220 Štore
11. TBP, d.d.,	Kidričeva 14, 2230 Lenart
12. Tovarna vozil Maribor, d.o.o.,	Cesta k Tamu 33, 2000 Maribor
13. Univerza v Mariboru, Fakulteta za elektrotehniko, računalništvo in informatiko,	Smetanova ulica 17, 2000 Maribor
14. Univerza v Mariboru, Fakulteta za strojništvo,	Smetanova ulica 17, 2000 Maribor
15. VESNA, d.d.,	Einspielerjeva 31, 2000 Maribor



družba/institucija organisation/institution	naslov address
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leto vključitve / incorporation year **2003**

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

leto vključitve / incorporation year **2004**

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

leto vključitve / incorporation year **2005**

1. EMO TECH d.o.o. Šempeter	Juhartova 2, 3311 Šempeter
2. GRAMMER d.o.o.	Celjska cesta 45, 2380 Slovenj Gradec
3. LAMA d.d. DEKANI	Dekani 5, 6271 Dekani
4. PREVENT d.d.	Kidričeva 6, 2380 Slovenj Gradec
5. ALPMETAL & CO d.o.o.	Selca 86, 4227 Selca2005
6. SILIKO d.o.o.	Brezje 10, 1356 Dobrova
7. TKG d.o.o.	Slovenčeva 15, 1000 Ljubljana

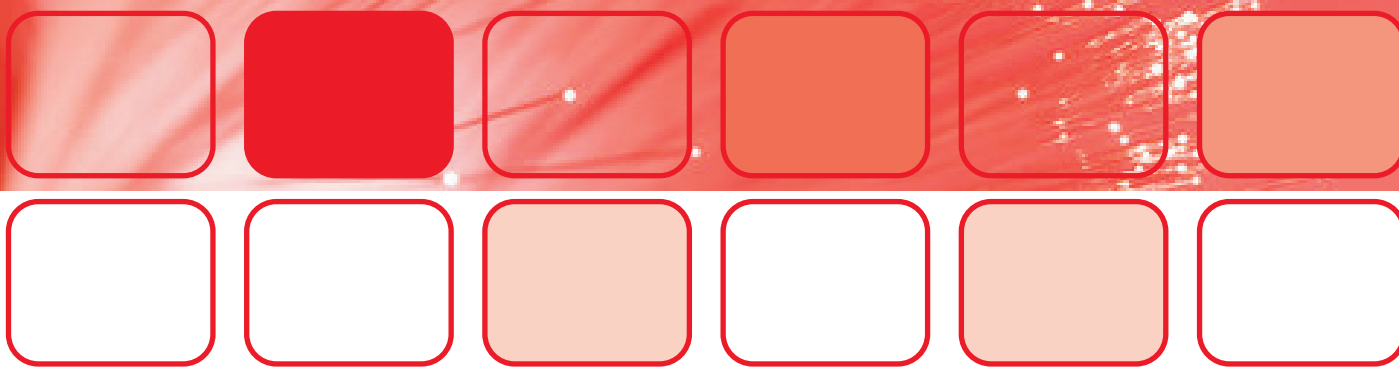
V letu 2005 se je podjetje TPV Tadis d.o.o. pripojilo podjetju TPV d.d.. Skupščina se je na 8. redni seji s spremembo seznanila ter potrdila pristop podjetja TPV trženje in proizvodnja opreme vozil d.d. v GIZ ACS.

In 2005 the company TPV Tadis d.o.o. joined the company TPV d.d. At its 8<sup>th</sup> general meeting the Assembly got acquainted with the change and approved the incorporation of the company TPV marketing and equipment production d.d. into GIZ ACS.

## predstavitev družbe association's presentation

Gospodarsko interesno združenje ACS, Slovenski avtomobilski grozd je bilo ustanovljeno leta 2001 z namenom povezovanja v grozd za krepitev konkurenčne sposobnosti članic in s tem povečanjem dodane vrednosti ter krepitev konkurenčne sposobnosti celotnega gospodarstva. Od leta 2002 je bila velika pozornost posvečena oblikovanju notranje organizacije ter vključevanju že obstoječih, kakor tudi novih članov ACS. V letih 2002 – 2004 pa se je poleg kontinuiranega procesa oblikovanja in prilagajanja notranje organizacije nadaljeval pospešen proces internacionalizacije oziroma mednarodne razpoznavnosti tako celote ACS kot tudi njenih članov. Največjo pozornost posvečamo ustvarjanju novih poslovnih priložnosti za člane, kakovostni medsebojni povezavi med člani ACS, novim zamislim razvoja koncepta grozda ter mednarodnem uveljavljanju.

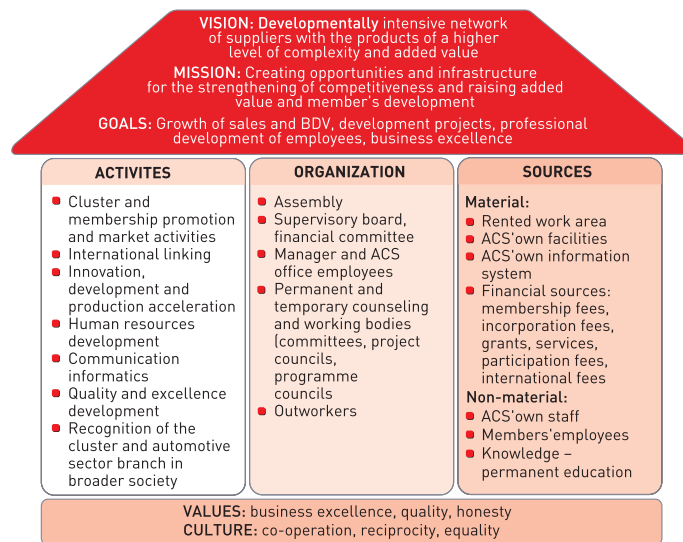
The business interest association ACS, Automotive Cluster of Slovenia was founded in 2001 with the intention of linking into a cluster and in this way strengthening the members' competitiveness and eventually raising the added value as well as strengthening the whole economy's competitiveness. Since 2002 a lot of attention has been dedicated to forming the internal organization and to incorporating the existing and new ACS members. From 2002 to 2004 side by side with the continuous process of formation and adjustments of the internal organization there was also an accelerated process of internationalisation, that is international recognition of ACS and its members. At present the most attention is dedicated to creating new business opportunities for our members, to quality relations between the members, and to new ideas for the cluster's concept development and international recognition.



## poslanstvo in vizija mission and vision



Slika 1: Ključne strateške opredelitve



Picture 1: Key strategic definitions

### vizija: kaj hočemo?

Slovenski avtomobilski grozd želi z aktivnostmi svojih članov in svojo povezovalno in vzpodbujevalno dejavnostjo ustvariti razvojno intenzivno in zanesljivo mrežo dobaviteljev za globalne proizvajalce vozil in sistemske integratorje na izbranih segmentih, z izdelki in storitvami višje stopnje tehnološke zahtevnosti in dodane vrednosti.

### poslanstvo: kdo smo?

Ustvarjanje priložnosti, okoliščin in infrastrukture za krepitev konkurenčne sposobnosti in razvojne dejavnosti članov ter za njihovo vključevanje v svetovno industrijo vozil z izdelki višje dodane vrednosti.

### vision: what do we want?

By combining ACS member's activities and ACS' linking and encouraging activities, the Automotive Cluster of Slovenia wishes to create a developmentally intensive and reliable network of suppliers for global car manufacturers and system integrators at chosen segments with the products and services of a higher rank of technological complexity and added value.

### mission: who are we?

We are the creation of opportunities, environments, and infrastructure for the strengthening of competitiveness and member's developmental activities and for their integration into the global automotive industry with the products with higher added value.

## organizacija organisation

Po statute GIZ ACS je najvišji organ upravljanja skupščina. Operativno vodenje grozda opravlja direktor. Njegovo delo v imenu skupščine nadzira nadzorni svet, ki mu pomaga svetovadni organ – finančni odbor.

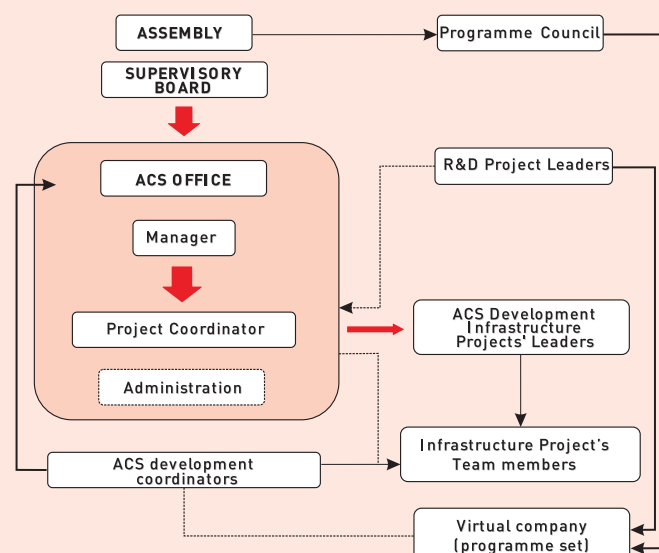
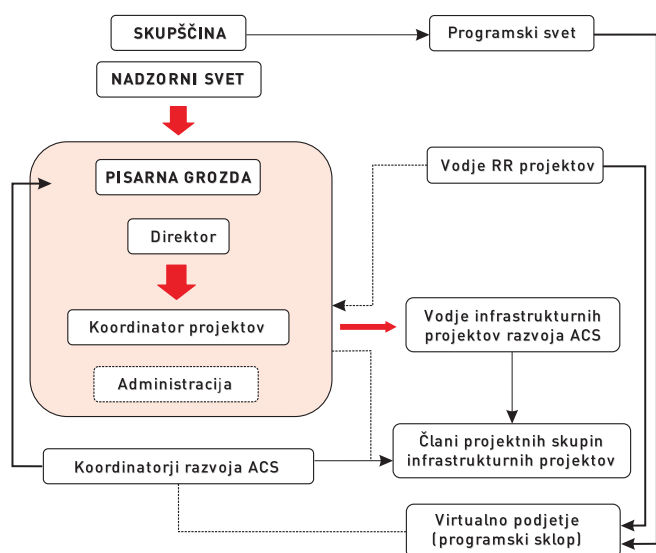
Za vodenje in strokovno delo je torej zadolžen direktor. Glede na obseg dejavnosti strokovnih in administrativnih del v posameznem časovnem obdobju zaposluje potrebno število rednih in pogodbenih sodelavcev. Posebno pomembno je vodenje projektov, saj večina strokovnih in povezovalnih dejavnosti poteka v obliki projektov. Vodje in izvajalce projektov, direktor po pravilu pridobi in imenuje iz vrst strokovnih delavcev članstva.

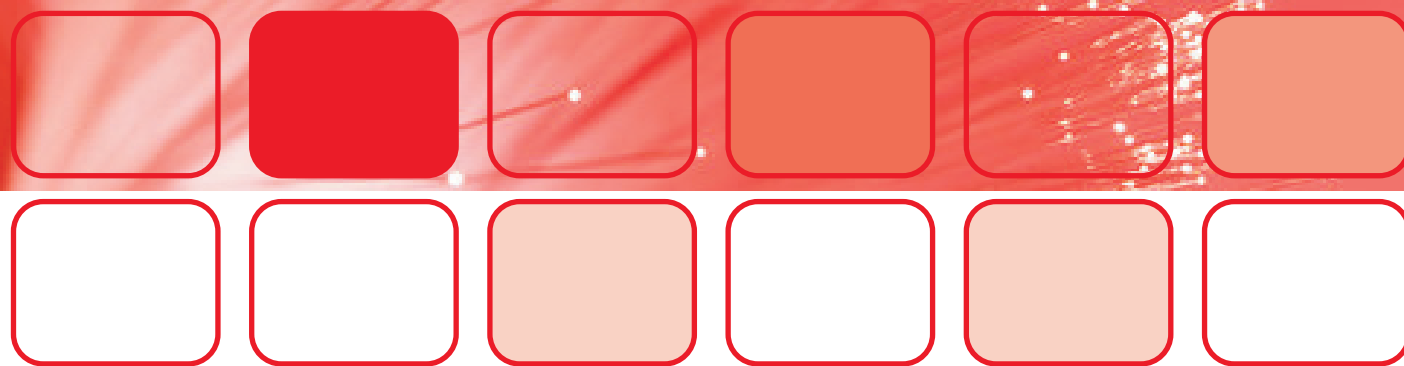
Slika 2 prikazuje organizacijsko strukturo z označenimi relacijami med organi upravljanja in nosilci organizacije delovanja Gospodarskega interesnega združenja ACS, Slovenski avtomobilski grozd.

The highest body of management, according to the Statute of GIZ ACS, is the Assembly. The Manager is in charge of the operational management. His work is supervised by the Supervisory Board on behalf of the Assembly. The Supervisory Board is assisted by a counselling body – financial committee.

Thus, the management and the professional work are carried out by the Manager who employs the necessary number of people full-time or part-time according to the amount of professional and administrative activities in a certain period of time. Project management is of great significance since the majority of professional and linking activities are performed in the form of projects. Project leaders and project operators are normally chosen and invited by the Manager among the professionals from the ACS members.

Picture 2 depicts the organizational structure with marked relations between the bodies of management and bodies of organization at ACS business interest association.





## projekti projects

V letu 2005 se nadaljuje izvajanje procesa spremenjene strukture projektov na 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 organizacijah, ki naj bi potekalo po skupnih informacijskih kanalih.

Pospeševanje sodelovanja v inovacijskih aktivnostih med podjetji in drugimi institucijami, ki skrbijo za razvoj in širitev novega znanja, nakuže izvajanje dveh ključnih projektov: «Policentrični tehnološki center kot inovativni sistem slovenske avtomobilske dobaviteljske industrije» in «Slovenska tehnološka platforma za vozila, ceste in promet».

Velik poudarek na internacionalizaciji botruje sodelovanje ter udeležba ACS na številnih domačih in evropskih projektih:

### Projekt

Republika Slovenija Ministrstvo za gospodarstvo; Sofinanciranje izvedbe mednarodnega posvetovanja in poslovne konference na temo razvojnih gibanj v avtomobilski industriji za udeležence iz držav JV Evrope in izvedbe delavnice o povezovanju dobaviteljev avtomobilskih delov Slovenije in Srbije.

Republika Slovenija Ministrstvo za gospodarstvo; Sofinanciranje aktivnosti ČDE MINIMIS« ČUresničevanje strategije za vzpostavitev in delovanje policentričnega tehnološkega centra Slovenske avtomobilске dobaviteljske industrije in spremljanje in izvajanje projekta«.

Republika Slovenija Ministrstvo za visoko šolstvo, znanost in tehnologijo; Sofinanciranje ČSlovenske tehnološke platforme za vozila ceste in promet«

HA Hessen Agentur GmbH (Hessen Agency); Transitional Clustering in the Automotive Sector

Projekt ČAUTO IN« (Cidaut); Boost AUTOMotive SMEs participation IN FP7

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 avtomobilski industriji 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.

In 2005 the process of a changed project structure in 4 key areas, namely:

1. Marketing, promotion, internationalization;
2. Technologies, innovations, cooperation;
3. Support to members;
4. Human resources.

Continuing activities on the development of the common information system will do away with the problems in communication among the members and will grant access to the documentation on the cluster's development. Access will be granted to various data bases that will help ACS members to rationalize expenses of such an access. The purpose of a mutual information system is also knowledge transfer and exchange of experience with process development in organizations which should be performed through common information channels.

The encouragement of the cooperation on innovation activities among companies and other institutions that are concerned about the development and spreading new knowledge is manifested in two key projects: "Polycentric technological centre as an innovation system of Slovenian automotive supply industry" and "Slovenian technological platform for vehicles, roads and traffic."

The result of putting great emphasis on internationalization is seen in ACS' cooperation and participation on numerous domestic and European projects.

### Projects

Republic of Slovenia, Ministry of Economy; Co financing the international convention and business conference with the topic of developmental movements in automotive sector for participants from the countries of South-eastern Europe, and co financing the workshop on establishing contacts between automotive parts' suppliers from Slovenia and Serbia.

Republic of Slovenia, Ministry of Economy; Co financing the activity of "DE MINIMIS" "Realization of the strategies for the establishment and functioning of the polycentric technological centre of Slovenian automotive supply industry and monitoring the project as well as carrying it out.

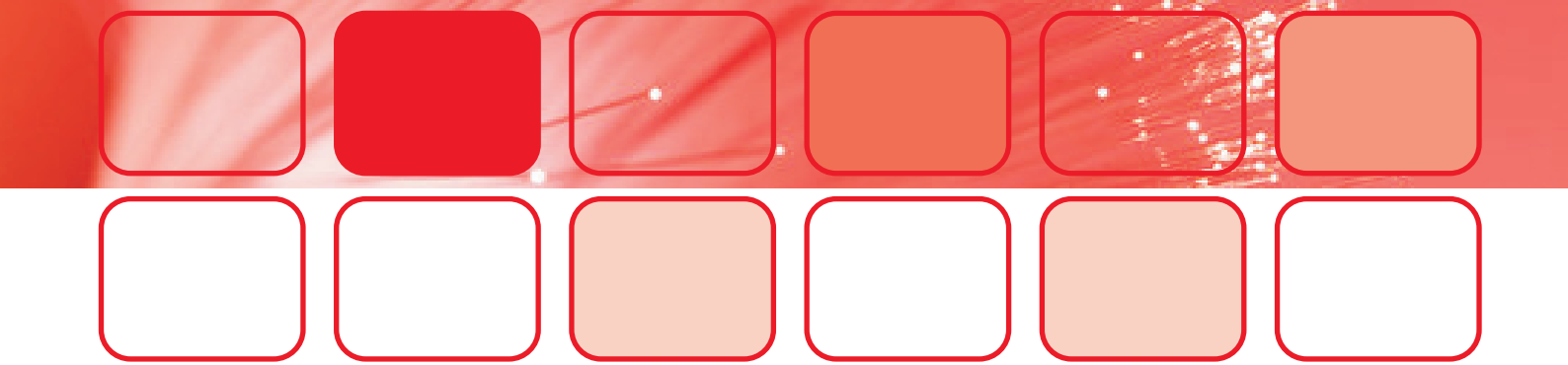
Republic of Slovenia, Ministry of Higher Education, Science and Technology; Co financing "Slovenian technological platform for vehicles, roads and traffic"

HA Hessen Agentur GmbH (Hessen Agency); Transitional Clustering in the Automotive Sector

Project ČAUTO IN« (Cidaut); Boost AUTOMotive SMEs participation IN FP7

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 and recognition 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.





## načrt za prihodnje obdobje planned development

Za uspešno delovanje GIZ ACS v bodoče bo potrebno odgovoriti na vprašanja, kam gremo in kaj hočemo v naslednjih petih letih. Naše članstvo sestavljajo predvsem dobavitelji avtomobilski in drugim industrijam ter ponudniki različnih tehnologij in storitev, ki jih praviloma prav tako nudijo tudi drugim industrijam, ter izobraževalno raziskovalne inštitucije. V želji večjega približevanja in vključevanja v globalno avtomobilsko industrijo z namenom rasti prihodka in dodane vrednosti, ter večkrat deklariran prehod na izdelke večje integracije in višje dodane vrednosti, moramo preiti iz kakršnega koli samozadovoljstva dosedanjih izkušenj, dosežkov in meril v realni svet dobaviteljstva moderne avtomobilske industrije, ki ga karakterizirajo najstrožji kakovostni standardi, 100% dobavna zanesljivost v globalnih razmerah, največja stopnja inovativnost, elektronicizacija in različna proizvodnja z integriranim sistemom procesa nenehnih izboljšav, vključno z obvladovanjem in zniževanjem stroškov na nenasitnem globalnem nivoju. Upoštevati moramo predvsem težnje evropske avtomobilske industrije, ki nam je najbližja in s katero imamo najboljše reference, ki pa je v stalni tekmi z ameriško in japonsko. Čeprav pa ta tekma ne izključuje tudi stalnega povezovanja in aliانس s konkurenco na vseh področjih, ki lahko prinesejo dodatne konkurenčne prednosti. Upoštevati moramo tudi zakonitosti globalnega iskanja najcenejših delovnih področij in s tem povzročenih selitev proizvođenj ter strategije in iskanja odgovorov EU na vsa ta dogajanja in problematike, ki se na našem področju s poudarkom na znanju, izobraževanju, inovativnosti ter povezovanju na nivoju tehnoloških platform in okvirnih programov EU. Ob tem je treba omeniti vrsto novih tehnologij, ki so že prisotne in bodo v naslednjih letih bistveno vplivale prav na naše področje dela, kot so gorivne celice, vodik, nanotehnologije,

biogoriva, inteligentni in drugi novi materiali, nove zahteve ekologije in varnosti v prometu itd.

Pri načrtih ACS, bodisi, da gre za strateški načrt bodisi za letne plane, moramo razlikovati cilje, težnje, možnosti in vsebino dela vodstva grozda, ki zajema dva zaposlena, nekaj rednih ali občasnih zunanjih sodelavcev, običajno tudi iz vrst sodelavcev članov, ki so pripravljene pomagati. Predvsem pa je potrebno veliko pozornost posvečati ciljem, težnjam, potrebam in možnosti samih članov. Situacija je takšna, da prvo lahko le ustvarja priložnosti in okoliščine za druge, vzpostavlja mednarodne in medpodjetniške priložnosti za stike, promovira grozd in njegove člane v naši državi in v inozemstvu, spoznava zakonitosti in gibanja v globalni avtomobilski industriji in jih na tak ali drugačen način posreduje članom, organizira usposabljanje za večšine in standarde, ki so prioritetni v tej branži, organizira skupno nabavo materiala in komponent, povezuje ob možnosti razpisanih projektov in novih instrumentov kot so tehnološke platforme, itd. Glede na to, v planih in v aktivnostih zaenkrat prevladujejo tovrstne naloge. Ob vsem tem ni nepomembno, da je treba te aktivnosti povezati tudi s vsakokratnimi finančnimi možnostmi. Od samih podjetij – članov pa je odvisno ali to uporabljajo ali ne. Cilji grozda in njihovo doseganje, pa tudi same aktivnosti pa so smiselni in pomembni le v celoti, torej za same člane in za vodstvo, za kar pa potrebujemo več permanentnega sodelovanja, informatike grozda in sodelovanja med samimi člani. Za naš želeni cilj, da bomo sledili naši viziji in poslanstvu, moramo v letu 2006 storiti vse na izboljšanju notranjega komuniciranja, pridobivanja podatkov in uporabne informatike.

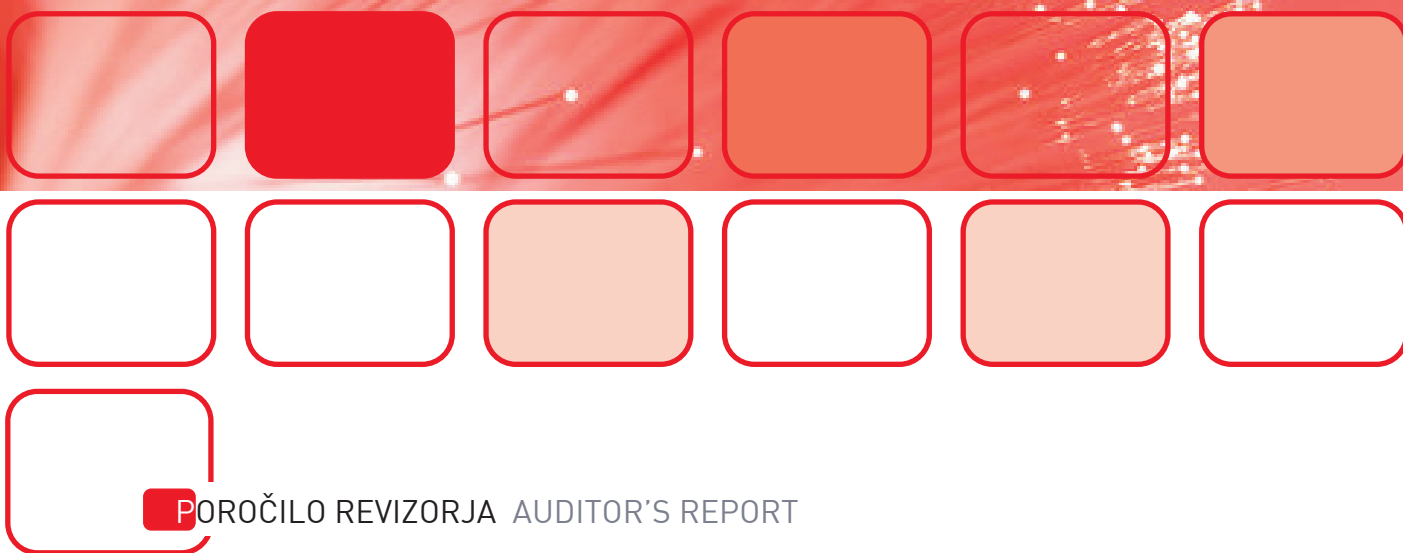
In order to achieve success at ACS in the future, two questions will have to be answered, namely; where are we going and what do we want in the next five years. ACS members are mainly automotive and other industries' suppliers and providers of different technologies and services that they provide to various industries as well as educational and research institutions. Since we wish to approach and become integrated in the global automotive industry with the intention of raising the income and added value and achieving the often declared transfer to the products of higher integration and higher added value, we will have to face the fact that it is not enough if we are satisfied with our success and experiences so far and that we need to enter the real world of modern automotive supply industry which is characterized by extremely strict quality standards, 100% supply reliability in global conditions, the highest level of innovation, electronics, and excellent production with the integrated non-stop improvement system that also includes the control over and lowering the costs at the insatiable global level.

fuel cells, hydrogen, nanotechnology, bio fuels, intelligent and other new materials, new ecology requirements, new traffic safety requirements etc.

Above all we need to consider the tendencies of the European automotive sector since it is the closest to us since it is the one that we have had the best references with, but it is also the one that constantly competes with the American and the Japanese automotive industries. Such competition, of course does not exclude constant cooperation and alliances with competition in all the fields that can bring additional competition advantages. We also need to consider the principle of a global sourcing of low labour cost areas which results in the moving the productions and strategies, as well as EU quest for answers to such problems that are mainly being solved in our area by putting more stress on knowledge, education, innovation, and cooperation in the form of technological platforms and EU framework programmes.

As far as ACS plans are concerned, in strategic plans and annual plans alike, we need to identify the goals, tendencies, possibilities and the contents of work of the cluster management which includes two fully employed people and a few permanent and temporary assistants who are usually chosen and invited among the ACS members staff that are willing to help. Special attention needs to be dedicated to the ACS members' goals, tendencies, needs and possibilities. The situation is such that at first it can simply create opportunities and environment for others and establish international and inter-companies opportunities for contacts, it promotes the cluster and its members in Slovenia and abroad, learns about the rules and movements in the global automotive sector and presents them to the members in different ways, organizes trainings of skills and standards that are a priority in this branch, organizes common purchase of materials and components, makes connections when there are invitations to tender for projects and new instruments, such as technological platforms, etc. As a consequence, the plans and activities are mainly defined by such duties. It is not irrelevant that such activities need to be connected with individual financial possibilities. The companies – ACS members then decide for themselves whether they will use it or not. The cluster's goals and achievement of the goals together with the activities are only sensible and important as a whole, namely for the members alone and for the management. This however requires more permanent cooperation, cluster's informatics and cooperation between the members. In order to achieve our desired goal and to follow our vision and mission we need to do our best in 2006 to improve the internal communication, data acquisition and useful informatics.

In addition to this we should mention a number of new technologies that already exist and will essentially influence our field of work, such as



**P**OROČILO REVIZORJA AUDITOR'S REPORT

Poslovno poročilo za leto 2005 je skladno z revidiranimi računovodskimi izkazi.

The business report for 2005 is in accordance with the audited financial statements.

[www.acs-giz.si](http://www.acs-giz.si)

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