SAAB’S INDUSTRIAL COOPERATION EXPERIENCES

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Saab Industrial Cooperation
OUTLINE

• Saab’s view on Industrial Cooperation
• IC experience and track record
• Case study – Gripen for Brazil
• Summary
COMPETITIVE PRODUCTS, GLOBAL MARKET

Aeronautics
Kockums
Dynamics
Support & Services
Industrial Products & Services
Surveillance

Europe
North America
Middle East & Africa
Asia Pacific
Latin America

16 400 Employees (2017)
SAAB’S VIEW ON INDUSTRIAL COOPERATION

- Our business benefits from industrial cooperation and local presence
- Industrial cooperation promotes growth for both Saab and our customers
- Industrial cooperation is based on market conditions and must be financially sound and beneficial for all parties involved
- Saab’s Code of Conduct governs our actions and establishes an overall approach with individual and collective responsibilities.
INDUSTRIAL COOPERATION VISION, MISSION, STRATEGY

• Our **vision** is that industrial cooperation and offset is an integral part of Saab business and operations in interaction with customers and stakeholders.

• Our **mission** is to drive, coordinate and facilitate development and delivery of balanced Industrial Cooperation and Offset programs.

• Our **strategy** is to offer competitive Industrial Cooperation programs based upon the circumstances and the framework of policies and regulations that apply to the customer country as well as Saab and Sweden.
INDUSTRY & INNOVATION COOPERATION
SAAB’S PROVEN TRACK RECORD

Successfully delivered to more than 30 countries

Thailand
- Partnership with local defence industry
- ToT in C2, Data links, Naval systems

Czech Republic
- >1BUSD in Export and Revenue
- >50 Local Companies

Australia
- 350 jobs in Saab Centre of Competence
- Software design & MRO

Brazil
- Innovation Center CiSB
- Joint Sweden Brazil Triple Helix projects
- ToT, Development, Production and Maintenance work

Hungary
- Job creation
- 700 MEUR export & revenue
- 5% of HU total export

South Africa
- Job creation in civil and defence industry
- Flight Test Center
- EW Center of Competence

South Korea
- Cooperation with South Korean defence industry
- ToT and cooperation in Radar technology
CASE STUDY: GRIPEN FOR BRAZIL

- 36 Aircraft
  - 28 Single-Seat
  - 8 Dual-Seat
- Role Equipment (Pylons, launchers, fuel tanks,…)
- FTI Equipment
- Operational Support Equipment
- Training Media
- Training
- Maintenance System
- Offset obligation

December 2013
Gripen Selected

October 2014
Contract signed

September 2015
Effective Contract
OFFSET REQUIREMENTS
- NATIONAL DEFENCE STRATEGY

- Reorganization of Armed Forces
- Restructure of the Defence Industry
- Composition of the Armed Forces Personnel

“The Gripen Offset Program will be the enabler of a higher level of national autonomy”

“National Independence is achieved by autonomous technological capacity and by strengthening of the industrial defence base”
BUILDING CAPABILITIES
A LONG TERM COMMITMENT
OFFSET PROGRAMME

• Transfer of Technology programme designed to meet customer aspirations to build a future fighter capability in country

• Gripen in-country development, production, maintenance and upgrade capability

• Builds on experience from previous technology transfer programmes, e.g. South Africa

• Transfer of Technology Programme defined together with Brazilian partners
  – Tailored to meet individual needs
  – Sustained capabilities
SAAB TRANSFER OF TECHNOLOGY MODEL

Capability build-up is achieved through

• Theoretical Training
• On-the-Job Training
• In-country Development, Production and/or maintenance Work
• In-country technical support
• R&T programmes
• Train-the-Trainer concept
TRAIN-THE-TRAINER CONCEPT

- Participants in the Saab transfer programme are trained to be able to train others
- Expand the in-country knowledge base
- Sustain capabilities over time
GRIPEN BRAZIL TOT PROGRAMME

DEVELOPMENT CENTRE
Gavião Peixoto

FLIGHT TEST CENTER
Gavião Peixoto

FIGHTER PRODUCTION
São Bernardo do Campo & Gavião Peixoto

Systems Integration
Airframe Design & Aerodynamics
Simulation
Maintenance Optimization
Weapon Integration
Future Fighter Design
BRAZIL TOT PROGRAMME STATUS

• Effective contract in September 2015
• First batch of 50 secondees at Saab in October 2015
• The Development Centre in Gavião Peixoto inaugurated in November 2016
• Some ToT data
  – More than 100 Engineers have finalised their instructor training
  – Several hundreds still to come
TRAINING ACADEMY IN BRAZIL

- Miniature of an aerostructure assembly process
- 3 month theoretical training with practice integrated
- Digitalized instructions and 3D models
- Quality assurance principles
- 5S concept
- Improvements process
- 12 students capacity
THE SWEDISH-BRAZILIAN RESEARCH AND INNOVATION CENTER (CISB)

• A non-profit Research and Innovation Association implementing R&D and Innovation partnerships between Sweden and Brazil

• Inspired by the Swedish Science Parks and the principles of:
  – Challenge-Driven Innovation
  – Triple Helix; Public, Industry and Academia
  – Open Innovation

• Focus areas
  – Aeronautics
  – Defence and security
  – Sustainable energy
  – Transport and logistics
  – Urban development
SUMMARY

KEY IC SUCCESS FACTORS

• Willingness to share
• Common vision and agreed outcome
• Tailored programme to achieve objectives
• Long term perspective and commitment
THANK YOU!

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