

Results-oriented strategic management

Project: Artisanship in Três Marias

Project: Artisanship in Três Marias with Focus on Fish Leather

Target-public: Craftsmen and fishermen of Três Marias for the artisanship development, with focus on Fish Leather.

General Objective: Consolidate and promote the development of artisanship, fish leather included, as an economical sector, with job and income generation.

Strategic Focus:

1. Promote Capacity;
2. Promote Technology Access;
3. Promote Artisanship Cultural Identity;
4. Promote Market Access;
5. Promote Credit Access;
6. Promote access to the Culture of Co-ops;
7. Structure the artisanship productive chain, involving tourism.

Premisses

1. Raw material (fish leather) supply maintenance, including environmental and governmental laws.
2. National income maintenance;
3. Fish high mortality rate, diseases and plagues;
4. Maintenance of partnership with local institutions and others.

Final Result

1. Increase the average income of the craftsmen by 10% by December 2005, 30% by December 2006 and 50% by December 2007.

Intermediate Results

2. Increase sales by 10% by December of 2005, 30% by December of 2006; and 50% by December of 2007.

Indicator: sales volume.

3. Increase craftsmen production by 10% by the end of 2005, 30% by the end of 2006, and 50% by the end of 2007.

Indicator: increasing production and product diversification.

Strategic Foci

Strategic Focus: Promote Capacity

Related Actions:

Action: 1- Sebrae Artisanship Program (SAB)

Action: 2- Promote craftsmen capacity and chain of artisanal production

Action: 3- Involve environmental organs in the accompaniment of productive processes

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Strategic Focus: Promote Technology Access.

Related Actions:

Action: 2- To implement processing unit, fish leather improvement and tanning

Strategic Focus: Promote Artisanship Cultural Identity

Related Actions:

Action: 6- Create Artisanship Cultural Identity

Strategic Focus: Promote Market Access

Related Actions:

Action: 4- Develop marketing plan

Action: 5- Organize collective work infrastructure for the artisanal pieces production

Action: 8- Promote publicity campaign

Action: 11- Participate in fairs and technical missions

Strategic Focus: Promote Credit Access

Related Actions:

Action: 10- Promote Credit Access

Strategic Focus: Promote access to the Co-op Culture

Related Actions:

Action: 9- Reorganize the Artisanship Association of Três Marias

Strategic Focus: Structure the productive chain of the artisanship, involving Tourism

Related Actions:

Action: 7- Make the business class, tourism productive chain aware of Três Marias artisanship development

Action: 12- Research T0, T1, T2...

Action: 13- Project Management

Action: 1- Sebrae Artisanship Program (SAP) – Modules XI, XII, XIII e XIV (Associativism, Cooperativism, Design, Management and Design)

Description: To pass along techniques aiming at the production processes quality and product commercialization techniques improvement.

Action Coordination: Emerson Gonçalves da Silva / Elisabete Leite

Responsible Entity: Sebrae – MG, Adetrês, Aciatma

Responsible Entity for Financial Viability: Sebrae - Minas

Beginning: May, 19th, 2205

Ending: July, 16th, 2005

Calculated Amount: R\$ 5.000,00 (CND\$ 2,500.00)

Critical Landmarks

| Critical Landmark Description | % Effort | Stated Time | Date of Accomplishment (dd/mm/yy) | Comment |
|---|-----------------|--------------------|--|----------------|
| Hire instructors to deliver capacity activities | 10 | | 15/05/05 | |
| Mobilize craftsmen to the program | 20 | | 16/05/05 | |
| Promote capacity activities – XI – Associations | 20 | | 19 a (to) 20/05/05 | |
| Promote capacity activities – XII – Design | 20 | | 02 e (and) 03/06/05 | |
| Promote capacity activities – XIII – Management | 20 | | 21 e (and) 22/06/05 | |
| Promote capacity activities – XIV – Management and Design | 10 | | 15 a (to) 16/07/05 | |
| Finished action | 100 | | | |

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Goals

| Goal Description | Foreseen | Accomplished |
|---|------------|--------------|
| Refine both the products of the craftsmen and the development of techniques and commercialization | 03 modules | |

Financial Accomplishment

| Period | Foreseen (R\$) | | | |
|--------------|-----------------|---------------|---------------|-----------------|
| | Sebrae | ACIATMA | ADETRÊS | Total |
| 2005 | 5.000,00 | 300,00 | 200,00 | 5.500,00 |
| Total | 5.000,00 | 300,00 | 200,00 | 5.500,00 |

Related Results

- 1- Increase the craftsmen average income by 10% by December of 2005, 30% by December of 2006, and 50% by December of 2007.
- 2- Increase the craftsmen sales volume by 10% by December of 2005, 30% by December of 2006, and 50% by December of 2007.
- 3- Increase the craftsmen production by 10% by the end of 2005, 30% by the end of 2006, and 50% by the end of 2007.

Action: 2- To promote craftsmen and artisanship productive chain capacity

Description: Capacity for craftsmen, fishermen and other participants in the artisanship productive chain, for implementation of the production processes and fish leather products.

Action coordinator: Emerson Gonçalves / Elisabete Leite

Responsible entity for the execution: Sebrae, Projeto Peixes, Pessoas e Água, Senac and Municipal Hall

Responsible entity for the financial viability: Sebrae, Projeto Peixes, Pessoas e Água, Commercial Association of Três Marias, Development Agency of Três Marias – ADETRÊS, SENAC, CEMIG, CMM-Votorantim

Date of Beginning: 02/06/2005 (dd/mm/yy)

Date of Ending: 01/08/2006 (dd/mm/yy)

Calculated Amount: R\$ 15.500,00 (CDN\$ 7,750.00)

Critical Landmarks

| Landmark Description | % Effort | Stated Time | Date of accomplishment | Comment |
|--|----------|-------------|------------------------|---------|
| Hire specialized services to establish criteria, with craftsmen participation, aiming at the implementation of improvement and diversification processes in the artisanship productive chain: raw material processing; creation and definition of the new products collection, design amplification of the products development, piece stocking; packing development, distribution logistic, management and commercialization. | 30 | | | |
| Capacitate fishermen and wives with processing techniques and fish leather improvement. | 15 | | | |
| Organize capacity classes | 20 | | | |
| Awareness lectures to the artisanship productive chain and community | 15 | | | |
| Accomplish the capacity activities | 20 | | | |
| Finished action | 100 | | | |

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Goals

| Goal Description | Foreseen | Accomplished |
|------------------------------|----------|--------------|
| Capacitated craftsmen | 25 | |
| Capacitated productive chain | 60 | |

Financial Accomplishment

| Period | Foreseen (R\$) | | | | |
|--------------|------------------|-----------------|--------------------------------|-----------------|------------------|
| | Sebrae | ACIATMA | Projeto Peixes, Pessoas e Água | ADETRÊS | Total |
| 2005 | 10.000,00 | 3.000,00 | 1.500,00 | 1.000,00 | 15.500,00 |
| Total | 10.000,00 | 3.000,00 | 1.500,00 | 1.000,00 | 15.500,00 |

Related Results

- 1- Increase the craftsmen average income by 10% by December of 2005, 30% by December of 2006, and 50% by December of 2007.
- 2- Increase the craftsmen sales volume by 10% by December of 2005, 30% by December of 2006, and 50% by December of 2007.
- 3- Increase the craftsmen production by 10% by the end of 2005, 30% by the end of 2006, and 50% by the end of 2007.

Action: 3- Implement a processing unit, Fish Leather improvement and tanning

Description: Implement and develop capacity units about Fish Leather processing, improvement and tanning for the target-audience.

Action coordinator: Emerson Gonçalves / Elisabete Leite

Responsible entity for the execution: Sebrae-MG, Municipal Hall, CAP, Fishermen Federation

Responsible entity for the financial viability: Municipal Hall, Projeto Peixes, Pessoas e Aguas

Date of Beginning: 03/10/2005 (dd/mm/yy)

Date of Ending: 31/03/2006 (dd/mm/yy)

Calculated Amount: R\$ 12.000,00 (CDN\$ 6,000.00)

Critical Landmarks

| Critical Landmark Description | % Effort | Stated Time | Accomplishment date | Comment |
|--|----------|-------------|---------------------|---------|
| Hire a private or governmental institution with fish leather processing methodology | 20 | | | |
| Promote craftsmen and fishermen capacity in relation to fish leather processing, improvement and tanning | 40 | | | |
| Create a fish leather processing, improvement and tanning unit | 40 | | | |
| Finished Action | 100 | | | |

Goals

| Goal Description | Foreseen | Accomplished |
|------------------------------|----------|--------------|
| Implemented Processing Units | 01 | |

Financial Accomplishment

| Period | Foreseen (R\$) | | | |
|--------------|------------------|----------------|----------------|------------------|
| | Sebrae | Other Partners | Other Partners | Total |
| 2005 | 12.000,00 | | | 12.000,00 |
| Total | 12.000,00 | | | 12.000,00 |

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Related Results

- 1- Increase the craftsmen average income by 10% by December of 2005, 30% by December of 2006, and 50% by December of 2007.
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- 3- Increase the craftsmen production by 10% by the end of 2005, 30% by the end of 2006, and 50% by the end of 2007.

Action: 4- Involve environmental organs in the accompaniment of the productive processes

Description: Identify and involve environmental organs for the accompaniment of the productive processes, including raw material selection in order to avoid compromising alterations in the environment.

Action coordinator: Alison Macnaughton and Bárbara Johnsen

Responsible entity for the execution: Projeto Peixes Pessoas e Água.

Responsible entity for the financial viability: Projeto Peixes Pessoas e Água.

Date of Beginning: 08/08/2005 (dd/mm/yy)

Date of Ending: 31/12/2007 (dd/mm/yy)

Calculated Amount: R\$ 2.000,00 (CDN\$ 1,000.00)

Critical Landmarks

| Landmark description | % Effort | Stated Time | Date of accomplishment | Comment |
|---|----------|-------------|------------------------|---------|
| Identify possible environmental organs | 25 | | | |
| Propose partnerships with environmental organs | 20 | | | |
| Create capacity workshops on environmental impact, natural production processes and respective laws | 35 | | | |
| Promote workshops, attending craftsmen and artisanship productive chain, with focus on fish leather | 20 | | | |
| Finished action | 100 | | | |

Goals

| Goal Description | Foreseen | Accomplished |
|-------------------------------|----------|--------------|
| Environmental organs involved | | |

Financial Accomplishment

| Period | Foreseen (R\$) | | |
|--------------|----------------|----------------|----------|
| | PPA Project | Other partners | Partner |
| 2005 | 2.000,00 | | Total |
| Total | 2.000,00 | | 2.000,00 |

Related Results

- 1- To increase the craftsmen production by 10% by the end of 2005, 30% by the end of 2006, and 50% by the end of 2007.

Action: 4- Create Artisanship Cultural Identity

Description: Create Artisanship Cultural Identity with focus on fish leather to promote the sector and guarantee market access.

Action coordinator: Elias de Assis Oliveira / Elisabete Leite

Responsible entity for the execution: SEDETUR, ADETRÊS, Artisanship Association

Responsible entity for the financial viability: SEDETUR, Sebrae,

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Date of Beginning: 06/03/2006 (dd/mm/yy)

Date of Ending: 31/12/2007 (dd/mm/yy)

Calculated Amount:

Critical Landmarks

| Landmark description | % Effort | Stated Time | Date of accomplishment | Comment |
|--|----------|-------------|------------------------|---------|
| Hire a consultant | 20 | | | |
| Develop trademark of the Artisanship of Três Marias | 40 | | | |
| Introduce and diversify product collection with fish leather | 40 | | | |
| Finished Action | 100 | | | |

Goals

| Goal Description | Foreseen | Accomplished |
|---|----------|--------------|
| Developed Cultural Artisanship Identity | | |

Financial Accomplishment

| Period | (R\$) Foreseen | | | |
|--------|----------------|---------|---------|-------|
| | Sebrae | Sedetur | Partner | Total |
| 2005 | | | | |
| Total | | | | |

Related Results

- 1- Increase the craftsmen average income by 10% by December of 2005, 30% by December of 2006, and 50% by December of 2007.
- 2- Increase the craftsmen sales volume by 10% by December of 2005, 30% by December of 2006, and 50% by December of 2007.
- 3- Increase the craftsmen production by 10% by the end of 2005, 30% by the end of 2006, and 50% by the end of 2007.

Translated by: Juliana dos S.F.P.F. dos Reis, Canada