

Enjoy all the  
interactivity of this  
PDF for a more  
engaging and  
stimulating reading  
experience.



# INTERNATIONAL BUSINESS CONGRESS CONCLUSIONS

OCTOBER 12th AND 13th, 2017  
PARQUE DE EXPOSIÇÕES DE AVEIRO

Cofinanciado por:



Fundo Europeu  
de Desenvolvimento Regional





## TECHNICAL DETAILS

### Ownership and edition

AIDA – Associação Industrial do Distrito de Aveiro  
Z. I. da Taboeira - Rua da Boavista – Alagoas  
3800-115 Aveiro

PH 234 302 490

FAX 234 302 499

aida@aida.pt | www.aida.pt

GPS 40°38'26.84"N  
8°36'35.71"W

### Coordination

Elisabete Rita

### Support

Celeste Claro, Ana Manuela Ferreira

### Photography

Filipe Cruz Photography

### Design and Press Advisory

Media 360, Lda  
Rua Oceano Atlântico, lote 5, loja 4,  
8500-823 Portimão

## COPYRIGHT

All rights reserved.

AIDA – Associação Industrial do Distrito de Aveiro (Industrial Association of the District of Aveiro)

It is completely interdict the use of this publication to reproduction, electronic storing, lists compilation for Direct Mail and other marketing uses, as also any other way of transmission and selling, totally or partially, its content.

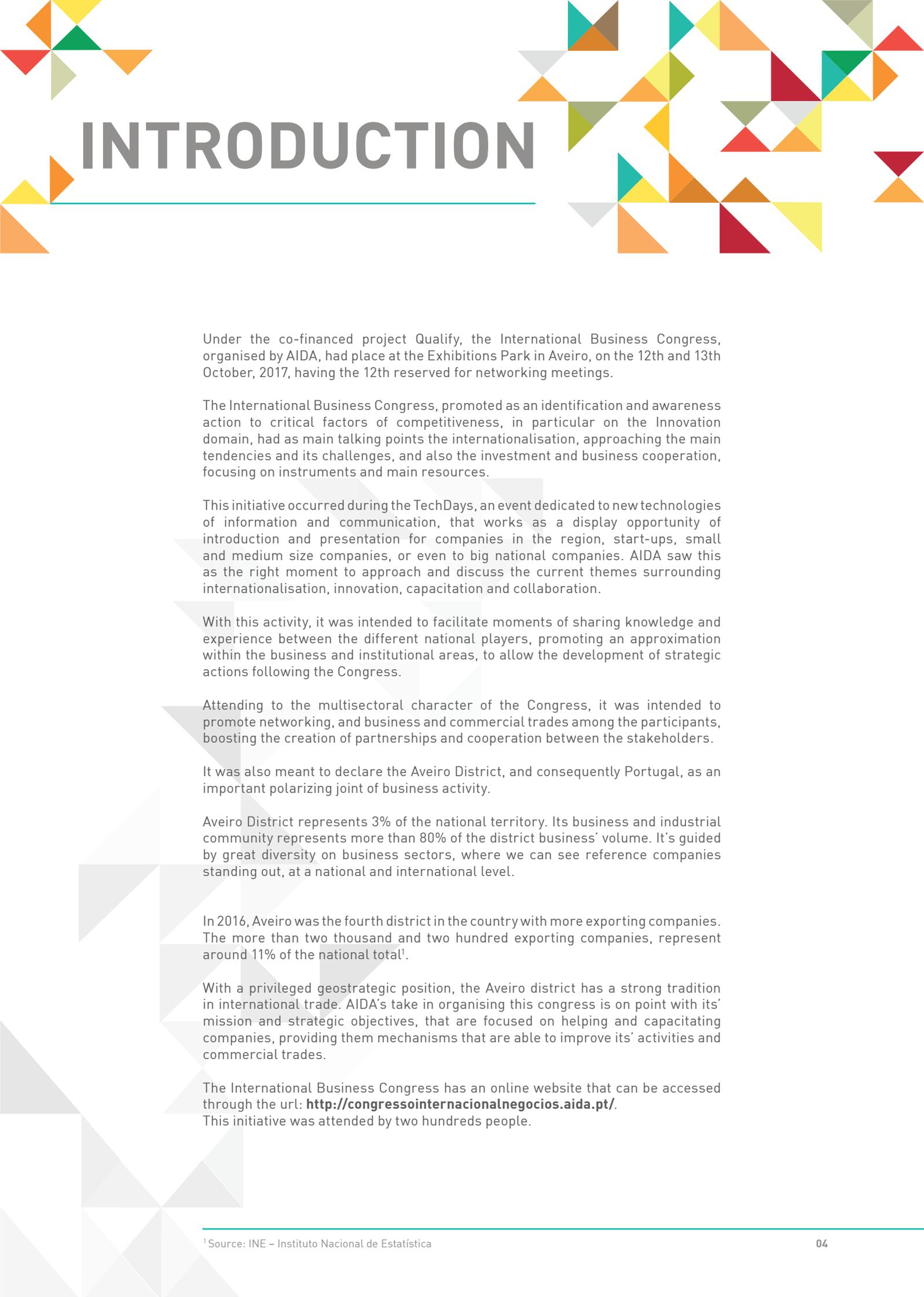
The non-compliance with the information above composes an infraction under the state of law on this matter, exceptions made upon a previously written authorisation by the author.

# INDEX



click and  
navigate to  
the page  
you want

<b>Introduction</b>	<b>04</b>
<b>Message from the AIDA Chairman</b>	<b>05</b>
<b>International Business Congress by AIDA</b>	<b>06</b>
Schedule	07
Speakers	08
Conclusions	16
<b>The congress in Pictures</b>	<b>24</b>
<b>The Congress on the Media</b>	<b>38</b>
<b>AIDA</b>	<b>40</b>
History	41
Services	42
Social Entities	44



# INTRODUCTION

---

Under the co-financed project Qualify, the International Business Congress, organised by AIDA, had place at the Exhibitions Park in Aveiro, on the 12th and 13th October, 2017, having the 12th reserved for networking meetings.

The International Business Congress, promoted as an identification and awareness action to critical factors of competitiveness, in particular on the Innovation domain, had as main talking points the internationalisation, approaching the main tendencies and its challenges, and also the investment and business cooperation, focusing on instruments and main resources.

This initiative occurred during the TechDays, an event dedicated to new technologies of information and communication, that works as a display opportunity of introduction and presentation for companies in the region, start-ups, small and medium size companies, or even to big national companies. AIDA saw this as the right moment to approach and discuss the current themes surrounding internationalisation, innovation, capacitation and collaboration.

With this activity, it was intended to facilitate moments of sharing knowledge and experience between the different national players, promoting an approximation within the business and institutional areas, to allow the development of strategic actions following the Congress.

Attending to the multisectoral character of the Congress, it was intended to promote networking, and business and commercial trades among the participants, boosting the creation of partnerships and cooperation between the stakeholders.

It was also meant to declare the Aveiro District, and consequently Portugal, as an important polarizing joint of business activity.

Aveiro District represents 3% of the national territory. Its business and industrial community represents more than 80% of the district business' volume. It's guided by great diversity on business sectors, where we can see reference companies standing out, at a national and international level.

In 2016, Aveiro was the fourth district in the country with more exporting companies. The more than two thousand and two hundred exporting companies, represent around 11% of the national total<sup>1</sup>.

With a privileged geostrategic position, the Aveiro district has a strong tradition in international trade. AIDA's take in organising this congress is on point with its' mission and strategic objectives, that are focused on helping and capacitating companies, providing them mechanisms that are able to improve its' activities and commercial trades.

The International Business Congress has an online website that can be accessed through the url: <http://congressointernacionalnegocios.aida.pt/>. This initiative was attended by two hundreds people.

---

<sup>1</sup>Source: INE - Instituto Nacional de Estatística

# MESSAGE FROM THE AIDA CHAIRMAN



## Fernando Paiva de Castro

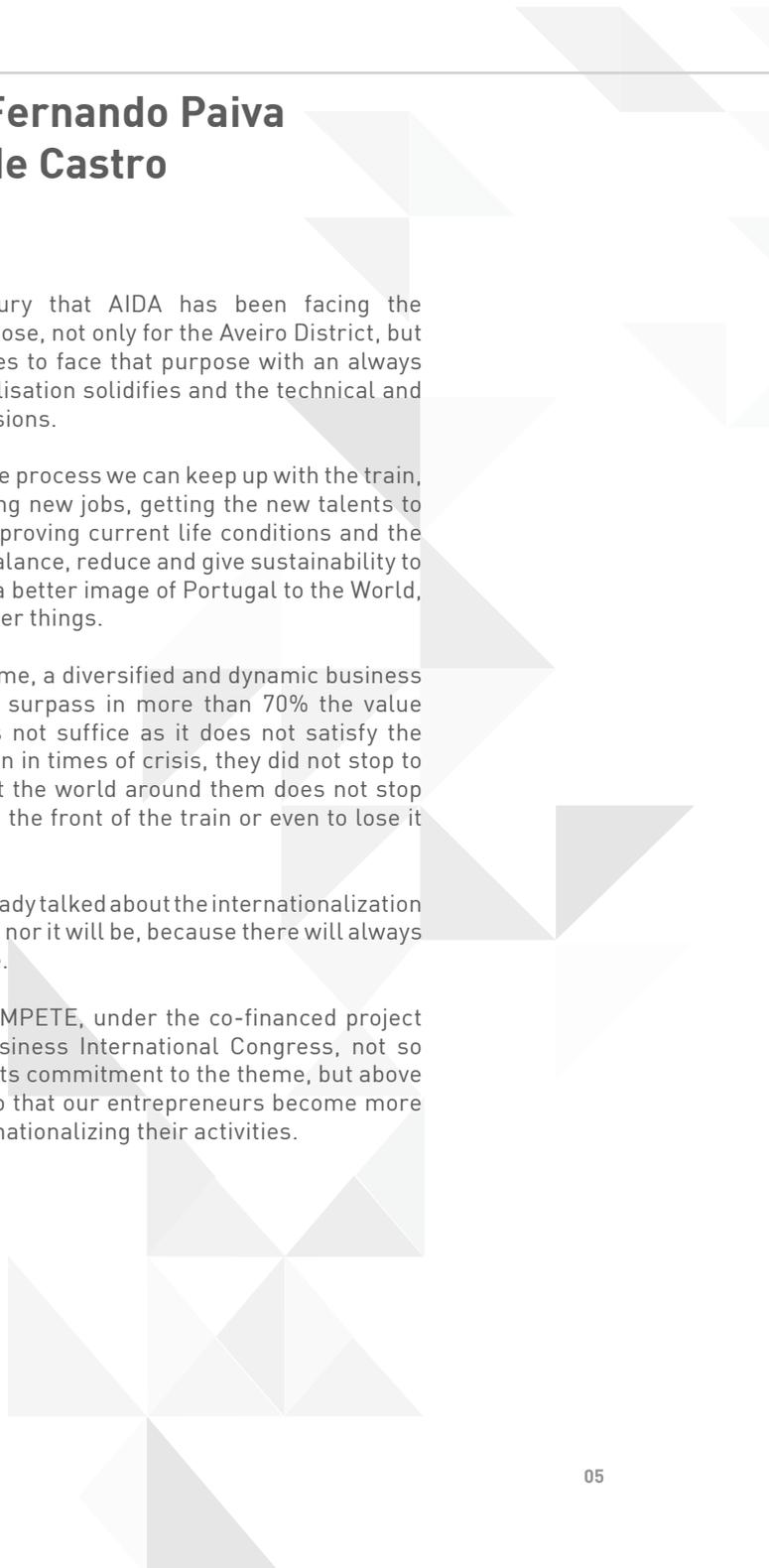
For more than one quarter of a century that AIDA has been facing the internationalisation of companies as a purpose, not only for the Aveiro District, but also for the whole country. And it continues to face that purpose with an always growing conviction, as the economic globalisation solidifies and the technical and technological evolution go beyond all previsions.

Only by actively participating in this evolutive process we can keep up with the train, being up to date, being competitive, creating new jobs, getting the new talents to stay, creating richness for our country, improving current life conditions and the next generations', better our commercial balance, reduce and give sustainability to our external debt, improving and claiming a better image of Portugal to the World, attracting foreigner investment, among other things.

The Aveiro District has, since a very long time, a diversified and dynamic business community, whose exportations currently surpass in more than 70% the value of the importation. But this not only does not suffice as it does not satisfy the ambition of its entrepreneurs because, even in times of crisis, they did not stop to risk investing. Our businessmen know that the world around them does not stop and so stopping means to move away from the front of the train or even to lose it definitively.

Therefore, no matter how much we have already talked about the internationalization of our companies, the theme is not dried out nor it will be, because there will always be new ways to analyse the dynamics of life.

In this context and with the support of COMPETE, under the co-financed project Qualify, it was necessary to hold this Business International Congress, not so much for AIDA to continue to demonstrate its commitment to the theme, but above all for its new aspects be evidenced and so that our entrepreneurs become more knowledgeable of the way to go when internationalizing their activities.





# **INTERNATIONAL BUSINESS CONGRESS**

# SCHEDULE

**9 a.m.** Registration

**9:30 a.m. OPENING SESSION**

**José Ribau Esteves**, Mayor of Aveiro

**Fernando Paiva de Castro**, Chairman of AIDA

**José Carlos Caldeira**, President of ANI – National Agency of Innovation.

**PANEL I – INTERNATIONALIZATION, TRENDS AND CHALLENGES**

**10:20 a.m. New Challenges for Internationalization** | **António Silva**, Member of the Board of Directors of AICEP

**10:40 a.m. Business opportunities in the German, U.S. and French markets**

Moderation: **Clarisse Nunes**, Journalist in USA

**Simeon Ries**, Specialized Consultant in the German Market

**Graça Didier**, Executive Director of the American Chamber of Commerce

**Géraldine Dussaubat**, Head of the Delegation in Porto CCILF

**Entrepreneur Testimonials**

**Jorge Santiago**, President of Miralago/Órbita

**DISCUSSION**

**1 p.m. NETWORKING LUNCH**

**PANEL II – INVESTMENT, GROWTH AND CORPORATE COOPERATION**

**3 p.m. A Portuguese Economy: Past and Future** | **Rui Rio**, Partner at Neves de Almeida HR Consulting

**3:20 p.m.** Table moderated by **Simeon Ries**, Specialized Consultant in the German market

**Fernando Alfaiate**, Member of the Board of Directors of COMPETE 2020

**Jorge Marques dos Santos**, President of IAPMEI - Agency for Competitiveness and Innovation

**Jorge Portugal**, Director General of COTEC Portugal - Entrepreneurial Association for Innovation

**DISCUSSION**

**5 p.m. CLOSING SESSION**

**Fernando Paiva de Castro**, Chairman of AIDA

**José Ribau Esteves**, Mayor of Aveiro

**Eurico Brilhante Dias**, Secretary of State for Internationalization

**17:30h Networking Cocktail**

# SPEAKERS



## José Ribau Esteves

MAYOR OF AVEIRO AND  
PRESIDENT OF CIRA

He graduated in Zootechnical Engineering at UTAD / Vila Real in the year 1985/1990, having served as Commercial Director of Purina Portugal between 1991 and 1997.

He was Councillor of the Municipality of Ílhavo from 1990 to 1993, and assumed the presidency of the municipality from 1998 to 2013, elected by the Social Democratic Party (in which he was Secretary General from October 2007 to June 2008).

He was also President of the Association Oceano XXI (managing entity of the Cluster of Knowledge and Economy of the Sea).

He presides over the Municipal Council of Aveiro and the Intermunicipal Council of the Inter-municipal community of the Region of Aveiro - CIRA and also plays the role of Vice-President of the Board of Directors of ANMP, Member of the Committee of the Regions of the European Union.



## Fernando Paiva de Castro

CHAIRMAN OF AIDA

Graduated in Accounting from Instituto Comercial do Porto. He has been a manager since 1980 in several companies in the Agro-Food and Metal-mechanical sector and Councillor of the City Council of Anadia and President of the Municipal Assembly of Anadia.

He is currently Vice-President of C.A. de Alianza - Vinhos de Portugal S.A., President of the General Council of the Viticulture Commission of Bairrada, Chairman of the Audit Committee of the Professional School of Viticulture and Enology of Bairrada, President of the Bairrada Confraternity of Enófilos.

He is also Vice-President of the Board of Directors of the Portugal-China Chamber of Cooperation and Development, Member of the Board of Directors of the PCI and the Port Community of Aveiro, Member of the Board of Directors of the CEC, General Council of the CIP, President of the General Assembly of CESAE, Chairman of the General Meeting of Mais Vagos, SA and Member of the Board of Directors of Aveiro-Expo, EM.



click on the  
photos of the  
speakers to  
read their  
testimonies in  
the congress

# SPEAKERS



## José Carlos Caldeira

PRESIDENT OF ANI – NATIONAL  
AGENCY OF INNOVATION

Until 2014 he was executive administrator of the PRODUCECH - Production Technologies Center and Director of INESC TEC, Associated Laboratory coordinated by INESC Porto.

He is a member of the High Level Group of the MANUFUTURE Technology Platform and Chairman of its National and Regional Technology Platforms Group.

He is the national delegate of the NMP + B Program Committee of HORIZON 2020 and, since 2012, RIS3 expert from DG REGIO.



## António Carlos Silva

MEMBER OF THE BOARD OF  
DIRECTORS OF AICEP

Graduated in Economics from Instituto Superior de Economia (now ISEG) at the University of Lisbon.

From 2016 to 2017 he was an Advisor to the previous Board of Directors of AICEP.

From 2010 to 2016 he was responsible for AICEP in Paris and directed the activities of promotion and support to Portuguese companies in the areas of exports, attracting foreign investment.

He joined AICEP (then FFE) in 1973, having held technical and managerial positions at various offices at Lisbon's headquarters and various representations abroad (Havana, Praia, Brussels, London, Paris) where he supported the internationalization of Portuguese companies and developed several campaigns to promote Portugal.

For years, he was responsible for the training course at the National Institute of Administration and was a consultant / trainer for international organizations such as UNDP and EU in the areas of international trade and the internationalization of the economy.



click on the  
photos of the  
speakers to  
read their  
testimonies in  
the congress

# SPEAKERS

---



## Clarisse Frias

---

JOURNALIST IN USA

She has resided in the USA since 1987, having arrived there to begin the masters program at Rutgers University in New Jersey.

She worked as a Financial Advisor and Portfolio Manager for Travelers and Smith Barney.

In 2003, she joined the RoundBox Productions team as the producer of the TV show "EUA Contacto New Jersey", whose content was designed for circulation in the Portuguese Community resident in the USA and which has been continuously broadcast on the RTP Internacional grid until 2015.

She currently runs the website "euacontacto.com", created to disseminate the content produced for RTP Internacional and with the purpose of creating an information space destined to the Portuguese diaspora in the USA and in the World.

In 2006, she founded MediaConsult as Executive Producer. The company is especially dedicated to the production and distribution of television content, communication consulting, the dissemination of companies, brands and institutions, especially to the Portuguese communities located in the East Coast of the USA and to the promotion and organization of corporate events, workshops and seminars.

In 2012, MediaConsult created an annual networking event for construction entrepreneurs that brings together companies owned by Luso-descendants of the East Coast of the United States (CENSE), an event that will host the 4th edition in 2018.

MediaConsult is since 2015 a partner of RTP Internacional for the production of the program "Portuguese Time", currently inserted in the grids of RTP Internacional and RTP1.

---



# SPEAKERS



## Simeon Ries

### SPECIALIZED CONSULTANT IN THE GERMAN MARKET

He holds a bachelor's degree in Theology, an MBA from Bradford Management Center and a PhD from Goethe University.

He has been promoting for 20 years the business and cultural axes between Germany and Portugal. His performance manifests itself in the projects of the Portuguese consultancy BTEN, of which he is a partner, as well as in the role of professor of international marketing and sustainability management at IESF (Valadares).

In Germany, he held the chairmanship of the Portuguese businessmen's association (VPU) for 7 years and carried out numerous projects of the Enodo consultancy.

Today, he is director of a medium-sized company, in the Frankfurt area, with mostly disabled employees.

It collaborates with international institutions of reference, especially SOL - Society For Organizational Learning.



## Graça Didier

### EXECUTIVE DIRECTOR OF THE AMERICAN CHAMBER OF COMMERCE

She studied at the Universidade Católica Portuguesa where she graduated in Business Administration and Management 1982.

From 1983 to 1988 she worked in a multinational of the Pharmaceutical Industry and was responsible for the areas of Production Management, Stock Management and Prices.

From 1988 until 2006 she was CEO of Livraria Barata, one of the country's main booksellers at the time, having reached a turnover of around 5 million euros, with eight stores and about 70 employees.

She was President of APEL - Portuguese Association of Publishers and Booksellers from 1999 until 2002, where she continued to be Chairman of the Board of the General Assembly until 2005. She was the first and only woman to preside this organization.

Since 2006 she has been Executive Director of the American Chamber of Commerce in Portugal.



click on the  
photos of the  
speakers to  
read their  
testimonies in  
the congress

# SPEAKERS



## Géraldine Dussaubat

HEAD OF THE DELEGATION IN  
PORTO CCILF

Graduated in International Relations from Ecole Supérieure de Commerce de Marseille Provence in 1995.

Master in Marketing from the University of Stirling in 1996.

She joined CCILF - Luso-French Chamber of Commerce and Industry - in 1997, since then She's responsible for the CCILF delegation in Porto, in charge of the animation activities of the North Region and the Commercial Department of Support for Portuguese Companies for France in CCILF.



## Rui Rio

PARTNER AT NEVES DE  
ALMEIDA HR CONSULTING

Degree in Economics. He was an economist in companies from several sectors such as textiles, metal mechanics, chemistry and banking. He was a member of the Fiscal Council of CGD, Chairman of the Fiscal Council of CIN, non-executive Director of Metro do Porto and Chairman of 32 Senses, SGPS.

He was Mayor of Porto from 2002 to 2009, President of the Metropolitan Board of Porto and President of the Atlantic Axis of the Northwest Peninsular.

He was distinguished by the President of the Portuguese Republic with the Grand Cross of the Order of the Infante D. Henrique, by His Holiness Pope Benedict XVI with the Grand Cross of the Order of St. Gregory the Great and by the President of the Federal Republic of Germany with the Official Cross of the Order of Merit.

He is currently an independent and non-executive member of the Investment Committee of the Millennium Venture Capital Fund (FCR) and Vice-Chairman of the Board of the Certified Accountants - Member of the Representative Assembly of the Order of Economists and Chairman of the Bureau of his North Regional Section.



click on the  
photos of the  
speakers to  
read their  
testimonies in  
the congress

# SPEAKERS



## Fernando Alfaiate

MEMBER OF THE BOARD OF DIRECTORS OF COMPETE 2020

Master in Finance, by the Higher Institute of Economics and Management (ISEG).

International Diploma of Financial Analyst by the European Federation of Financial Analysts Societies.

International Diploma of Financial Analyst by the European Federation of Financial Analysts Societies.

Axis II manager - Competitiveness and internationalization of companies - COMPETE 2020.

Technical Secretary responsible for the area of the companies and innovation - COMPETE / QREN.

He was an assistant coordinator in the Management Office of the Incentive Program for the Modernization of the Economy - PRIME (QCA III), project leader in the Office of the Manager of the ENERGY PROGRAM (QCA II), advisor in the Office of the Manager of the Environment Program (QCA II) and senior technician in the Office PROTEDE (QCA I).



## Jorge Marques dos Santos

PRESIDENT OF IAPMEI - AGENCY FOR COMPETITIVENESS AND INNOVATION

He holds a degree in chemical engineering from the University of Porto, and has been working in the private sector since 1974, having taken on administrative duties, first at COPAM, Companhia Portuguesa de Amidos and later in various SONAE Group business areas.

He also developed for ten years, teaching activities in mathematics at the Higher Institute of Economics, in Lisbon.

He participated in the management of several associations, with emphasis on APED (Portuguese Association of Distribution Companies) and APLOG (Portuguese Logistics Association), having been president of both.

From May 2004 to March 2017, he was the President of IPQ - Portuguese Quality Institute.

He sings in the Polyphonia Schola Cantorum Choir, whose direction presides presently.



click on the photos of the speakers to read their testimonies in the congress

# SPEAKERS

---



## Jorge Portugal

---

DIRECTOR GENERAL OF COTEC  
PORTUGAL - ENTREPRENEURIAL  
ASSOCIATION FOR INNOVATION

PhD in Mechanical Engineering, in the field of physico-mathematical modeling of the dispersion of contaminants in geophysical flows. He later completed his MBA at the Faculty of Economics at the Universidade Nova of Lisboa.

From 2007 to 2016, he was Innovation Consultant to the President of the Republic.

Between 2004 and 2007, he was Consultant of the Government of Portugal for the area of modernization of public services.

He was an assistant professor and researcher, developed scientific research with publications in scientific journals of international prestige and acquired experience in the management of transnational scientific and technological cooperation projects.

In 1993, he founded a pioneering company in geolocation systems for business management.

Since 2001 he teaches seminars and postgraduate and training courses of executives in the field of management, marketing and innovation.

He is currently a guest lecturer in executive training courses in the areas of Innovation, Internationalization, Global Management and Partnership Management.

He regularly publishes articles in the areas of entrepreneurship, innovation, cybersecurity, marketing and business strategy.

---



click on the  
photos of the  
speakers to  
read their  
testimonies in  
the congress



# SPEAKERS



## Eurico Brilhante Dias

SECRETARY OF STATE FOR  
INTERNATIONALIZATION

PhD and MSc in Business Sciences from ISCTE-IUL.

He was a Member of the Assembly of the Republic in the XIII Legislature, Vice-President of the European Affairs Committee and member of the Committee on Budget, Finance and Administrative Modernization.

He is an Assistant Professor at the ISCTE Business School, at the European University, at the Polytechnic Institute of Setúbal.

He is an associate researcher of the Business Research Unit - ISCTE, external expert of the Executive Agency for Small and Medium Enterprises and member of the General Council of ISCTE -IUL.

He was Director of the Management Degree of ISCTE-IUL and member of INOUT Global ISCTE Studies Centers. He was Executive Member of the Board of Directors of AICEP (2007-2011), Member of the Board of Directors of ADRAL, member of the Committee of Experts for the Development of the Portugal Logistics Program, consultant in the Logistics and Director of the Logisformação Unit.



## Jorge Santiago

PRESIDENT C.A. OF MIRALAGO S.A.  
AND PRESIDENT C.G. OF ORBITA-  
PORTUGUESE BICYCLES, LDA

Degree in Mechanical Engineering from the University of Coimbra Mastère in Génie Industriel et Ingenieur in l'Innovation Technologique at the Ecole Centrale de Paris.  
Degree in Mechanical Engineering from the University of Coimbra Mastère in Génie Industriel et Ingenieur in l'Innovation Technologique at the Ecole Centrale de Paris.

For 22 years, he has held positions as Project Manager and in the direction of consulting companies: 5 years as COO of Eurogroup Consulting, with responsibilities in Portugal and Spain; 1 year as representative in Portugal of CSC Index; 1 year as Management Consultant and Project Manager at Doctus Consulting Europe.

During 10 years he was also responsible industrial and commercial director, among which: 8 years as Administrator, Factory and Production Director; 2 years as Commercial Manager.



click on the  
photos of the  
speakers to  
read their  
testimonies in  
the congress

# CONCLUSIONS

After a decade of stagnation in the world economy, there has been moderate economic growth in recent years. However, it is a growth with risks, due to the protectionist context lived under threats of currency devaluation and socio-political conflicts.

In this context, prospects and opportunities for Portuguese companies will have to go through a planned and strategic preparation for the future, which will reinvigorate Portugal's position in foreign markets and enhance its competitiveness.

The economic situation in Portugal, the prospects and challenges in the medium and long term for Portuguese companies were discussed during the International Business Congress, whose main conclusions should be the subject of reflection.

## INTERNATIONALIZATION OF BUSINESS

The fact that Portugal has an entrepreneurial community with productive capacity that surpasses the needs of the internal market emphasizes the need to find external markets that allow the export of these productions.



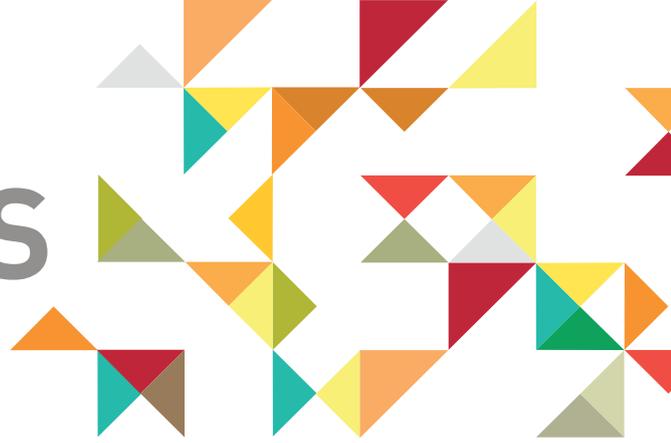
The country has a shortage of certain raw materials and products, necessitating the use of imports. This counter-current between exports and imports is reflected in the trade balance, where currently the import plate has greater weight than exports.

In this sense, the performance of the business community should be based on the perspective of capacity building as a means of fostering competitiveness, in order to achieve a strengthened and robust international presence.

The theme of internationalization of business must be debated and worked on different dimensions, different scales and moments.

It is important to highlight the need to converge political actions in the markets in which Portugal is competing, as a way to promote internationalization and the national economy. It will be in this sense that the political role, also at a municipal

# CONCLUSIONS



level, will be crucial in this convergence of forces.

It should be noted that the highest percentage of the national business community is characterized by micro, small and medium-sized enterprises, which indicates that the business structure does not guarantee, on its own, the negotiation capacity demanded in foreign markets.

We are therefore witnessing an evolution in the development of the business sectors, where there are integrated approaches in the value chains. Collaboration between companies from different sectors will enable them to cover value chains and this will have direct implications for the integration and globalization of these same companies.

This context of evolution focuses on two fundamental principles for companies: research and innovation. Companies should invest in research and the production of knowledge to generate innovation, such as a cycle.

In order to be able to fulfil the innovation cycle, companies must consider another fundamental premise, their financing.

Thus, factors such as the speed and diversity of the market, its economy and the reduction of the lifetime of knowledge, are equivalent to the rapid exit of products from the market and the substitution for new products. These are preponderant factors in the financing decision, which is expected to be complete in order to follow the innovation cycle in full, and not in a timely manner.

## MAIN EXTERNAL MARKETS

During the International Business Congress, business challenges and opportunities were also addressed in disparate markets, and it was concluded that Portugal's main customers are the European Union countries, with the most notable markets in Spain, Germany, France and the United Kingdom.

These markets accounted for more than 50% of national exports in 2016.

Outside the European Union, the main market is that of the United States of America, followed by the member countries of the Community of Portuguese Speaking Countries (CPSP).



### Germany

Germany has concentrated more than 10% of national exports in 2016. It is a mature and diversified market, recognized worldwide for its mastery and know-how in the fields of technology and engineering.

Diplomatic relations between Portugal and Germany are long lasting and strengthened by trade between markets. The trade balance between the two countries is identical and the industrial sectors are relevant in the respective economies. It is in this sense that we highlight opportunities for the national business community.

# CONCLUSIONS



The growth of the construction sector in Germany is an opportunity for national companies, since the qualification of Portuguese engineering and labour are attributes recognized by Germany.

On the other hand, the German machines, which support various industrial sectors, are approaching the end of their life cycle. This emerges as an opportunity for the Portuguese engineering and mechanical activities, whose recognition is also positive for German companies.

Portuguese culture is considered dynamic and the economy has become well recognized on the German axis. This is due, on one hand, to the receptiveness to the Portuguese market and, on the other hand, to the German investment made in Portugal.

It will be according to these factors that cooperation strategies must be drawn up, which allow the diversification and reinvention of innovation processes.

The current discussion in Germany is based on the transformation of its economy, through the logic of database transformation, in real time. This is the case for the evolution of a 4.0 economy, in which Portuguese companies will be a strong bet. The dynamism of the Portuguese economy and companies, combined with the German experience, will be key elements in the reinvention of the economy in a European scene.

## USA

Portuguese entrepreneurs recognize the U.S. as the first economic market outside Europe. Currently, there are more than 3,500 Portuguese companies that are exporting to this market, representing more than 5% of the national total exported in 2016.

The U.S. market is a mature, diversified, secure and stable market, with the U.S. economy being recognized as an open and receptive economy to external markets.

It continues to be one of the world's largest powers - representing around 16% of world GDP - and is still growing.

The U.S. population is traditionally consumerist and attentive to new, innovative products.

There is a large Portuguese community scattered along the U.S. coast, which is an opportunity for Portuguese companies to establish and increase contact networks.

In this sense and to be prosper in the American market, national companies must guarantee success factors with strategies planned and based on valuable propositions. The focus on differentiation, innovation, technology and product customization are pressing.



# CONCLUSIONS

The approach to the U.S. market should predict the characteristic constraints of this market, considering that they have 50 states, which means 50 distinct markets with different advantages and threats. Also mention that there are effective and cultural barriers that condition the access and performance in these markets.

It should be emphasized that the calculation of investments should be in the medium to long term, rather than in the short term.

National companies should therefore be cautioned for situations such as customs duties, annual fees, product quotas, changes in legislation according to states, or even the influence of the nationalist spirit in the purchase decision.

Also to mention the urgency to consolidate the brand image of Portugal, which promotes recognition of the quality and differentiation of Portuguese products and resources.

To this end, Portuguese companies must cooperate with each other, enabling them to compete within the U.S. market.



## France

The French market is considered by the national businessmen as a preponderant space for commercial exchanges. At this moment, more than 4,000 Portuguese companies export to France, distributed by various sectors of activity.

France is currently the second largest customer of national goods and services, and it's simultaneously the second largest foreign investor in the country.

The French market, which represented more than 13% of national exports in 2016, is characterized as a central market, vast, mature and close to Portugal.

The French economy is one of the largest European powers and is currently growing.

Also consider that the secular relations that characterize the dynamics between Portugal and France serve as context in the commercial exchanges between the two countries.

Portuguese industrial sectors are well recognized by French companies. In addition to the qualification and know-how of the national human resources, French companies find in Portugal factors of adaptability, ease and flexibility favourable to trade. In this sense, it has been possible to consolidate the image of Portugal in France, guaranteeing recognition in several areas of activity and contributing to the index of confidence in Portuguese companies.

On the one hand, this situation guarantees new opportunities for Portuguese companies, allowing the entry of typically Portuguese products into niche markets, such as gourmet; decentralizing the concentration of products in the nostalgia market.

# CONCLUSIONS

On the other hand, it encourages the investment of French capital in national territory. There has been a growth in the installation of French companies in Portuguese territories and even the cooperation and creation of partnerships between Portuguese and French companies, fomented by the latter.

To point out, as an opportunity for trade between the two countries, the similarity between cultures and the expansion of a network of contacts, fostered by the rooting of the Portuguese community in the dynamics of the French economy.

With regard to the threats faced by Portuguese companies in the French market, it's important to mention the high level of competition and competitiveness, particularities of a market saturated with own products and imports from external markets.

The fact that it is a modernized market with well-developed clusters demands companies to have the financial capacity to ensure adaptation and differentiation.

## COOPERATION AND TRAINING FOR INTERNATIONALIZATION



The Portuguese economy is, today, open to the world.

It is a competitive economy, in the phase of growth, that still finds itself overcoming constraints. This positive evolution is due to the creativity, persistence and cooperation between Portuguese entrepreneurs, with the bet on innovation as a critical success factor.

Business cooperation is seen as an important solution to foster the competitiveness of the national business community.

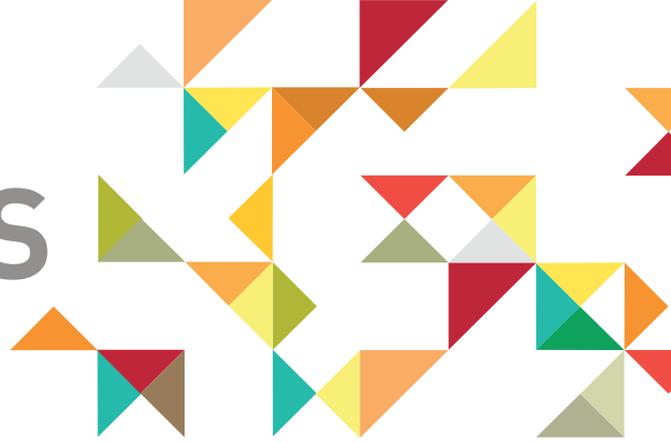
Thus, companies that are not equipped with the necessary departments for research and development must strengthen partnerships with the business environment to obtain the necessary support for innovation and internationalization processes. In this sense, clustering will be a strategic and imperative element for business cooperation.

Clustering should be encouraged, which will enable collaboration, knowledge integration and development, strengthening business competitiveness and affirming business sectors in their value chains.

In addition to the issues related to research, innovation and even with the finance internationalization processes, Portuguese businessmen should also consider another process, fundamental to the success of their company, which is dedicated to capacitation.

The training of internal resources fosters the competitiveness of enterprises, allowing the collaboration, knowledge and development necessary for innovation.

# CONCLUSIONS



It is envisaged, in the near future, that capacitation will also happen in the digital environment. Until then, the training effort focused, essentially, on the qualification of human resources. However, the capacitation priority, in the short and medium term, will focus on the digitization process and on the effort and demand that the business community must be able to fulfil.

The digitization era is a common opportunity for the whole business community. It is an environment that is independent of borders and schedules, in which companies of any size can be incorporated.

Currently, only 40% of national companies have a presence in the digital environment. However, companies must face the digital environment as a fundamental step in the training tools for the internationalization process. Only in this way will it be possible to develop a product that fits the needs of an external market and guarantees competitive advantages compared to its competitors.

## THE TRENDS OF DIGITIZATION AND INDUSTRY 4.0

The last decades have brought constant evolutions to the business panorama. Mainly motivated by the paradigm shift in the context of world trade.

Globalization has unleashed a revolution in the national business community, which has reinvented, from an internal and external perspective, the working models of its tradable sectors.



The model of low technological intensity, low cost and little attention in the quality and innovation of the product, gave place to a new model of operation, based on the quality and differentiation of the product.

In this new model, it became evident that quality is not only present in the quality department, but in all areas of the company. And the same in relation to innovation.

Portuguese companies are at the forefront and innovate in several dimensions.

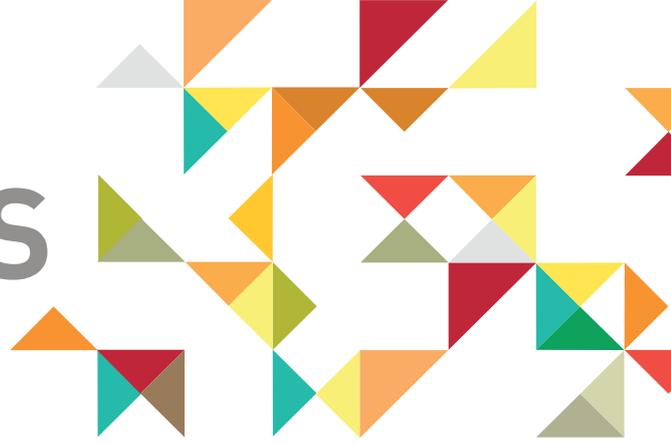
On the one hand, the efficient way of producing the goods and, on the other hand, the channels used to reach new markets.

These factors are instigated by the digital evolution happening on Portuguese companies.

In part, the digitization allows companies to produce goods in a more efficient and personalized way.

It also allows companies to take their products to new markets through digital channels, reinforcing visibility and positioning in markets without requiring a physical presence.

# CONCLUSIONS



We are witnessing an intelligent digitization as it allows the company to collect data in real time through interactions with its customers, which will allow a totally personalized and customized product recommendation.

Digitization is even changing the law of demand and supply, allowing the demand to determine the conditions of production, delivery and consumption of the product.

Still, competitiveness is not an absolute factor. It will be up to companies to seek out and foster their competitive factors.

It will be in this perspective that companies should focus on investments for industry 4.0, thus accompanying the evolution of digitalization and transforming traditional industries and sectors into 4.0 industries.

In this way, the industries will be able to follow the demands of the customer, in the era of intelligent digitalization, with the manufacture of unique and differentiated products, totally customized, that will add value to your product.

## STRUCTURAL FUNDS AND FINANCING



The financing of R&D projects, collaboratives' or from the internationalization process itself, are disturbing themes for the Portuguese business community, which condition the execution and feasibility of new projects.

The financing options in Portugal for small and medium-sized companies are scarce.

The banking system appears as the main source of financing, in a context of the weak structuring of self-capitals of Portuguese companies.

This situation is contrary to what is seen in other countries, such as the United States of America or France, where entrepreneurs find other financing solutions, such as investors, partners or venture capital companies.

Possible solutions in Portugal include mechanisms such as the structural funds of the Community support frameworks.

There is a steady increase in applications to the Structural Funds programs by Portuguese companies.

The business community can thus finance new R & D projects or even internationalization processes, through programs and measures that provide for the reinforcement of capital and mitigate the risk of investments.

# CONCLUSIONS

Priority in the focus of funds should be in line with the needs of the business community, alongside with the future trends of the global economy, the circular economy, internationalization, the tradable sectors and with 4.0 industry.

## THE DISTRICT OF AVEIRO

The District of Aveiro represents 3% of the national territory.

It concentrated more than 10% of national companies, exporters of goods, in 2016, which represented export activity in more than two thousand and two hundred companies in the district.



The District of Aveiro is renowned for its strong export capacity, leveraged by the industries that are concentrated in the region, such as metallurgy and metal-mechanics, leather industry, ceramics, food and beverages, wood and cork, electricity and electronics.

The District's economy is healthy and growing.

Since 2012, the balance of trade has been balanced, with exports weighing more than imports.

The trend of export growth has been constant, with a gradual increase since 2012.

The three main products exported by the companies of the District are in the field of machinery, wood and metal.

The District of Aveiro is a region of interest to foreign investors. There are several international, multinational companies, that settle in the District to concentrate the knowledge and qualifications of the workforce and the specialized resources of the University of Aveiro.

# THE CONGRESS IN PICTURES

## OPENING SESSION



**José Ribau Esteves**

*"... In our Municipality and in our Region, the main engine is the companies. It's the companies that create wealth, it's the companies that generate employment ..."*



*"... it's also the great challenge that Aveiro has managed to respond: we have not started to internationalize just now, we have long been internationalized, but we know we have a lot of world to conquer and growth to continue to do ..."*



*"... associativism has a fundamental role, surely reinvented, reinforced and articulated with the new reality of clusters ..."*



**Fernando Castro**

*"Portugal and the District of Aveiro in particular have a business community with an installed productive capacity, which far exceeds the needs of our domestic markets, and therefore have to find other markets to which those productions may interest ..."*



*"... It is necessary to go further, exports have to surpass 50% of GDP so that we aspire to have a sustainable national economy. ..."*

# THE CONGRESS IN PICTURES



## OPENING SESSION



*"... the role that information and communication technologies have played in all sectors of our activity is fundamental ... "*



### José Carlos Caldeira

*"... especially in economies such as ours, collaboration and sharing of risks and outcomes play a key role"*



*"... This is not a challenge for Portugal, it is a challenge for the whole of the European Union. That is why we see the efforts of the E.U. in order to create synergies between national and structural funds, thus managing to cover the internationalization cycle ... "*



*"... we have more and more to collaborate with other companies and other entities from different sectors in order to cover value chains that are increasingly integrated and with more complex problems ..."*



*"... the growing need to invest in science and knowledge production, but not least, is the need to bring the results of investments to markets in the form of advanced training products and services ..."*

# THE CONGRESS IN PICTURES

## PANEL I - TRENDS AND CHALLENGES IN INTERNATIONALIZATION



### António Silva

*"... There is no recipe for success in internationalization, but there are some rules to keep in mind and others to ignore .."*



*"... Today the growth of the world economy is more based on the economies of emerging countries (the new countries that until then we called underdeveloped and that today have the role of engines of the world economy) ..."*



*"... at the level of investment attraction, Portugal has been winning a greater number of foreign investment projects ..."*



*"... In 2016, exports of goods in the district of Aveiro corresponded to about 13% of the total of the country, highlighting the fundamental role that the companies of Aveiro have in the development of the national economy ..."*



### Clarisse Nunes

*The moderator of Panel I stressed the need for the Portuguese business community to work in cooperation to obtain representativeness in foreign markets.*

# THE CONGRESS IN PICTURES

## PANEL I - TRENDS AND CHALLENGES IN INTERNATIONALIZATION



### Simeon Ries

*“... consumption is growing in Germany. Also the construction sector ... we are building many houses and roads ... the Portuguese engineering and manpower are well recognized in Germany ...”*



*“... the economy became dynamic and recognized at least in the Axis of the Germans and all without forgetting the virtues of Portugal, that is, of receiving and being welcomed ...”*



*“... the so-called economy 4.0, is not only the advantage of having a unique product or service, but also of contributing to offer products and services based on real data ...”*



*“... The re-elected chancellor is working on a master plan for the digital economy by 2023. There are still five years left and the budget is 100 billion euros, to bet on 5G in Germany. We are preparing for an infrastructure that can feed and sustain this new economy we are designing ...”*



### Graça Didier

*“... key words that identify the American market: innovation, quality, technology and entrepreneurship ...”*

# THE CONGRESS IN PICTURES

## PANEL I - TRENDS AND CHALLENGES IN INTERNATIONALIZATION



*"... companies that export to the US currently are about 3,500 ... we have about 1.5 million Portuguese and Luso-descendants living in the US and this creates a very strong diplomatic relationship ..."*



*"... In the United States ... there is no recourse to banking. Investors are being sought. The investor has an open mind and is investing because he is betting because he believes in the project and does not want guarantees. The guarantee is the project itself ..."*



*"... The United States has 50 states, we're speaking of 50 markets, as each state has its own legislation ... in different states taxes are different ... that is, there are countless opportunities ..."*



### Géraldine Dussaubat

*"... in terms of French investment, is coming in an abysmal way to Portugal. There is not a day when we do not have requests from French companies wishing to settle in Portugal ..."*



*"... the French market is an open and sophisticated market ... The French have altered consumption habits, they are very dedicated to buying prepared and innovative products ..."*

# THE CONGRESS IN PICTURES

## PANEL I - TRENDS AND CHALLENGES IN INTERNATIONALIZATION



*"... The French market is huge ... very mature, there are already very well developed clusters ... so to be successful it is necessary for the company to have innovation and financial capacity ..."*



*"... the image of Portugal is fantastic, other than the question of deadlines that really have to be improved, but Portugal has a very good image in terms of adaptability and ease ..."*



### Jorge Santiago

*"... an industrial company today, if it does not have about half by half workers and productive employees, product development and commercial resources, can not do business ..."*



*"... we must be the first to realize that we are as good as others. This notion is noted in the young people who did Erasmus and who spent some time abroad and who already have a notion that we are really as good as others ... "*



*"... A problem that is found in Portugal is Funding vs. Equity ... The capital structure has too much debt but when we look for funding there is none ... venture capital companies in Portugal do not exist and the few that exist want to buy and that's not the idea, it's partnership. This is precisely one of the great advantages of the U.S. and France as well ... "*

# THE CONGRESS IN PICTURES

## PANEL I - TRENDS AND CHALLENGES IN INTERNATIONALIZATION



*"... The Orbit, it is called, Orbit Portuguese Bicycles. All our road models have names of Portuguese cities and are thus sold to the whole world, bearing a history, that of the city and the reason we put the name of the city in that model ... "*

## DISCUSSION

*Moment of dialogue between the audience and speakers.*



## NETWORKING LUNCH

*Participants in the International Congress took Lunch as an opportunity to exchange contacts and to present their products/services.*



# THE CONGRESS IN PICTURES

## PANEL II – THE INVESTMENT, THE GROWTH AND BUSINESS COOPERATION



### Rui Rio

*“... A country that can not have a minimally acceptable savings rate does not have the sustainability to make an investment ...”*



*“... the way forward must be that of growth through exports or import substitution by investment and public or private consumption ...”*



*“... when we make a decision more than look at its effects in the immediate, we have to look at the long-term effects. That's what it means to be supportive, to be serious and honest with those who are younger and with whom we will succeed, otherwise we will create problems ahead that have no solution ... ”*



*“... We must internalize that we should look closely at the past as a way of preparing the future, so that we can correct and act in the sense that things do not repeat themselves ...”*



### Simeon Ries

*The moderator of the panel II reinforced the idea of speakers that it is not enough to sell products / services today, it is necessary to reinvent the innovation process of the economy itself.*

# THE CONGRESS IN PICTURES

## PANEL II – THE INVESTMENT, THE GROWTH AND BUSINESS COOPERATION



*“... for a cooperation, we need investment and vice versa, we need a joint project, where they invest both parts and this is the cultural process that is happening today ...”*



### **Jorge Marques dos Santos**

*“... in the cluster there is a process of collaboration, not only between companies, but with universities, development laboratories, technology centers, so that together strength can be gained for the industry to establish itself in its value chain ...”*



*“... The challenge of digitization is another key factor for the capacitation of companies ... 60% of Portuguese companies are not online, they live off the world. This is unthinkable. Today we live in a global market ... “*



*“... capacitation in the way that it is important to have a generalized introduction of management processes, knowledge preparation, interconnection between companies, clustering, connection with the scientific system ... if the company is not strong and capable of selling, make your offer and ensure quality and consistency in the product, everything will be useless ... “*



*“... It is important ... the qualification of its employees, considering training as an indispensable resource ... it is necessary to make an effort to gain muscle training, training and qualification ...”*

# THE CONGRESS IN PICTURES



## PANEL II – THE INVESTMENT, THE GROWTH AND BUSINESS COOPERATION



### Fernando Alfaiate

*“... transmit to companies this need to look at this reality of the digital economy ... Companies are already moving in this direction, so is the circular economy ... ”*



*“... The company to be competitive has to invest in innovation, to do research and development on its products and this is a first step, but this step alone is not everything. If a company does not have the capacity or the size to support ID cores, design offices, highly qualified resources, it is necessary to obtain partnerships at the level of the business environment ... ”*



*“... our resource is a scarce financial resource, as in the whole economy, obviously, but it is important to support and encourage those public policies and programs, which seem to be the future, the way forward for companies ... ”*



*“... With regard to continuity and post 2020, these are situations that are now beginning a discourse, with the aim of defining priorities and listening to stakeholders' opinions ... however, there are some designs ... which we must take into consideration, such as the issue of digital economy and the circular one or the tradable sectors, will be situations that from the point of view of priority we have to take into account ... ”*



### Jorge Portugal

*“... There are some key things to keep in mind. The first is that there is no growth without innovation. The second is that there is no innovation without collaboration. And the third is that there is neither collaboration nor innovation, without people ... ”*

# THE CONGRESS IN PICTURES



## PANEL II – THE INVESTMENT, THE GROWTH AND BUSINESS COOPERATION



*“... Innovation is a sustainable path, not only from a business, social or even employment-related point of view, allowing better wages and the distribution of wealth ...”*



*“... there are a number of challenges for businesses, but the big challenge will be the relationship between innovation and the size of enterprises. If the scale is not large enough it will not be possible to generate results to feed growth. Companies have to gain scale to generate results and bet on innovation ... “*



*“... we consider that the first priority of the country must be the capacitation for the technological and competitive environment. The next few years will be much more demanding and this will be the national challenge for all sectors and for all companies ...“*

## CLOSING SESSION



### Fernando Castro

*“... a level of indebtedness and decapitalization of companies is recognized ... The Capitalize program is moving forward, but slower than what it should be ...”*



*“... In the battle for competitiveness, there are still a number of recurring obstacles, such as the exaggerated tax burden, the high costs of the energy bill ... the lack of public investment in roads that facilitate the transport of goods, in particular railways that connect to Europe ... “*

# THE CONGRESS IN PICTURES

## CLOSING SESSION



*"... the work of the AICEP should be supervised by the Ministry of Economy and not by the Ministry of Foreign Affairs. For us, economic diplomacy is necessary, but it will be more effective for the economy to run business diplomacy. ... "*



### **José Ribau Esteves**

*"... the Aveiro-Viseu-Salamanca rail link is of the utmost importance for 70% of our exports, which are the companies that are based in the central and northern region of the country ..."*



*"... The question of the workforce ... many industrialists and many mayors have a recruiting problem. Recruitment of highly qualified technicians in some areas and undifferentiated workforce ... "*



*"... We have to look for good solutions, for a country that is not only fashionable, but which is an extraordinary country, which is internationalized with a structural base, because there are no more affable people in the world than the Portuguese ..."*



### **Eurico Brilhante Dias**

*"... The country has limitations of use of community and public resources in support and in Portuguese direct investment abroad. That limitation exists ... "*

# THE CONGRESS IN PICTURES



## CLOSING SESSION



*"... 70% of Portuguese companies export less than 1 million euros. More than 70% of the companies that export have less than 10 workers (being micro-enterprises and not SMEs) ... however, the number of exporting companies is practically the same ..."*



*"... the Portuguese economy needs to increase its degree of openness, it must do so in a sustained way and this can only happen if we collectively put as a fundamental plan to increase the weight of GDP exports ..."*



*"... we can not take our foot off the accelerator and this is what I ask of you, and although I know I did not need to ask, we have to continue to work together because the country will only have a future, a decent future, for the new generations, if we are capable of exporting more and more ..."*

## NETWORKING COCKTAIL



# NETWORKING

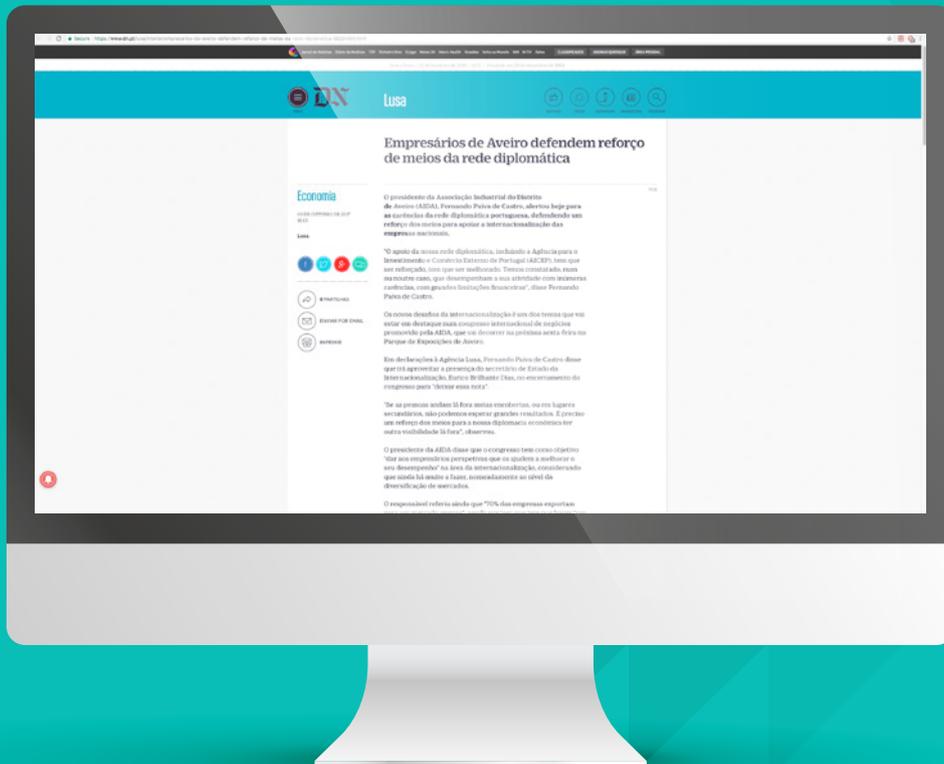
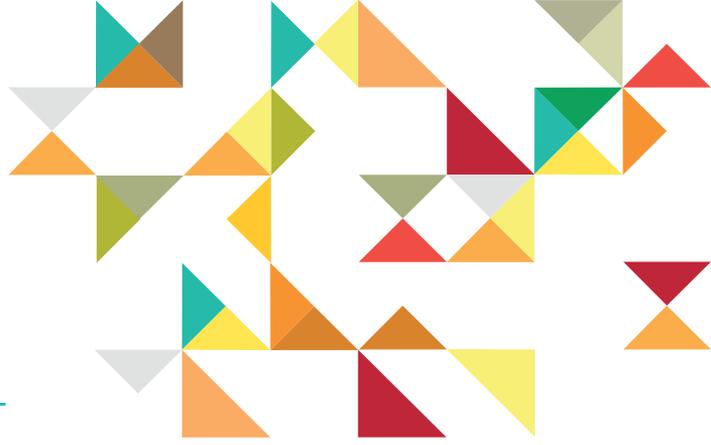
## NETWORKING MEETINGS WITH PRE-SCHEDULING

*There were 60 bilateral meetings, organized and scheduled by AIDA, at the request of entrepreneurs in the region of Aveiro.*

*The networking meetings had a duration of about 15 minutes per company, where each entrepreneur had the opportunity to make a small pitch of their business, establish new partnerships and strategic alliances, exchange contacts and mainly identify business opportunities in their markets of interest.*

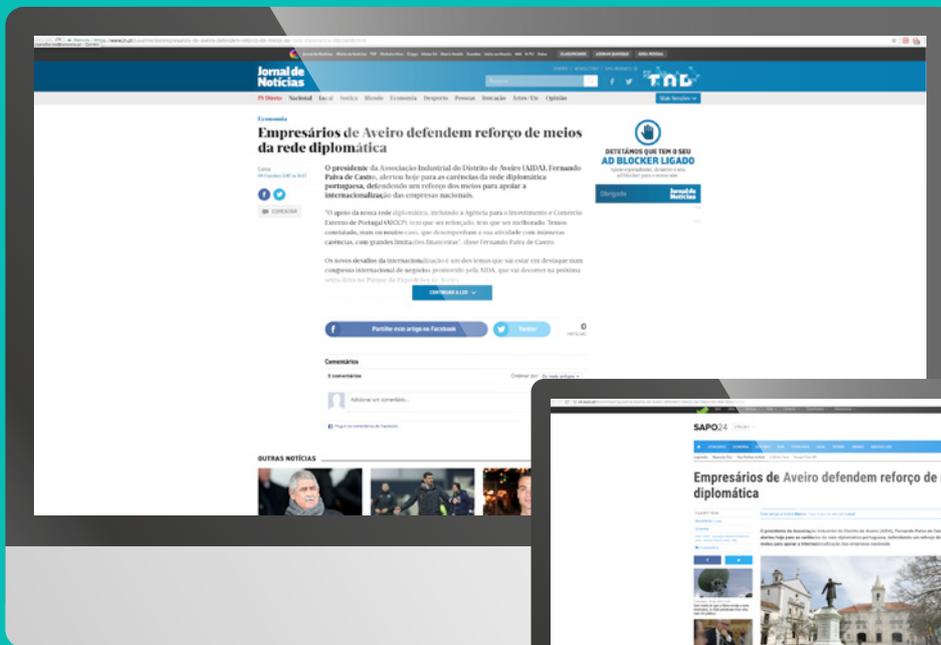
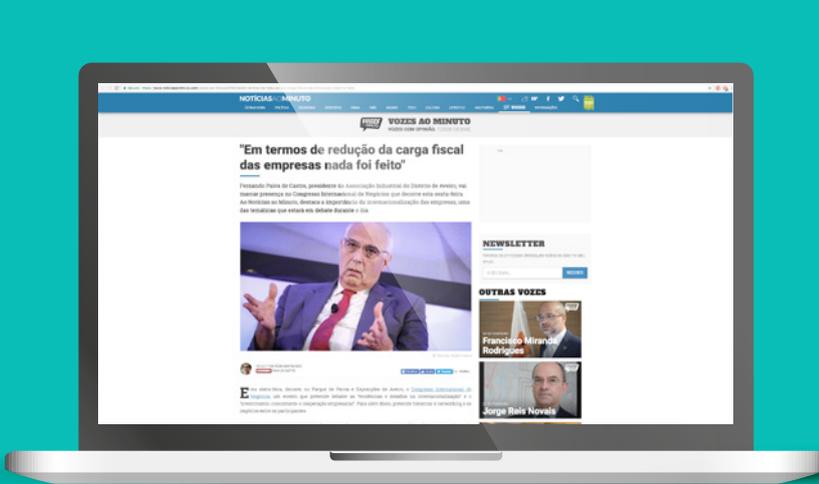
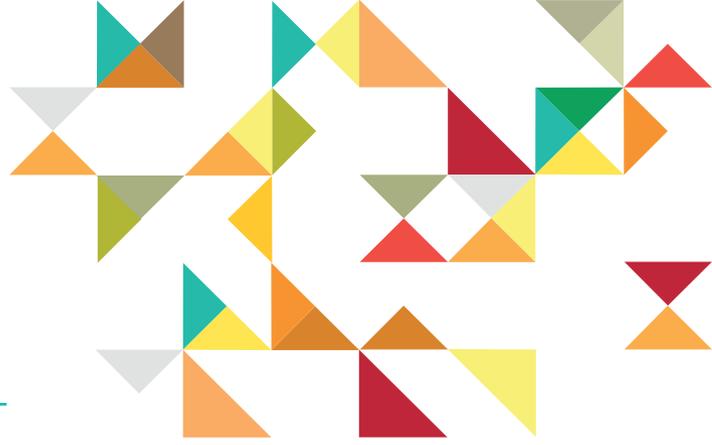


# THE CONGRESS IN THE MEDIA



click on the  
screens to  
read the  
full news

# THE CONGRESS IN THE MEDIA



click on the screens to read the full news





AIDA

ASSOCIAÇÃO INDUSTRIAL  
DO DISTRITO DE AVEIRO

## HISTORY

**1986**

Constitution of AIDA, with amendments to the statutes published later in 1991

**1987**

Celebration of the protocol with the U.A

**1991**

Integrates the network of EuroCenters (Euro Info Centers)

**2003**

Inauguration of the **AIDA Entrepreneur Store** (Loja Empresa, 1st Specialized Competence Office of Aveiro, CGD)

**2009**

Creation of GIP - Office of Professional Insertion

**2010**

Integration in the new Enterprise Europe Network

**2008**

Creation of CNO - New Opportunities Center.

AIDA integrates the EEN - Enterprise Europe Network

**2007**

Implementation and Certification of AIDA according to the reference EN NP ISO 9001: 2000

**2013**

Integration in the Business Council of the Region of Aveiro - CER Aveiro

**2014**

Establishment of the new EEN network under COSME, in which AIDA is one of the partner entities

**2015**

Accreditation of AIDA to provide services under Portugal 2020 (Innovation and Internationalization Valleys)

AIDA designated **Local Action Groups Aveiro Norte and Aveiro Sul** Managing Body

**2017**

AIDA integrates **Qualifica Center**

## SERVICES



### INFORMATION AND TECHNICAL CONSULTANCY

With internal resources and / or the collaboration of Strategic Partners, AIDA responds to the needs and requests of companies in the various fields of activity, namely in the incentive systems, credit lines, environment, work safety and health, licensing and industrial ownership, CE marking, quality.



### JURIDICAL SUPPORT

It has a permanent and specialized technical team that accompanies the associated companies in a personalized way in the most diverse areas of Law.



### SUPPORT FOR THE INTERNATIONALIZATION OF ENTERPRISES

It has been part of the Enterprise Europe Network since 1991, a service network that aims to support companies to innovate and compete best in Europe. It is made up of more than 550 contact points spread across 42 countries in Europe.

In addition, it promotes entrepreneurial missions and reverse missions, matchmaking, market studies, prospecting of emerging markets, participation in international fairs, market presentation sessions, thus increasing the internationalization of companies and increasing their exports.



### ENTREPRENEURSHIP

Since 2011, AIDA has been accredited as a Technical Assistance Provider under the Program to Support Entrepreneurship and the Creation of Own Employment.

Provides technical support prior to the approval of the support, aiming at the development of skills and the creation and structuring of the project on the conception and elaboration of investment and business plans. It also provides technical support in the first two years of the company's activity to consolidate the project.



### SUPPORT FOR LOCAL RURAL BASED DEVELOPMENT

As a leader of two consortiums, GAL of Aveiro Norte Region and GAL of Aveiro Sul Region, prepares and disseminates notices and analyses applications for the available measures, promotes training actions and workshops in thematic areas such as simplified management for local-based companies, agricultural production in urban areas, marketing of certified products.

## SERVICES



### PROFESSIONAL QUALIFICATION

It is a training entity certified by DGERT - Directorate-General for Business and Labour Relations, with its courses deserving recognition of credible entities such as the Authority for Working Conditions and the IEFP.

It performs diagnoses of training needs, conception and planning of training interventions, preparation of training projects and evaluation of training activities.



### QUALIFICA CENTER

AIDA is part of the Qualifica Center, a national network of Centers aiming to increase the qualifications of the Portuguese population.

The AIDA Qualification Center travels to companies to promote awareness / enlightenment sessions for employees, as well as to hold necessary sessions in school and / or professional RVCC processes.



### GIP - PROFESSIONAL INSERTION CABINET

It supports unemployed young people and adults in defining or developing their path of integration or reintegration into the working market, informs and monitors companies about existing employment support measures and the level of the accession process.



### EVENT ORGANIZATION

About different topics and in different formats (seminars, dinners-debate, networking meetings, business forums).



### STUDIES, PUBLICATIONS AND INFORMATION

Studies, publications and information of the most varied nature, namely economic data, statistics and regulatory frameworks, in order to support companies in decision making processes at the level of management and investment intention.

## SOCIAL ORGANS 2016-2019

### DIRECTION

- PRESIDENT** ALIANÇA - VINHOS DE PORTUGAL, S.A.  
Fernando Paiva de Castro
- VICE-PRESIDENT** TEKA PORTUGAL, S.A.  
Sérgio Pedro Ribau Esteves
- VICE-PRESIDENT** SOCIEDADE DE PESCA MIRADOURO, S.A.  
Carlos Afonso S. França Melo Leitão
- VICE-PRESIDENT** FUTURVIDA FABRICAÇÃO DE VEÍCULOS ESPECIAIS, LDA  
Delfina Lisboa Martins da Cunha
- VICE-PRESIDENT** J. PRIOR - FÁBRICA DE PLÁSTICOS, LDA  
Carlos Manuel dos Santos Neves
- VICE-PRESIDENT** TAPEÇARIAS FERREIRA DE SÁ, LDA  
Fernanda Maria Ferreira de Sá Barbosa
- VICE-PRESIDENT** INDASA - INDÚSTRIA DE ABRASIVOS, S.A.  
João Luís Azevedo Machado Lobo
- VICE-PRESIDENT** SOLINTELLYSYS, LDA  
João Carlos Fernandes Figueiredo
- VICE-PRESIDENT** OVARGADO - SOC. COMERCIAL E IND. ALIMENTOS PARA ANIMAIS, S.A.  
Lígia Pode C. Coelho
- ALTERNATE** VALINOX - INDÚSTRIAS METALOMECÂNICAS, S.A.  
Pedro Augusto de Aguiar Soares
- ALTERNATE** SAFA - CONSTRUÇÕES ELECTROMECAÑICAS, LDA  
Amílcar Rodrigues de Almeida

### GENERAL MEETING

- PRESIDENT** VALART - METALÚRGICA CENTRAL DO VOUGA, LDA  
Valdemar da Silva Coutinho
- VICE-PRESIDENT** REPAVEIRO, LDA  
Messias Manuel Ferreira Cardoso
- VICE-PRESIDENT** IRMÃOS MONTEIRO, S.A.  
Pedro Miguel Genrinho Monteiro
- ALTERNATE** CIPAPE - IND. E INVESTIGAÇÃO DE PROD. ADESIVOS, S.A.  
Isabel Maria Sousa Ramalho S. Pinho Lima
- ALTERNATE** LARUS - ARTIGOS PARA CONSTRUÇÃO E EQUIPAMENTOS, LDA  
Pedro Martins Pereira

### SUPERVISORY BOARD

- PRESIDENT** DIVILUX DIVISÃO E ESPAÇO, LDA  
Gil Manuel Costa Abrantes
- VOGAL EFFECTIVE** M. RODRIGUES, S.A.  
Sabino Augusto Hipólito da Silva
- VOGAL EFFECTIVE** MEGADIES CUNHOS E CORTANTES, LDA  
Rogério Martins dos Santos
- ALTERNATE** ELETROREP - SOCIEDADE DE ELECTRICIDADE DE AVEIRO, LDA  
Afonso Aires Cunha Martins
- ALTERNATE** SOLIS - IMPORTAÇÃO E EXPORTAÇÃO, LDA  
José Cândido de Melo Ferreira da Cruz

## SOCIAL ORGANS 2016-2019

### CONSULTING BOARD

<b>ÁGUEDA</b>	<b>HFA - HENRIQUE, FERNANDO &amp; ALVES, S.A.</b> Henrique José da Costa Ferreira	<b>MEALHADA</b>	<b>CARLOS A. S. GODINHO - ARTEFACTOS DE CIMENTO, LDA</b> Carlos Alberto Simões Godinho
<b>ALBERGARIA-A-VELHA</b>	<b>DURIT - METALURGIA PORTUGUESA DO TUNGSTÊNIO, LDA</b> Flausino José Pereira da Silva	<b>MURTOSA</b>	<b>COMUR - FÁBRICA DE CONSERVAS DA MURTOSA, LDA</b> Nuno Pauseiro
<b>ANADIA</b>	<b>BILHARES CARRINHO - SOCARESE, LDA</b> António Henrique da Silva Carrinho	<b>OLIVEIRA DE AZEMÉIS</b>	<b>SOINCA - SOCIEDADE INDUSTRIAL CUCUJÃES, S.A.</b> José Manuel Seabra
<b>AROUCA</b>	<b>AROUPLÁS . PLÁSTICOS TÉCNICOS, LDA</b> Pedro Silva	<b>OLIVEIRA DO BAIRRO</b>	<b>DIFERENCIAL - ELECTROTÉCNICA GERAL, LDA</b> Alfredo Rodrigues
<b>AVEIRO</b>	<b>PASTELARIA CENTRAL - SOCIEDADE COMERCIAL DE PASTELARIA, LDA</b> José Francisco Matos da Silva	<b>OVAR</b>	<b>BI-SILQUE, SGPS, S.A.</b> André Gonçalves Martins de Vasconcelos
<b>CASTELO DE PAIVA</b>	<b>ALVEDA GOLD, LDA</b> Ana Luísa da Silva Soares	<b>S. M. FEIRA</b>	<b>DRAGÃO ABRASIVOS, LDA</b> Luís Carvalho
<b>ESPINHO</b>	<b>SENQUAL - SOCIEDADE DE ENGENHARIA E QUALIDADE</b> Cristina Alves Ribeiro	<b>S. J. MADEIRA</b>	<b>OLMAR, LDA</b> João Miguel Azevedo de Oliveira
<b>ESTARREJA</b>	<b>PROZINCO - CONSTRUÇÃO E MANUTENÇÃO, LDA</b> Manuel de Sousa Matos	<b>SEVER DO VOUGA</b>	<b>METALPEDRO - IND. METALÚRGICAS, LDA</b> Ercília Maria Marques Silva Pedro
<b>ÍLHAVO</b>	<b>LIPORFIR - PRODUTOS ALIMENTARES, S.A.</b> Marta Cristina Figueiredo Maia Santos	<b>VAGOS</b>	<b>JOSÉ RUAS, LDA</b> José Alberto Lopes Ruas
		<b>VALE DE CAMBRA</b>	<b>NORFERSTEEL - CONSTRUÇÕES E METALOMECÂNICA, S.A.</b> Celso Murilo de Castro Pinto

### HONORARY PARTNERS





Cofinanciado por:



R. da Boavista - Zona Ind. de Taboeira  
Alagoas | 3800 - 115 Aveiro  
40° 38' 27.711" N | 8° 36' 35.229" W

T. +351 234 302 490 | F. +351 234 302 499  
aida@aida.pt

[www.aida.pt](http://www.aida.pt)

