

Restructuring of the Croatian Shipbuilding Industry

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Abstract

The restructuring and privatization of the Croatian shipbuilding industry are critical elements of transitional reform and development policy of the entire country of Croatia. One causative factor making these changes necessary is competition on the global level. Additionally the process which, due to the importance of the shipbuilding industry in Croatia's economic structure definitively exerts an influence on the change of a principle of income-generating economy which prevailed in the socialism to the principle of profit, which dominates in the market-based economy.

The paper provides an analysis of the European (LeaderSHIP 2015) and the Croatian shipbuilding industry including shipbuilding potentials, the macroeconomic impact of the shipbuilding industry and of its restructuring and privatization.

The case study presents the example of restructuring at the Brodosplit Shipyard Company, located in Split, Croatia. By utilizing the case study methodology, the outsourcing-based restructuring model of Brodosplit is developed, with the intention of identifying the core activities of the shipyard, which should be kept within the enterprise and further optimized. Following such identification the "standard"/strategically insignificant activities are to be outsourced into a network of small and medium-sized businesses.

Finally the basic characteristics and organization of the shipbuilding cluster of the Split-Dalmatian County are represented here.

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