

FIRST WORKSHOP
TRIESTE OCTOBER 17, 2018





TODAY'S AGENDA

Introduction – Who we are and what we want to achieve: a pathway Setting the stage:

- Cluster development: commonalities and sectorial specificities
- Focus on services and needs
- Examples of international benchmarking

Open discussion: sharing ideas and prioritisation of action areas

- - Coffee break - - -

Group work: in depth analysis of the top priorities

Plenary session: sharing the outcomes

Conclusion and take home messages





WHO WE ARE

Fabrizio Conicella – General Manager Bioindustry Park – Global Innovation Expert- EUKTS certified expert Alberto Baldi – bioPmed Cluster Manager – Cluster International Expert – ESCA Gold Label Expert

WHAT WE WANT TO ACHIEVE

Achieve **consesus** among the cluster «members» on the main actions which are needed at local level in order to launch a cluster initiative and create a cluster managing organisation equipped with some tools and a realistic and shared road to follow.

OUR TOOLS

YOU!

Our Experience

3 workshops: a Bootcamp (today), a Design Workshop (November), an Innovation Camp (December/January)





SETTING THE STAGE – Cluster Development: Commonalities and local specificities

There is a lot of literature on clusters, hundreds of pages have been written to describe them and their dynamics and millions of euro have been spent across EU to design, launch and develop cluster initiatives... because they are useful \rightarrow company growth, territorial growth, sectorial growth, FDI attraction etc..)

Are there lessons that can be learned from those experiences?

YES!

(and that's good news...)





At European level the most interesting (and applicable) initiative on clusters has been the ECEI – the **European Cluster Excellence Initiative** (2009 – 2012), whose outputs, methodologies and results have been taken as a reference in all the EU countries (<u>www.clusterexcellence.org</u>, <u>www.cluster-analysis.org</u>).

By analysing a large group of clusters they have identified a set of over **330** (!!!) indicators which could have been useful to measure the performance of clusters.

Starting from the 330, the list has then been reduced and simplyfied to **31**. Those 31 criteria are now considered to be the Minimum Requirements for Cluster Organisations and are the critieria against which EU clusters are compared (over 1000 clusters have been analysed through these criteria during the years).

Let's have a look...







European Cluster Excellence BASELINE

Minimum Requirements for Cluster Organisations

Authors:

Simone Hagenauer, Helmut Kergel, Daniel Stürzebecher

Introduction

Excellent management is considered as a main prerequisite for a cluster organisation to achieve the highest impacts within a given technological, industrial, regional, and legislative framework for the cluster participants, the industrial sector in general, or the development of regions. Furthermore, common standards for excellent cluster management also enable better mutual understanding necessary for transnational cooperation between cluster and network organisations and by this are important to promote successful international cluster cooperation for the benefit of the participating SMES.

An important aim of the European Cluster Excellence Initiative (ECEI) is to propose a set of indicators, discussed and agreed by cluster experts from all over Europe, for assessing the excellence status of a cluster management organisation and to prepare the path for a "Cluster Management Quality Label" for excellent management performance. An overall set of 31 indicators has been elaborated and is foreseen to be used in a process of assessing the quality of cluster management by neutral assessment through specifically trained external "Cluster Analysis Experts". The aim is to award a label to cluster organisations that have reached a certain excellence status, but also to provide cluster managers with recommendations how to improve.

The European Cluster Excellence Label working group defined a set of minimum requirements for qualified cluster organisations, as an entrance level to participate in the labelling process. These minimum requirements are described in this guideline for improving cluster management. It is obvious however, that only reaching minimum criteria is not sufficient for excellence, but can be considered as a very first step towards the status "Proven for cluster excellence".



www.cluster-analysis.org

		the Cluster
1.1.0	✓	Committed Cluster Participation
1.1.1	✓	Composition of the Cluster Participants
1.1.2	✓	Number of Committed Cluster Participants in Total
1.2		Geographical Concentration of the Cluster Participants
	gy, Go	vernance, Cooperation
2.1	✓	Maturity of the Cluster Management
2.2.1		Human Resources Available for the Cluster Management
2.2.2	✓	Qualification of the Cluster Management Team
2.2.3		Life Long Learning Aspects for the Cluster Management Team
2.2.4		Stability and Continuity of Human Resources of the Cluster Management Team
2.3		Stability of Cluster Participation
2.4	✓	Clarity of Roles – Involvement of Stakeholders in the Decision Making Processes
2.5	✓	Direct Personal Contacts Between the Cluster Management Team and the Cluster Participants
2.6	✓	Degree of Cooperation within the Cluster
2.7	✓	Integration of the Cluster Organisation in the Innovation System
Financi	ng Clu	ster Management
3.1		Prospects of the Financial Resources of the Cluster Organisation
3.2		Share of Financial Resources from Private Sources
Strateg	y, Obj	ectives, Services
4.1.1	✓	Strategy Building Process
4.1.2	✓	Documentation of the Cluster Strategy
4.1.3	✓	Implementation Plan
4.1.4	✓	Financial Controlling System
4.1.4 4.1.5	√	Financial Controlling System Review of the Cluster Strategy and Implementation Plan
4.1.5	✓	Review of the Cluster Strategy and Implementation Plan
4.1.5 4.1.6	✓ ✓	Review of the Cluster Strategy and Implementation Plan Performance Monitoring of Cluster Management
4.1.5 4.1.6 4.2 4.3	√ ✓	Review of the Cluster Strategy and Implementation Plan Performance Monitoring of Cluster Management Focus of the Cluster Strategy
4.1.5 4.1.6 4.2	√ ✓	Review of the Cluster Strategy and Implementation Plan Performance Monitoring of Cluster Management Focus of the Cluster Strategy Activities and Services of the Cluster Management
4.1.5 4.1.6 4.2 4.3 4.4 4.5	√ ✓	Review of the Cluster Strategy and Implementation Plan Performance Monitoring of Cluster Management Focus of the Cluster Strategy Activities and Services of the Cluster Management Performance of the Cluster Management
4.1.5 4.1.6 4.2 4.3 4.4 4.5 4.6.1	√ ✓	Review of the Cluster Strategy and Implementation Plan Performance Monitoring of Cluster Management Focus of the Cluster Strategy Activities and Services of the Cluster Management Performance of the Cluster Management Working Groups
4.1.5 4.1.6 4.2 4.3 4.4 4.5 4.6.1 4.6.2	✓ ✓ ✓	Review of the Cluster Strategy and Implementation Plan Performance Monitoring of Cluster Management Focus of the Cluster Strategy Activities and Services of the Cluster Management Performance of the Cluster Management Working Groups Communication of the Cluster Organisation Cluster Organisation's Web Presence
4.1.5 4.1.6 4.2 4.3 4.4 4.5 4.6.1 4.6.2 Achieve	✓ ✓ ✓	Review of the Cluster Strategy and Implementation Plan Performance Monitoring of Cluster Management Focus of the Cluster Strategy Activities and Services of the Cluster Management Performance of the Cluster Management Working Groups Communication of the Cluster Organisation
4.1.5 4.1.6 4.2 4.3 4.4 4.5 4.6.1 4.6.2	✓ ✓ ✓	Review of the Cluster Strategy and Implementation Plan Performance Monitoring of Cluster Management Focus of the Cluster Strategy Activities and Services of the Cluster Management Performance of the Cluster Management Working Groups Communication of the Cluster Organisation Cluster Organisation's Web Presence s and Recognition





Structure of the Cluster								
1.1.0	✓	Committed Cluster Participation						
1.1.1	✓	Composition of the Cluster Participants						
1.1.2	✓	Number of Committed Cluster Participants in Total						
1.2		Geographical Concentration of the Cluster Participants						
Typology, Governance, Cooperation								
2.1	✓	Maturity of the Cluster Management						
2.2.1		Human Resources Available for the Cluster Management						
2.2.2	✓	Qualification of the Cluster Management Team						
2.2.3		Life Long Learning Aspects for the Cluster Management Team						
2.2.4		Stability and Continuity of Human Resources of the Cluster Management Team						
2.3		Stability of Cluster Participation						
2.4	✓	Clarity of Roles – Involvement of Stakeholders in the Decision Making Processes						
2.5	✓	Direct Personal Contacts Between the Cluster Management Team and the Cluster Participants						
2.6	✓	Degree of Cooperation within the Cluster						
2.7	✓	Integration of the Cluster Organisation in the Innovation System						
Financing Cluster Management								
3.1		Prospects of the Financial Resources of the Cluster Organisation						
3.2		Share of Financial Resources from Private Sources						





Strategy, Objectives, Services								
4.1.1	✓	Strategy Building Process						
4.1.2	✓	Documentation of the Cluster Strategy						
4.1.3	✓	Implementation Plan						
4.1.4	✓	Financial Controlling System						
4.1.5	✓	Review of the Cluster Strategy and Implementation Plan						
4.1.6	✓	Performance Monitoring of Cluster Management						
4.2		Focus of the Cluster Strategy						
4.3	✓	Activities and Services of the Cluster Management						
4.4	✓	Performance of the Cluster Management						
4.5		Working Groups						
4.6.1		Communication of the Cluster Organisation						
4.6.2	✓	Cluster Organisation's Web Presence						
Achievements and Recognition								
5.1 Recognition of the Cluster in Publications, Press, Media								
5.2		Success Stories						
5.3		Customer and Cluster Participants' Satisfaction Assessment						
✓ = mininum requirement								





So what can we extract from that which can be useful **TODAY**?

- Committment of participants (ideally following a Triple Helix approach) is required
- A (good) **Team** to manage the initiative, in close contact (listen!) with local stakeholders
- Some stable Financial resources are needed (ideally through a mix of sources)
- A Strategy has to be written and followed by an implementation plan
- Keep Control on: the strategy, the implem. plan and the use of financial resources
- DO something: **Actions and Services** to be delivered
- Tell it to the world (be **visible**, **communicate**)







What are typical examples of activities and services delivered by clusters?

- Information matchmaking and exchange of experience among cluster participants → internal networking
- Matchmaking and networking with external partners/promotion of cluster location →
 external networking
- Development of Human resources (Training and education)
- Development of **entrepreneurship**
- Acquisition of third party funding (e.g. public funding)
- Collaborative Technology / Business Development or Technology Transfer or R&D&I
- Organisation of Working Groups (on topics of local interest)
- Internationalisation





Benchmarking exercise: 10 «coopetitors» analysed

	Cluster do Audiovisual Gallego	Cluster Audiovisual de Catalunya	EIKEN	Madrid ICT Audiovisual cluster	Twist Cluster	IDM Ecosystem	Vilnius Film Cluster	Serbia Film Commission	Plaine Images	Screen Brussels
Region	Galicia (Spain)	Catalunya (Spain)	Basque Country (Spain)	Comun. de Madrid (Spain)	Wallonia (Belgium)	Prov. Bolzano (Italy)	Lietuva (Lithuania)	City of Belgrade (Serbia)	Hauts de France (France)	Bruxelles Capital (Belgium)
Creation Date	2003	2013	2004	2007	2007	2016	2011	2009	n.a.	2015
Size of the mgmt. Team	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5
Legal form	Non profit	Registered Association	Non profit	Registered Assocation	Non profit	Public entity	Registered Association	Registered Association	n.a.	Public entity
ESCA Label	Bronze	Bronze	/	Bronze	Silver	Silver	/	/	/	/
Total number of members	33	80	129	31	100	90	27	90	125	135
SMEs	27	70	120	17	80	70	25	62	113	100
Large companies	3	3	5	3	5	20	0	0	0	25
Universities/R&D centres	1	5	4	10	9	10	2	2	0	10
Other players	2	2	0	1	6	0	0	1	0	0





Benchmarking exercise: what are the «coopetitors» offering

	Cluster do Audiov. Gallego	Cluster Audiov. de Catalunya	EIKEN	Madrid ICT Audiov. cluster	Twist Cluster	IDM Ecosyst.	Vilnius Film Cluster	Serbia Film Comm.	Plaine Images	Screen Brussels
Distribution of information	x	x	X	x	X	x	x	x	x	X
Access to public support	X	X	X	X	X	X	x	X	х	Х
Facilitation of collaboration between members		X	Х	х		x	х	X	x	х
Trend scouting		X							Х	
Support to knowledge transfer / Innovation		Х		X		х		X		X
Promotion of activities / marketing			X		X	X	x	X		
Access to the EU market	X				X				Х	Х
Internationalisation support	X		Х	х	X			X	Х	Х
Location promotion / Attraction of FDI			X			X		X	Х	Х
Direct advisory services				Х	X		X			
Facilitation and provision of access to training									X	
Access to private funding										X





And now...

Open discussion: sharing ideas and prioritisation of action areas

What do You think?
Do You have any specific question?
Do You have comments?
Do you think that the local environment can be different?
Which are Your issues*?

*Identify the specific uniqueness of Your environment











From comments to proposals (action!)

Group work: in depth analysis of the top priorities

- Choose one key issue
 - Discuss in group
- Identify the priorities for actions
- Syntetize in a 5 lines descripton what You would like to realize





Sharing the outcomes

Plenary session: sharing the outcomes

Share the proposal Reach a consensus





Take home messages and home-work!

Plenary session

What we learned What we will have to do...