

Interreg
Mediterranean



EUROPEAN UNION



ChIMERA

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 **consensus** 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 → company growth, territorial growth, sectorial growth, FDI attraction etc..)

Are there lessons that can be learned from those experiences ?

YES!

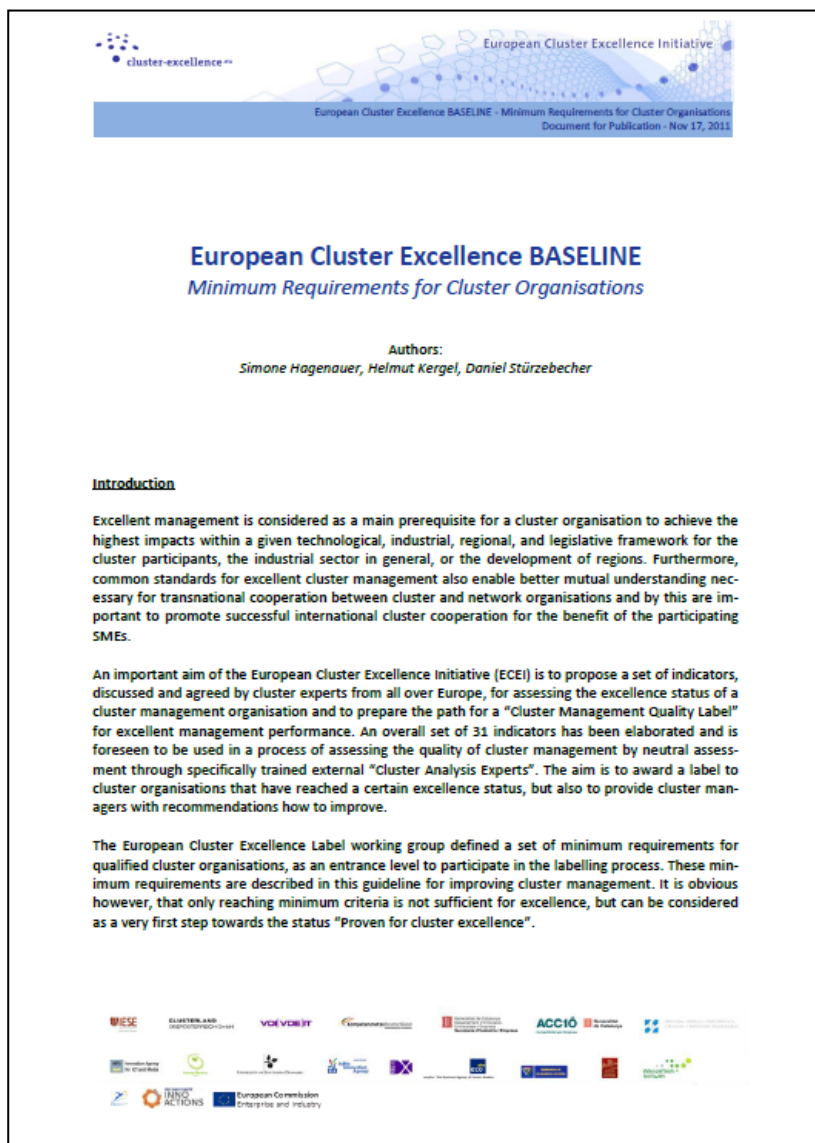
(and that's good news...)

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 (www.clusterexcellence.org, www.cluster-analysis.org).

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 simplified to **31**. Those 31 criteria are now considered to be the Minimum Requirements for Cluster Organisations and are the criteria against which EU clusters are compared (over 1000 clusters have been analysed through these criteria during the years).

Let's have a look...



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
✓ = minimum requirement		

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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**)

THIS CAN BE CRITICAL...

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 Association	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

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...