

CNCB

**CLUSTER AND NETWORK COOPERATION FOR
BUSINESS SUCCESS IN CENTRAL EUROPE**

Worldclass Cluster and Regional Dynamism

CNCB Project

Bologna

23rd April 2013



**CENTRAL
EUROPE**
COOPERATING FOR SUCCESS.



**EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND**



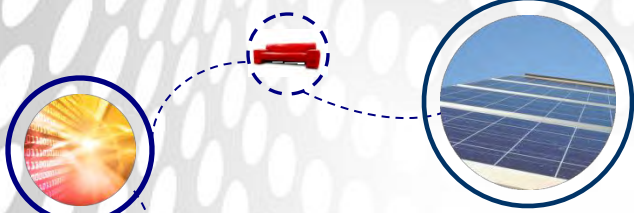
General Information

Project Name:	Cluster and Network Cooperation for Business Success in Central Europe
Akronym:	CNCB
Project Nr.:	2CE132P1
Budget:	2.129.157,55 €
Website:	www.cncb.eu
Nr. of Partners:	10
Lead Partner:	Clusterland Upper Austria Ltd. Hafenstrasse 47-51 4020 Linz, Austria

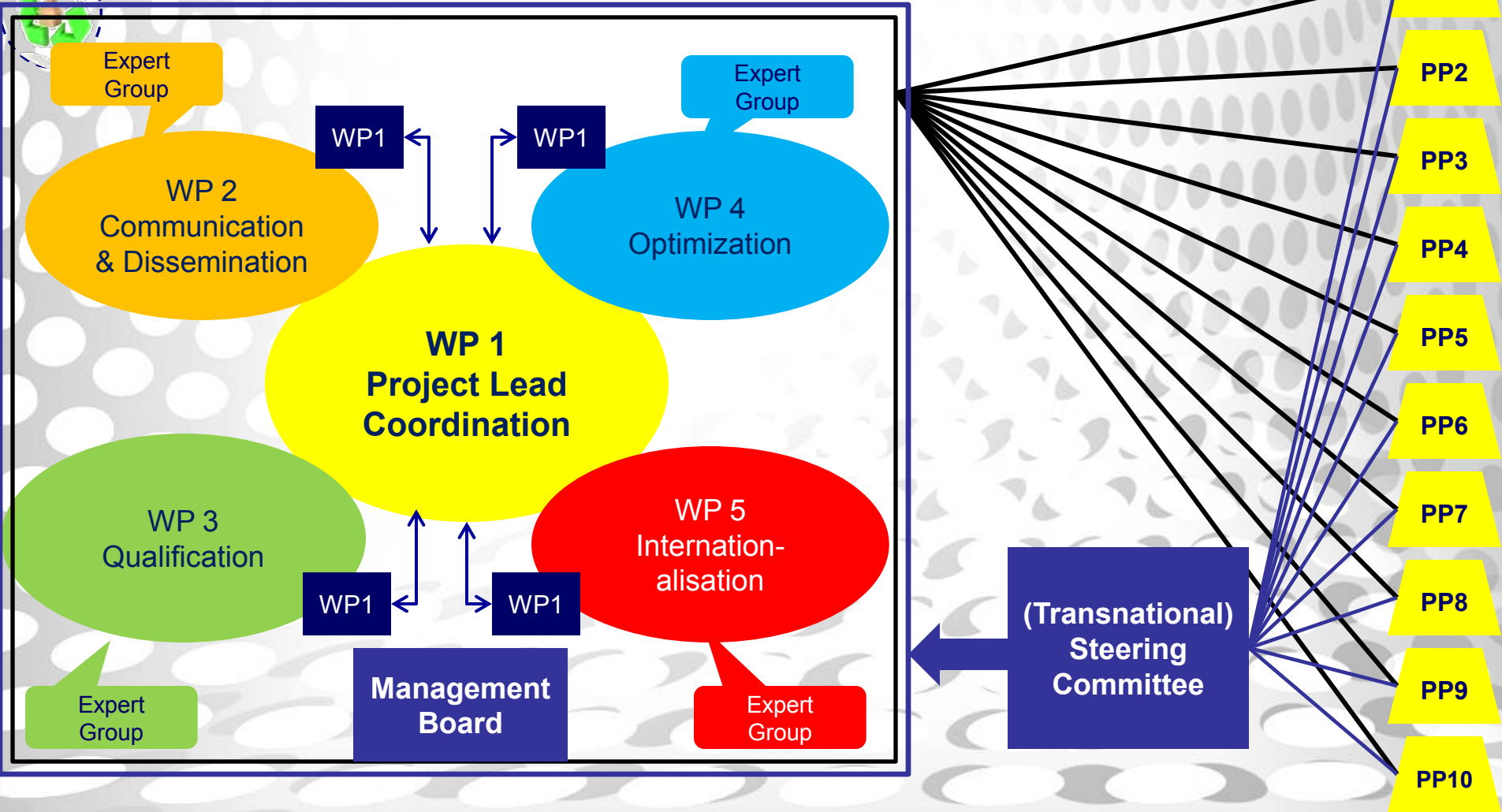


Partnership

LP – PP1	COG Clusterland OÖ GmbH	Austria
PP2	University of West Bohemia, Faculty of Economics, Dept. of Management, Innovations & Projects	Czech republic
PP3	Pécs-Baranyai Kereskedelmi és Iparkamara	Hungary
PP4	Unione Regionale delle Camere di Commercio del Veneto	Italy
PP5	Provincia di Milano	Italy
PP6	SGPPL Dolina Lotnicza	Poland
PP7	Górnóslaska Agencja Przekształcén Przedsiębiorstw S.A.	Poland
PP8	Slovak Chamber of Commerce and Industry	Slovakia
PP9	1st Slovak Engineering Cluster	Slovakia
PP10	Pomurje Technology Park	Slovenia
PP11	ICS Internationalisierungcenter Steiermark GmbH	Austria



Project Structure





WP 2 – Communication and Dissemination

Institution: Unione Regionale delle Camere di Commercio del Veneto

Tasks:

- Elaboration of detailed communication plan.
- Set Up and maintenance of project website.
- Development of design and logo.
- Production of brochures and leaflets.
- Media relations.
- Publication of the handbooks for Optimization and Internationalization.

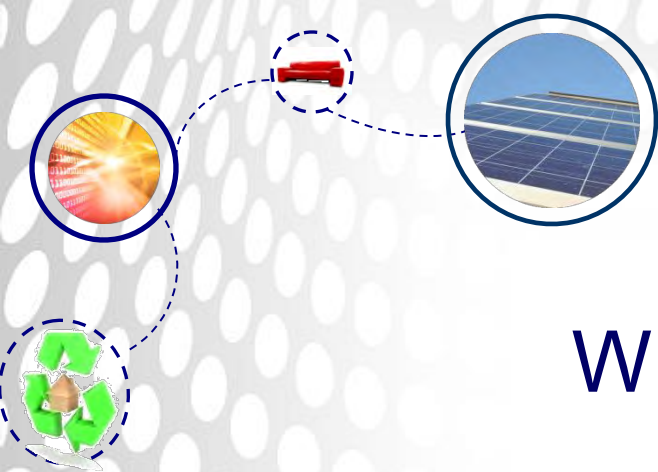


WP 3 – Qualification

Institution: University of West Bohemia, Faculty of Mechanical Engineering

Tasks:

- Elaboration of standard qualification profile for cluster management.
- Elaboration of standard job descriptions / job profiles.
- Analysis of status quo of cluster training and consequently:
 - **Benchmarking** of Cluster Management trainings & academies.
- Development of a transnational framework for cluster management.
 - Draft curricula
 - Training material
 - Potential trainers



WP 4 – Optimisation

Institution: SGPPL Dolina Lotnicza (Aviation Valley Association)

Tasks:

- Fostering internal improvements in clusters to enhance external performance.
- Benchmarking of clusters regarding positioning in their region, the cluster's status, memberships, inter-and intraregional relations, cooperations ...
- Organisation of national exchange workshops to share knowledge and expertise.
- 3 pilot projects with existing clusters



WP 5 – Internationalisation

Institution: 1st Slovak Engineering Cluster

Tasks:

- Supporting clusters in internationalisation of their activities.
- Analysis of conditions for going international via personal interviews / questionnaires.
- Organisation of 10 national exchange workshops and 3 web conferences for experts.
- Set up of 1 concrete international cluster and
- Accompanying 2 clusters in going international.
- Generation of a “Handbook for Cluster Internationalisation”.



The other cluster projects

CLOE – Clusters Linked Over Europe Financed by Interreg IIIC – 2004

It is an informal alliance of clusters around Europe to exchange information, foster direct – cooperation between cluster SMEs and companies from all over the World.

Cluster Management Guide: help regional actors, clusters and project managers to manage and develop clusters activities

CEE – Cluster Network survey

Autumn 2008 – Lower Austrian
Business Agency Ecoplus

The project CMQ – Cluster manager qualification was funded by EC DG Enter under the 6^o Framework Programme PRO INNO Europe Initiative (107 questionnaires collected)



Who is the cluster manager?

CMQ survey: 30-49 years old

social sciences (business, management, law,
political sciences)

science and technology (natural sciences,
engineering and ICT)

KEY ACTIVITIES: *Fostering exchange between cluster members and
identifying and integrating cluster members*



Interpersonal
skills



Knowledge of
cluster sector



Ability to
use tools



Who is the cluster manager?

VISIONARY

SOFT SKILLS

GOAL ORIENTED

HARD SKILLS

GOOD COMMUNICATOR



CNCB survey

- Source of the data
- I. phase – online survey – 3-4/2011
- II. phase – interview – 5-6/2011
- The goal of the interview was to gather additional information with rather qualitative character
- 96 responding clusters in the 1st phase and 26 interviews were realised within WP3 in partnership countries (4-5 per country)
- Interviewed areas:
 - Cluster manager profile
 - Structure and content of the training
 - Best practices in education area
- Interview confirmed and extended results from online survey



Online survey

PP	Country	Institution	Requests	Replies	Rate of return
LP	AT	Clusterland	50	9	18,0 %
02	CZ	University of West Bohemia	38	15	39,5 %
03	HU	Chamber of Commerce and Industry of Pécs-Baranya	38	25	65,8 %
04	IT	Regional Union of Veneto Chambers of Commerce	55	17	30,9 %
05	IT	Province of Milan			
06	PL	Aviation Valley Association	64	17	26,6 %
07	PL	Upper Silesian Agency for Enterprises Restructuring			
08	SK	Slovak Chamber of Commerce and Industry	14	10	71,4 %
09	SK	1st Slovak Engineering Cluster			
10	SI	Pomursky Technology Park	16	3	18,8 %

TOTAL

275

96

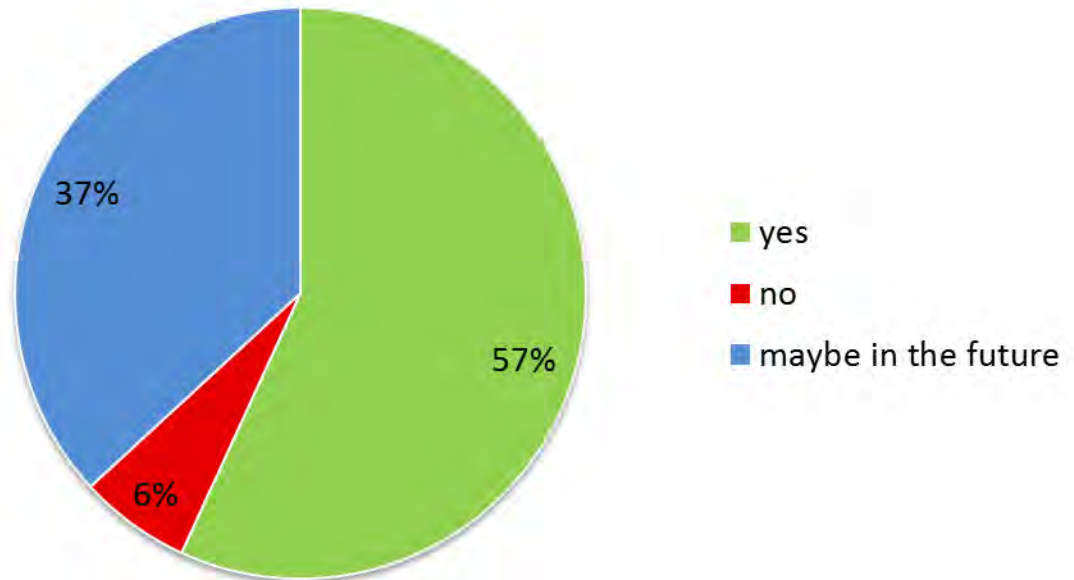
34,9 %



WP3 – Online survey

➤ Are you interested in training for you or your staff?

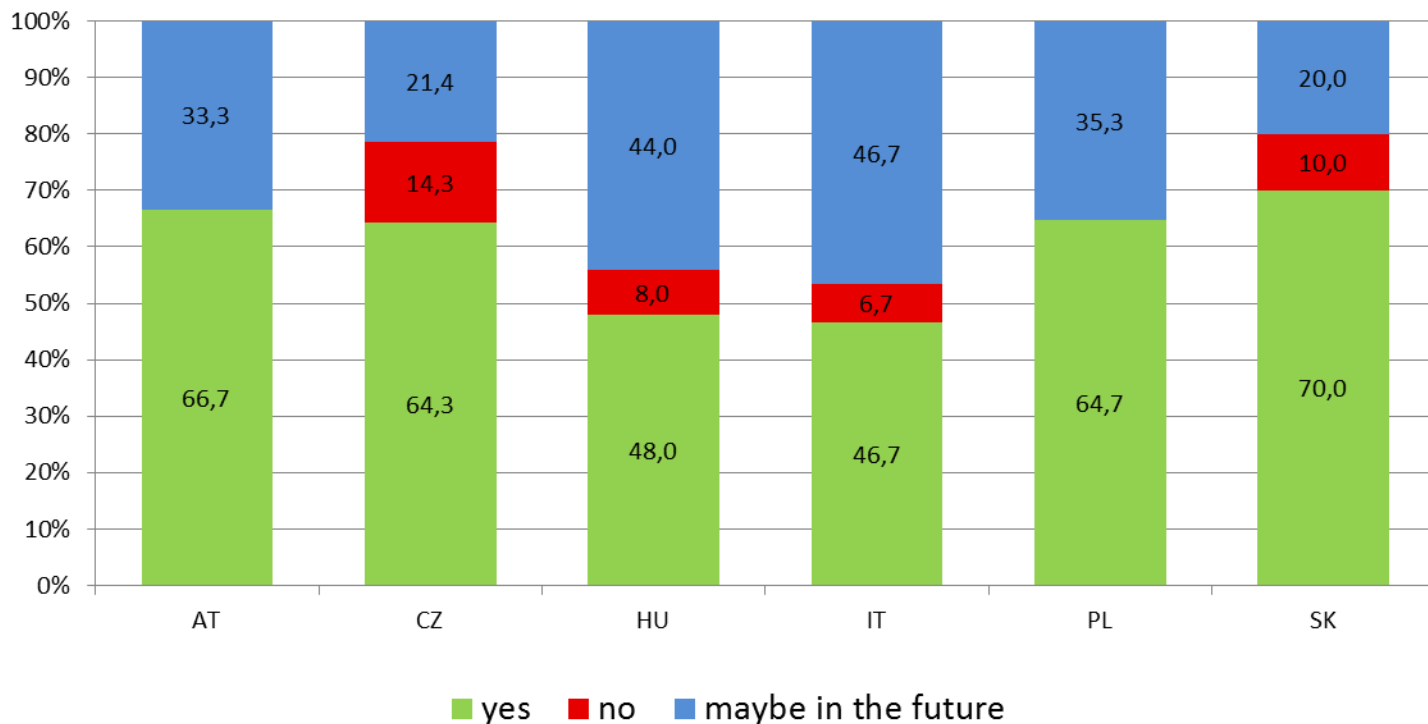
- Yes – 56,8 %
- Maybe in the future – 36,9 %
- Ne – 6,3 %





WP3 – Online survey

➤ Are you interested in training for you or your staff?

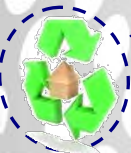




➤ Please specify the fields of training you are interested in.

- Management of innovation
- Strategic planning
- Internationalization
- Project management
- Marketing and PR





	TOTAL	AT	CZ	HU	IT	PL	SK
Management of innovation	3,97	2,67	4,25	4,32	3,77	4,47	3,78
Strategic planning	3,84	3,44	3,50	4,00	3,67	4,18	3,83
Internationalization	3,78	3,44	3,10	4,05	4,25	3,94	3,29
Project management	3,76	2,44	4,09	4,20	3,77	3,93	3,75
Marketing and PR	3,73	3,00	3,70	4,24	3,90	4,00	3,56
Management of knowledge	3,71	2,78	3,30	4,27	3,64	4,00	3,43
Team management	3,63	2,33	3,90	4,19	3,18	3,88	3,75
EU/national policies and subsidies	3,51	3,22	3,18	3,43	4,00	3,75	3,50
Language skills	3,39	3,22	4,00	3,33	3,10	3,71	3,14
Financial planning	3,37	2,22	3,20	3,76	3,60	3,94	3,25
Performance evaluation and optimization	3,37	3,22	2,80	3,60	3,45	3,63	3,29
Industry, technological issues	3,33	3,00	2,83	3,67	3,20	3,76	3,14
Communicative skills	3,29	3,00	3,18	3,81	3,27	3,13	3,38
Customer relationship management (CRM)	3,29	2,33	2,18	3,71	3,45	4,19	3,43
Stakeholder relations	3,21	3,00	2,80	3,50	3,45	3,19	3,43
Management of environment	3,16	2,33	2,82	3,40	3,30	3,40	3,50
Event organization	3,06	3,00	3,00	3,25	2,70	3,50	3,00
Computational skills	2,96	2,56	3,00	3,14	2,70	3,13	3,33
Micro – and macro economics	2,67	2,67	2,00	2,95	2,80	2,88	2,71



WP3 – Online survey

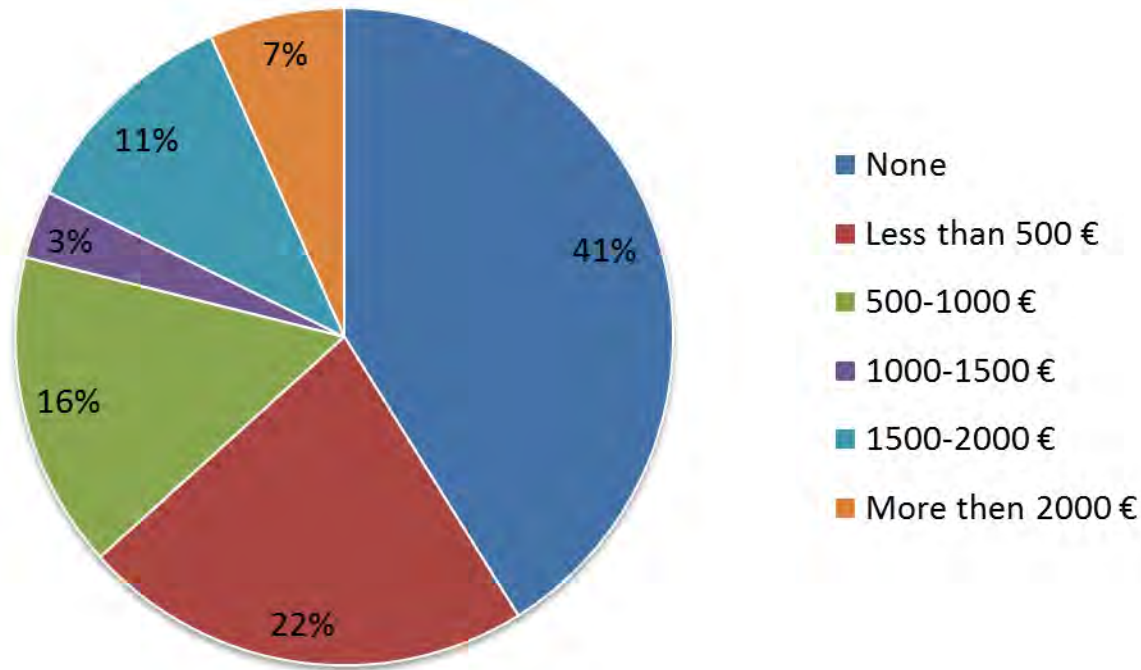
➤ What is important for you in the training?

	TOTAL	AT	CZ	HU	IT	PL	SK
Education in national level	3,37	2,78	3,80	3,80	3,00	3,75	3,13
Education in international level	3,83	2,67	3,09	3,09	3,92	4,19	4,11
Practical teachers (cluster experts)	4,22	3,33	4,67	4,67	3,64	4,63	3,89
University, academic, teachers	2,59	2,44	2,40	2,40	2,70	2,63	2,75
Modular education program	3,45	3,38	3,10	3,10	3,25	3,67	3,38
Internal education	2,94	3,38	3,20	3,20	2,90	2,63	3,13
E-education	3,23	3,13	2,80	2,80	3,40	3,00	3,75
Case studies and good practise examples	4,05	3,44	4,25	4,25	3,93	4,24	3,56
Accredited education	3,21	3,00	2,70	2,70	3,00	3,73	3,25



WP3 – Online survey

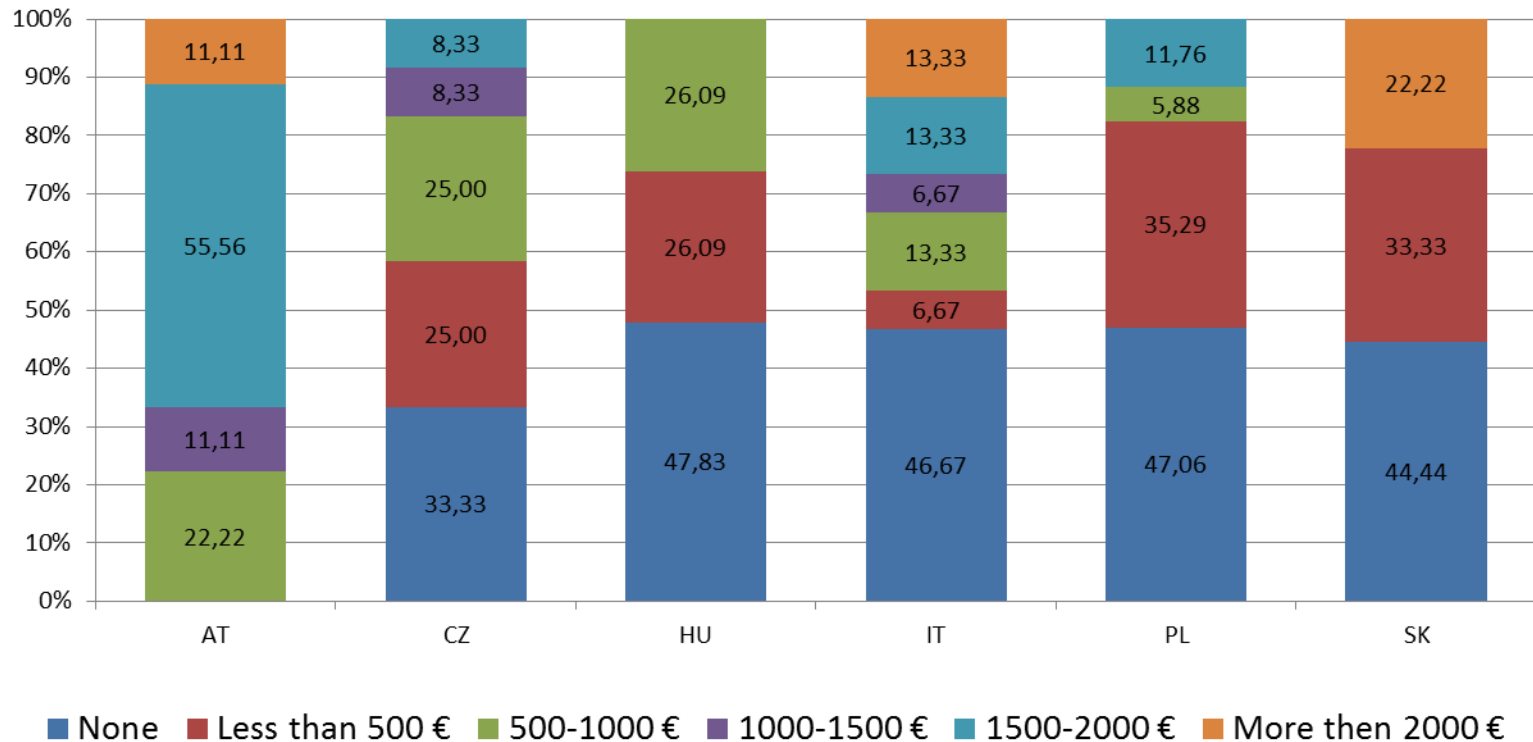
➤ What is your annual budget for the training?





WP3 – Online survey

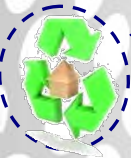
➤ What is your annual budget for the training?

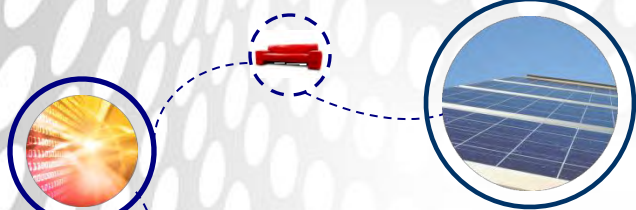




WP3 – Content of TTM

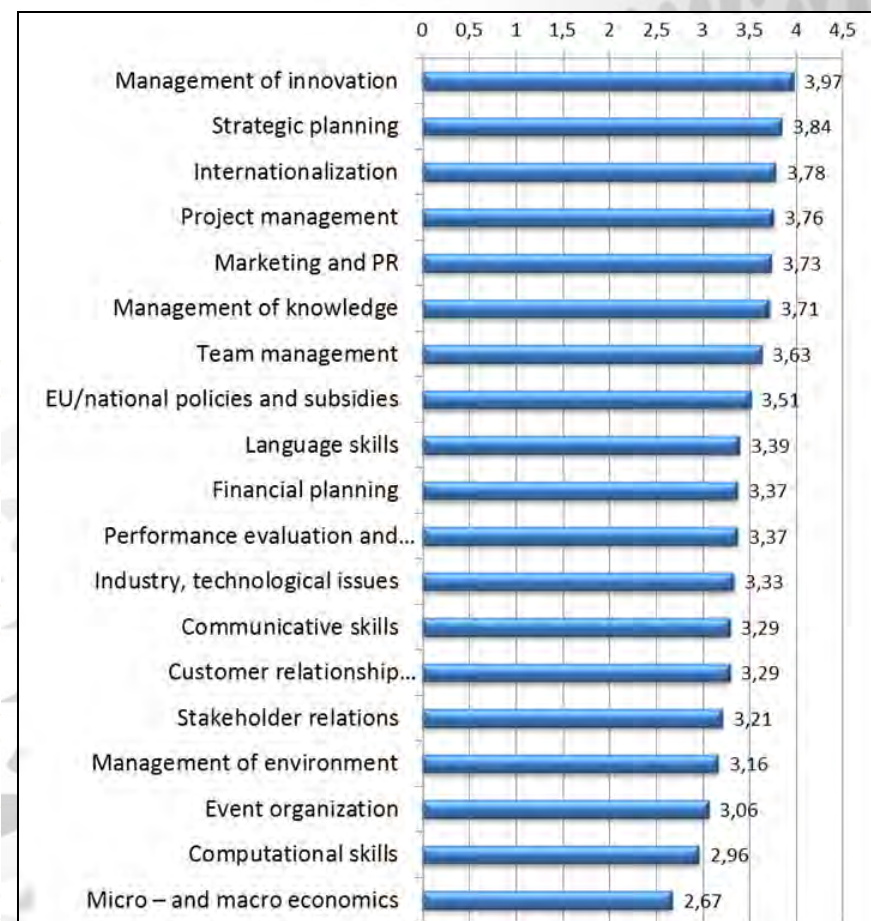
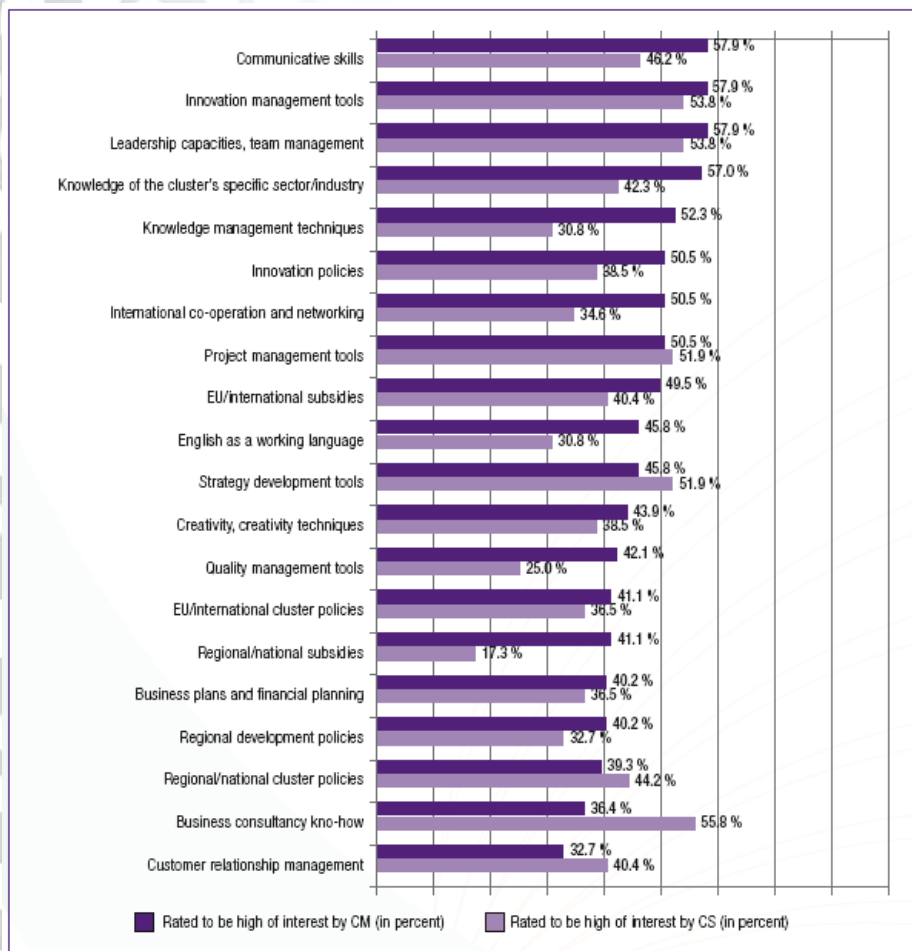
- Current status of cluster management qualification
- Results from the CNCB survey
 - Online survey
 - Matching with CMQ survey results – possible trends
- Cluster manager profile
- Training curriculum
- Training content
- Institutions providing trainings





Matching with CMQ survey results

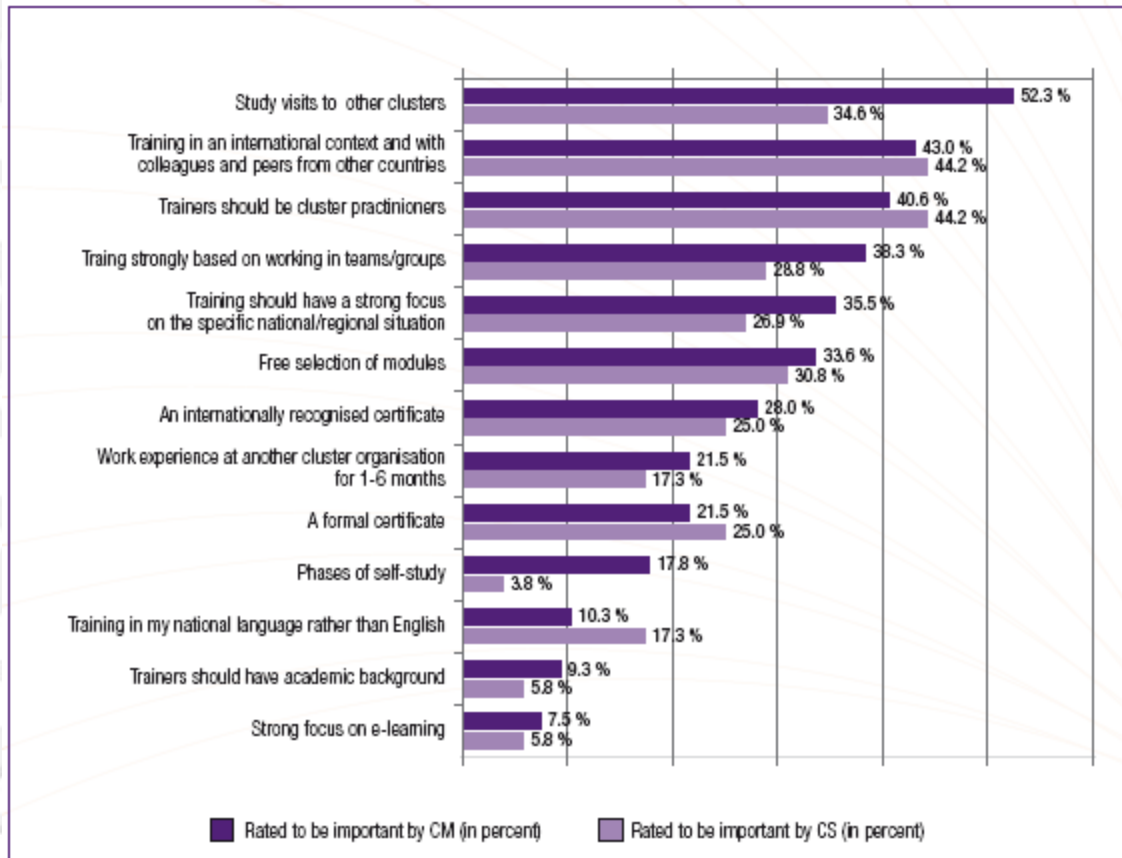
Matching the areas of interests for further training





Matching with CMQ survey results

Matching the areas of training parameters





WP3 – Conclusions

➤ Training structure:

- A modular course
- The maximal length 2 weeks in total per year, structured into 1,2 or 3 day's courses
- The cost of the whole training should not exceed 2000 €
- Present or distant form of study
- Lectors should be rather experts from practice than academic teachers



WP3 – Conclusions

➤ Training Content:

- **Strategy planning and development;** 1-2 days
- **Innovation management** (creativity, visions, management of changes); 2 days
- **Knowledge management** (knowledge types and transformation, intellectual property, intellectual capital); 2 days
- **Project management** (time management, financial management, team management, ...); 3 days
- **Communication** (assertivity and negotiation, networking skills, presentation skills, team management); 3 days
- **Marketing and PR;** 1-2 days



CNCB WP 4 – Cluster Optimisation

Strategic focus:

Fostering internal improvements in clusters for enhanced external performance

Main goal:

to prepare and to conduct optimisation of three clusters

Optimisation action:

- First stage - on-line survey
- Second stage – “in-depth” interview
- Pilot clusters selection
- Declaration of readiness to be optimised
- Implementation of individual optimisation plans



Clusters involved in interviews

Austria: Verein me2c - (micro) electronic cluster, RTCA- Rail Technology Cluster Austria, IT-Cluster Vienna

Czech Republic: CzechBio, Klastř výrobců obalů, družstvo

Hungary: STD AV industry Cluster, South-Transdanubian Cultural Industry Cluster, South-Transdanubian Mechanic Cluster, Biotechnology Innovation Base Cluster, STD Cultural Industry Cluster

Slovenia: ICT Technology Network Institute, Construction Cluster of Slovenia



Clusters involved in interviews

Slovakia: Cluster Smolenice, Z@ict cluster, BITERAP, BALNEA

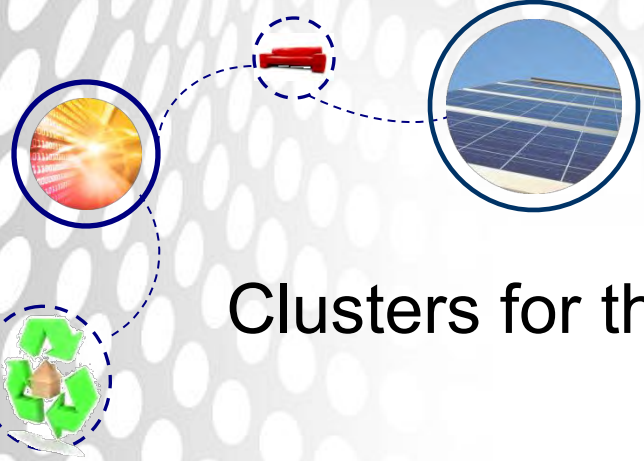
Italy: Lightning cluster, Eyeware cluster, Carousel cluster, Distretto
Aerospaziale, Poli auto

Poland: Wschodni Klaster Informatyczny, Vistula River Valley RES
Cluster, Euro Centrum Cluster of Energy Saving Technologies, Life
science, Nutribiomed, Pomerania ICT



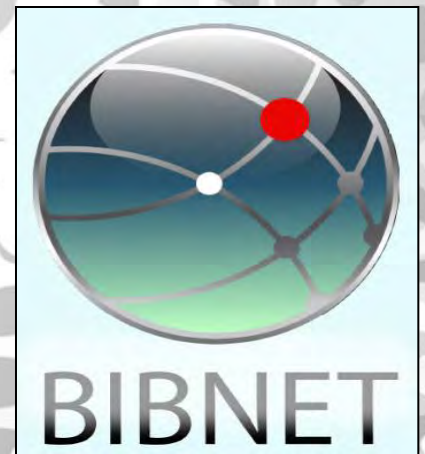
3 stages of research

- First stage – “quick check” of about 30 clusters from all partner regions
- Second stage – “ in-depth” survey of initially selected candidate clusters
- Third stage - selection of 3 clusters for optimisation, voted formally by all PPs. The following clusters have been selected for optimisation within the project:



Clusters for the WP4 pilot action:

- Biotechnology Innovation Base (HU)
- Tourism Cluster Smolenice (SK)
- Euro-Centrum (PL)





Objective and methodology

The main objective was to develop plans of optimization of selected clusters and to evaluate implementations of these plans. The focus was on fields indicated below:

- Organization & Structure
- Products & Services
- Strategy & Planning
- Human Resources Issues / Skills & Qualification
- Finance & Funding



Main results – Euro Centrum Cluster of Energy Saving Technologies

- reorganization – verification of cluster members' activity
- mapping the specialisation of the cluster members and creation of the matrix of competences
- creating a common brand concept
- common infrastructure development
- optimization of activities around main specialization of the cluster – oversectoral organization of key activities of the cluster,
- creating of the cluster technology observatory
- establishing of 2 working groups within the cluster:
 - passive building and co-generation of energy



Main results - Tourism Cluster Smolenice

- new concept of marketing tools and communication strategy including promotional materials in foreign languages
- identifying new forms and sources of possible cluster financing
- preparing a system of cluster's own international, national and regional events during the calendar year
- top priority cluster brand event is a concept of a 4 day international conference on aviation safety related to the topic „Mr.Banic and the Parachute”.
- for each season, an additional specific national or regional event in connection to natural or historic potential of Smolenice should be planned

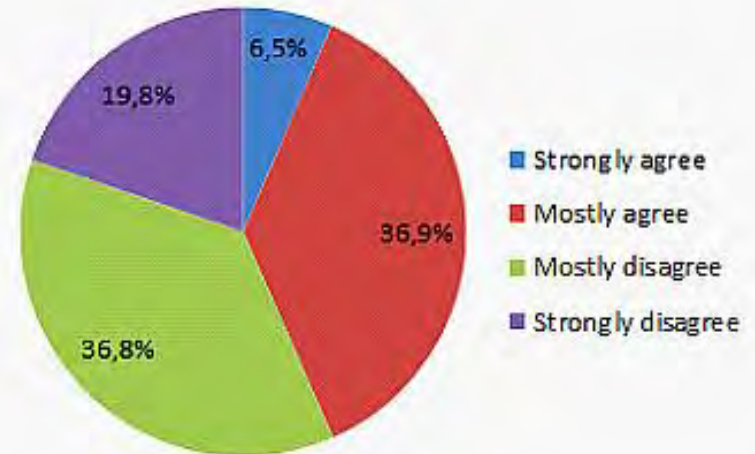
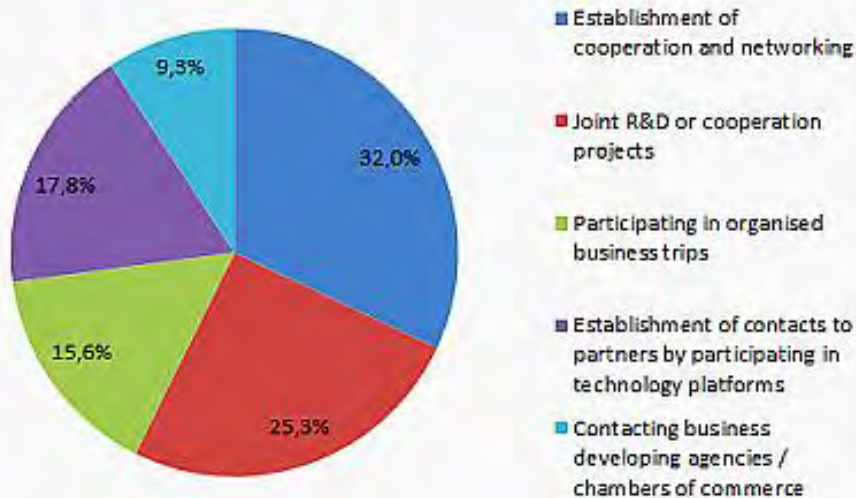


Main results - Biotechnology Innovation Base

- methodology for better practice to obtain updated information about market needs.
- consolidation of the cluster management organization for more effective incubator activities.
- system continuous selection and motivation of member companies for faster implementation of joint projects
- developing relations with new cluster and network organisations from Central Europe
- a number of foreign clusters best practices learnt and implemented

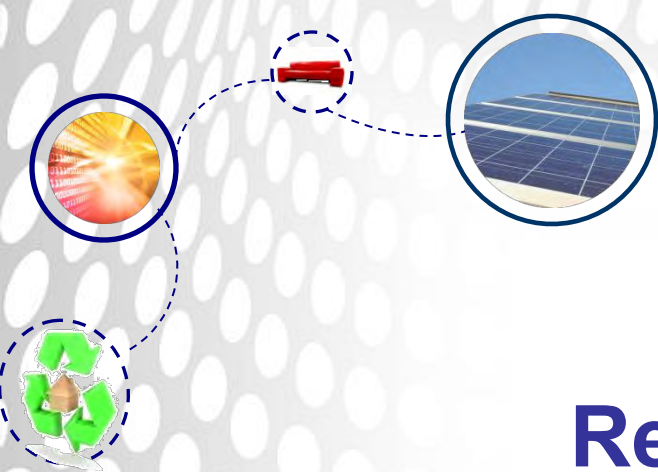


CNCB Internationalization survey results



What are the prime elements to turn the internationalisation strategy of your cluster into practice?

Does your cluster have an elaborated internationalisation strategy?

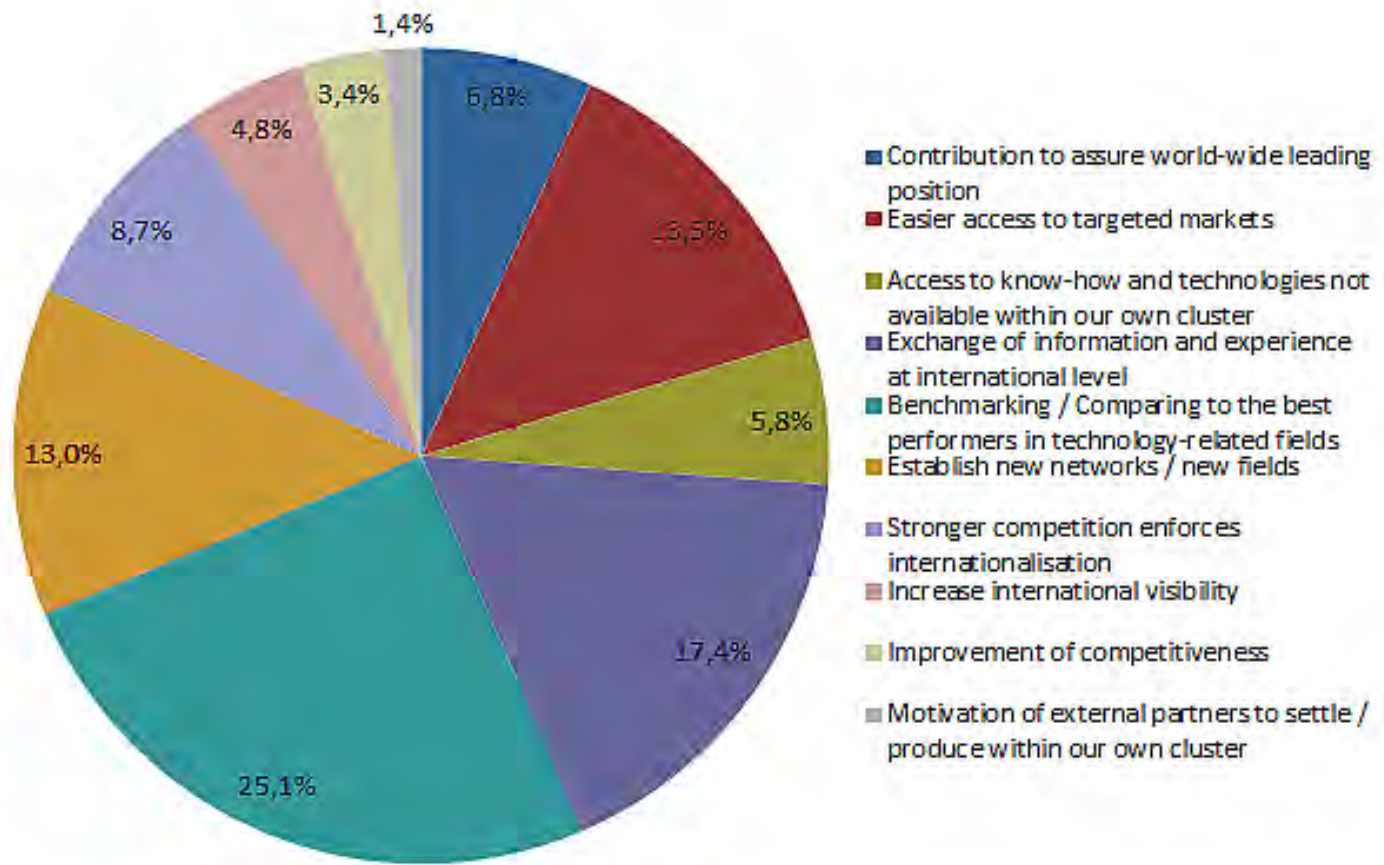


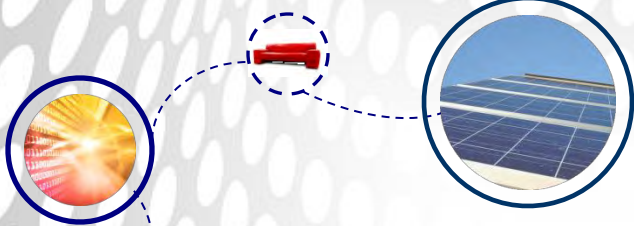
Results of Analysis

- ❖ Main reasons for internationalisation:
 - ❖ **Benchmarking/comparing to the best performers (25%)**
 - ❖ Exchange of information and experience (17%)
 - ❖ Easier access to targeted markets and establishment of new networks/fields (both 13%)
- ❖ Main barriers to internationalisation:
 - ❖ **Geographic distance (23%)**
 - ❖ **No common interest or ideas to do joint business (21%)**
 - ❖ Lack of trust (11%)
 - ❖ Partners are competitors (10%),
 - ❖ Lack of time or capacity (9%)

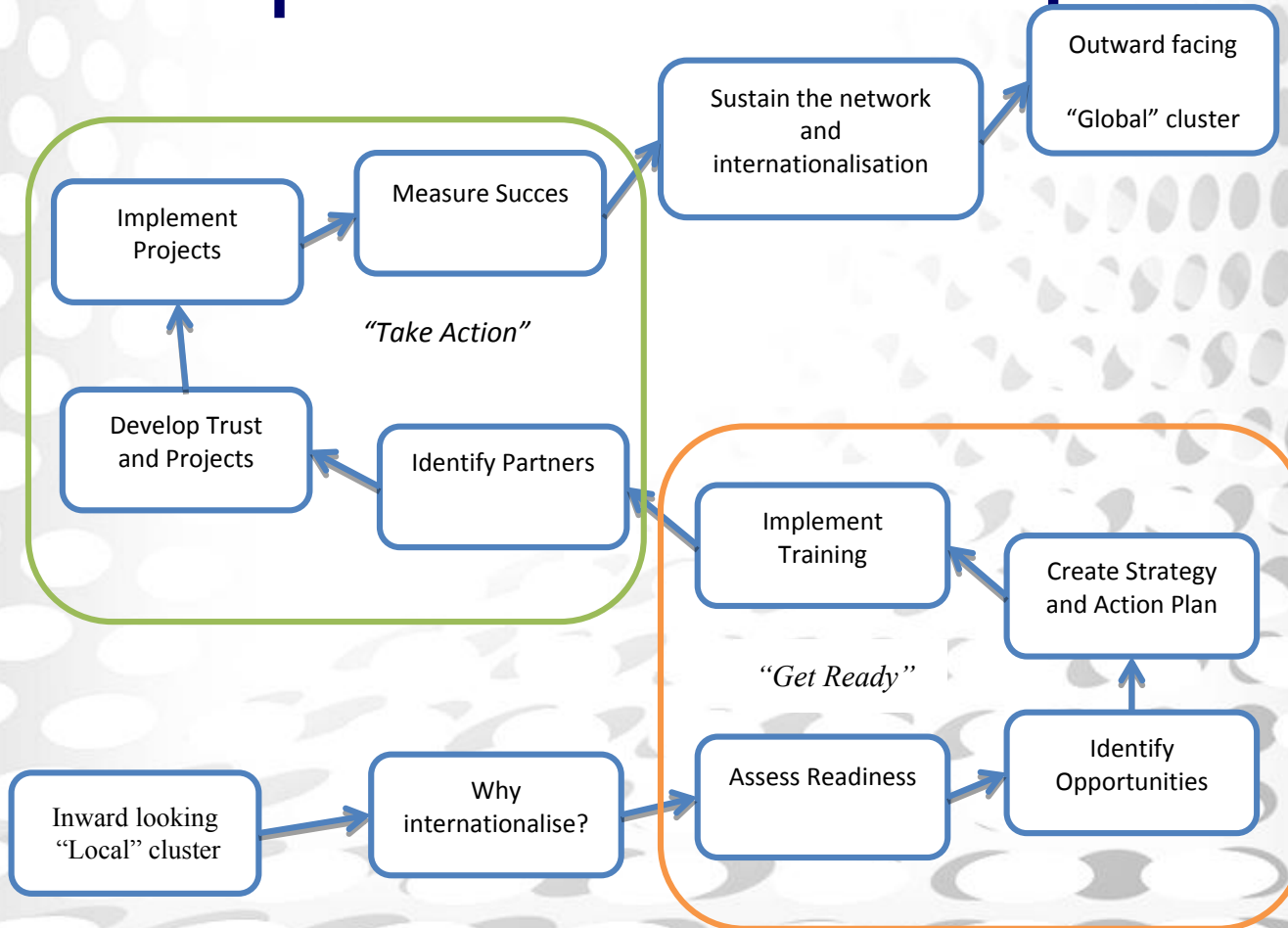


Main reasons for the internationalisation of your cluster





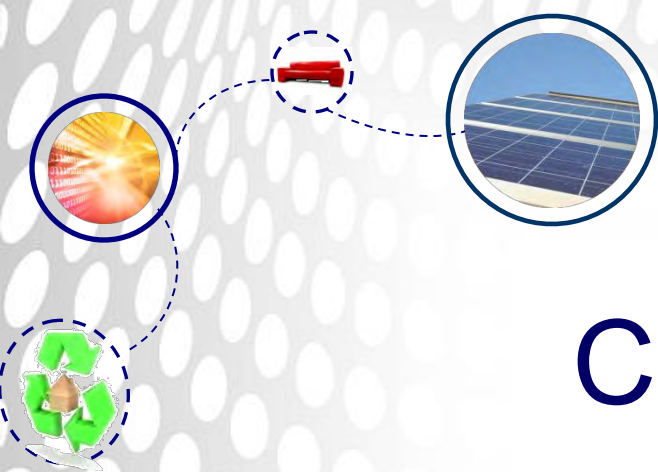
Main questions – the process





Cluster profile

- ✓ Conscious interest by other companies for internationalisation
- ✓ Language skills
- ✓ Belief in success abroad
- ✓ Intellectual asset management skills
- ✓ International business models
- ✓ Networking best practices and success stories
- ✓ Proper information about international markets
- ✓ Stable resources
- ✓ International relations
- ✓ Availability of competitive services
- ✓ Marketing strategy
- ✓ Production capacity with economies of scale
- ✓ Participation in international fairs and markets
- ✓ Relationship building and relationship management ability
- ✓ Website in foreign language
- ✓ Available and marketable product and service portfolio
- ✓ Partner search
 - Local
 - Regional
 - Worldwide
- ✓ Customer relation management
- ✓ Intercultural skills
 - Local
 - Regional
 - Worldwide
- ✓ Dynamic cluster manager
- ✓ Planning
 - Strategic
 - Tactical
 - Operational
- ✓ Setting measurable goals
- ✓ Entrepreneurial experience



Cluster studies

- WKL Wielkopolska Aerospace Cluster (PL)

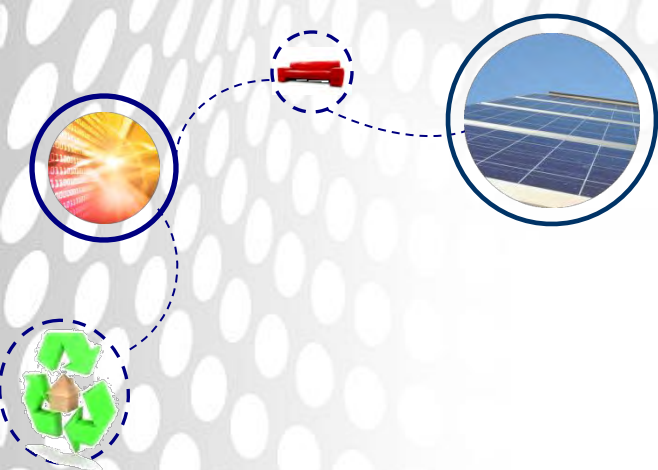


- GIZ Bioplin – Green Tech Biogas Cluster (SLO)



- South-Transdanubian Cultural Industry Cluster (HU)





Thank you for your attention!

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