

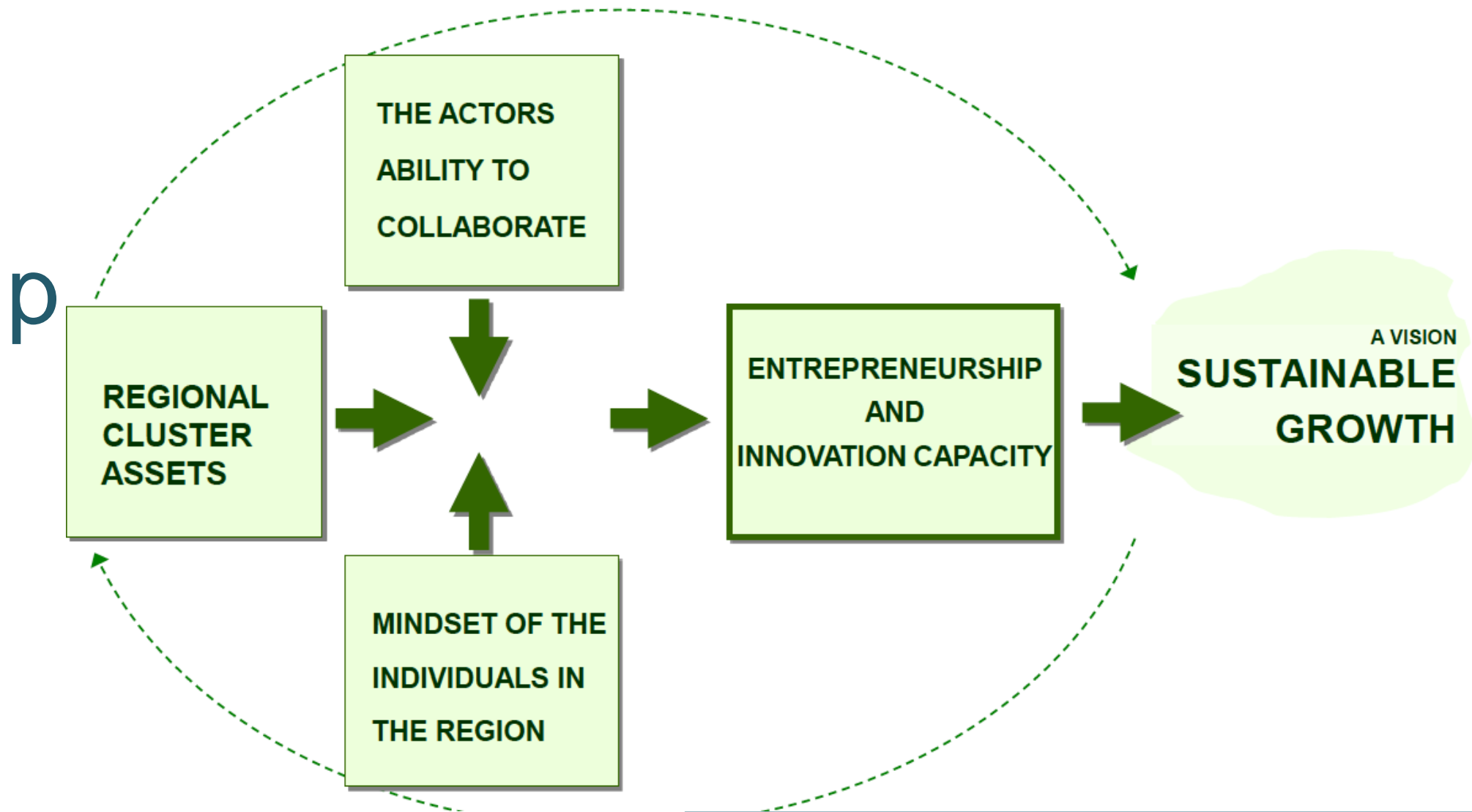


# Cluster strategy and related services

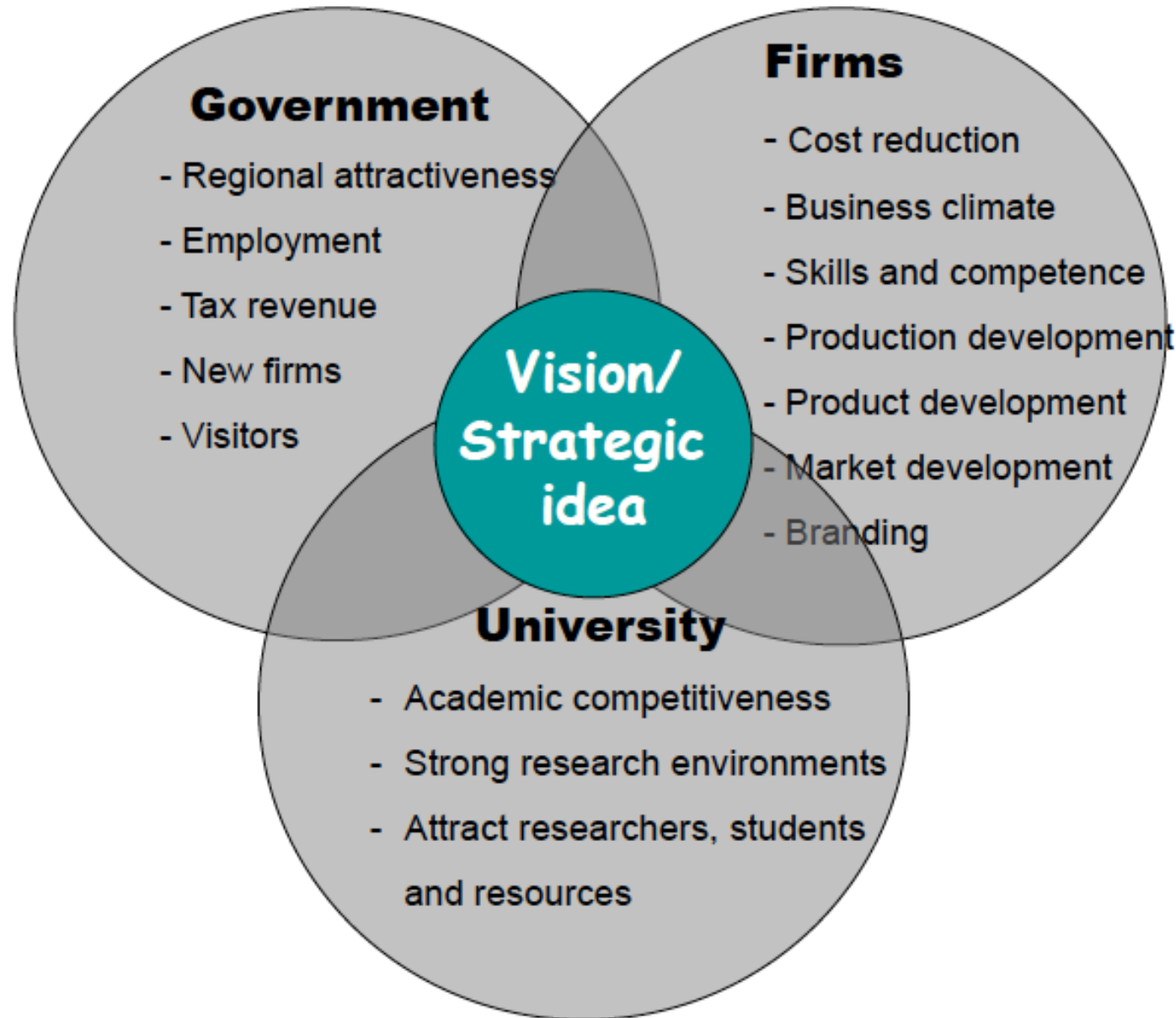
**BUILDING**  
WORLD CLASS CLUSTERS

- The background – the milieu for collaboration
- Why clustering? The actors have individual aims.
- Building a common strategy
- Involvement
- Analysis and tools
- Visions and goals – realistic ambitions ?
- Strategic areas – what services will the members pay for?

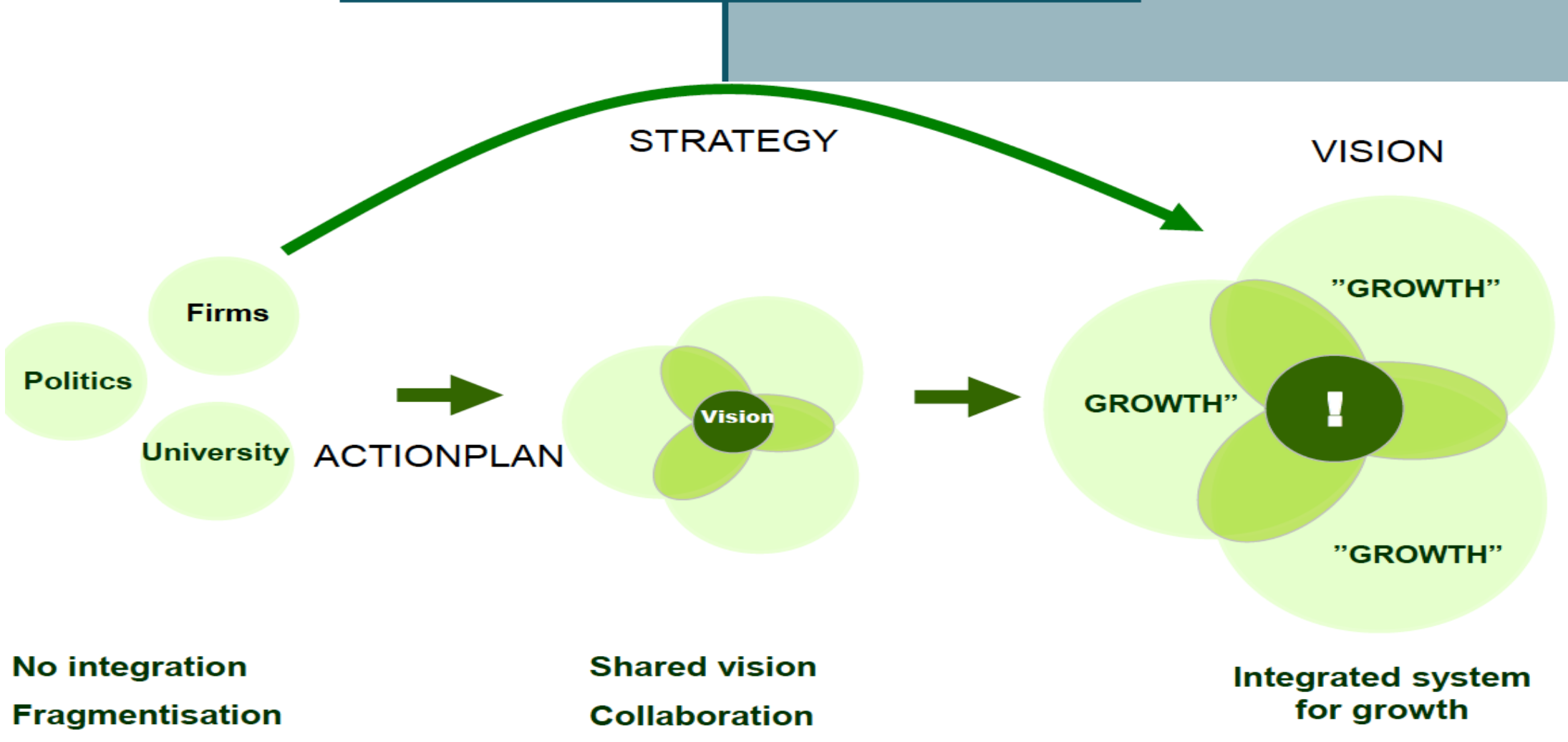
# Clustering and regional economic growth



## The Strategic idea – What's in it for me



# Strategy process







**cluster-excellence**

Excellence for  
Cluster Management

<b>Financing Cluster Management</b>	
3.1	Prospects of the Financial Resources of the Cluster Organisation
3.2	Share of Financial Resources from Private Sources
<b>Strategy, Objectives, Services</b>	
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
<b>Achievements and Recognition</b>	
5.1	Recognition of the Cluster in Publications, Press, Media
5.2	Success Stories
5.3	Customer and Cluster Participants' Satisfaction Assessment
✓ = minimum requirement	

# Strategy building process

## Are companies involved in the strategy-building process in a significant manner?

- Were relevant market challenges identified, value chains analysed, surveys among cluster participants carried out? Was the industry involved? And what types of methodological tools were used in the development of the strategy?

- **INDUSTRY/MARKET**

Identify **the industry and market challenges**, e.g. by conducting an industry analysis on the **attractiveness** of the strategic segments where the cluster participants (companies) compete or could compete, based on own studies and/or existing studies. Identify if the current strategic segment is attractive enough and/or analyse **new strategic segments more attractive**. Include opportunities around grand societal challenges, where appropriate.

- **VALUE CHAIN**

Understand the different **business models** by analysing the value chain and value systems for the existing industrial/technological sector and for needed value systems for the **transformation** of the cluster strategy into a new strategic segment more attractive. Describe the possibilities for accessing and exploiting necessary knowledge, as well from outside the cluster, to be used in this strategic process.

# Strategy building process

## ■ PROACTIVE IDENTIFICATION OF NEW BUSINESS MODELS/ NEW STRATEGIC SEGMENTS

■ **Proactive attitude** of the Cluster Manager in monitoring not only technological but also business trends of the sector, **identifying and proposing new and more attractive business models/strategic segments**. When proposing new models, the Cluster Manager should identify which activities in the current value chain need to improve and use international references, not necessary benchmarking clusters but benchmarking certain activities in order to launch actions/projects to improve this weakness. **The Cluster Manager should not only act as a facilitator of projects or as a secretary of the cluster, but show leadership by anticipating trends, questioning weak business models and helping to change it if necessary.**

## ■ RELATED STRATEGIES

- The links with other strategies need to be understood and articulated so that it can clearly be seen
- that the cluster strategy is **in line with other strategies at European, member state, regional, sector and societal challenge levels**. This will include explaining how the cluster strategy will help to
- deliver the other strategies and vice versa.
- Further strategic planning tools like **SWOT** or similar instruments
- Are results of cluster participants **feedbacks** (by surveys, specific feedback workshops, etc.) taken
- into account for strategy building?

# Strategic areas – member services

## 1.) Improving innovation capabilities

### Examples:

- R&D of products, processes, technologies, services
- Implementation of new products, processes, technologies, services
- Initiation and facilitation of co-operation

## 2.) Exploring business opportunities

### Examples:

- Increasing business and market opportunities of the cluster participants
- Initiation and facilitation of co-operation
- Scouting of trends, technologies and markets

## 3.) Fostering entrepreneurship

### Examples:

- Supporting entrepreneurs
- Facilitating entrepreneurial infrastructures



# Strategic areas - continued

## 4.) Education, training, human resources development

### Examples:

- Developing curricula
- Operating courses, lectures, etc.

## 5.) Marketing and branding

### Examples:

- Increasing visibility and recognition for the cluster topics and the cluster itself
- Location marketing

## 6.) Improving cluster-specific framework conditions

### Examples:

- Lobbying, Contribute to relevant policies (regulations, funding schemes, etc.)

# Strategic areas - continued

## 7.) Developing the cluster

### Examples:

- Increasing the share of private financing and funding
- Increasing the co-operation among participants, etc

## 8.) Internationalisation

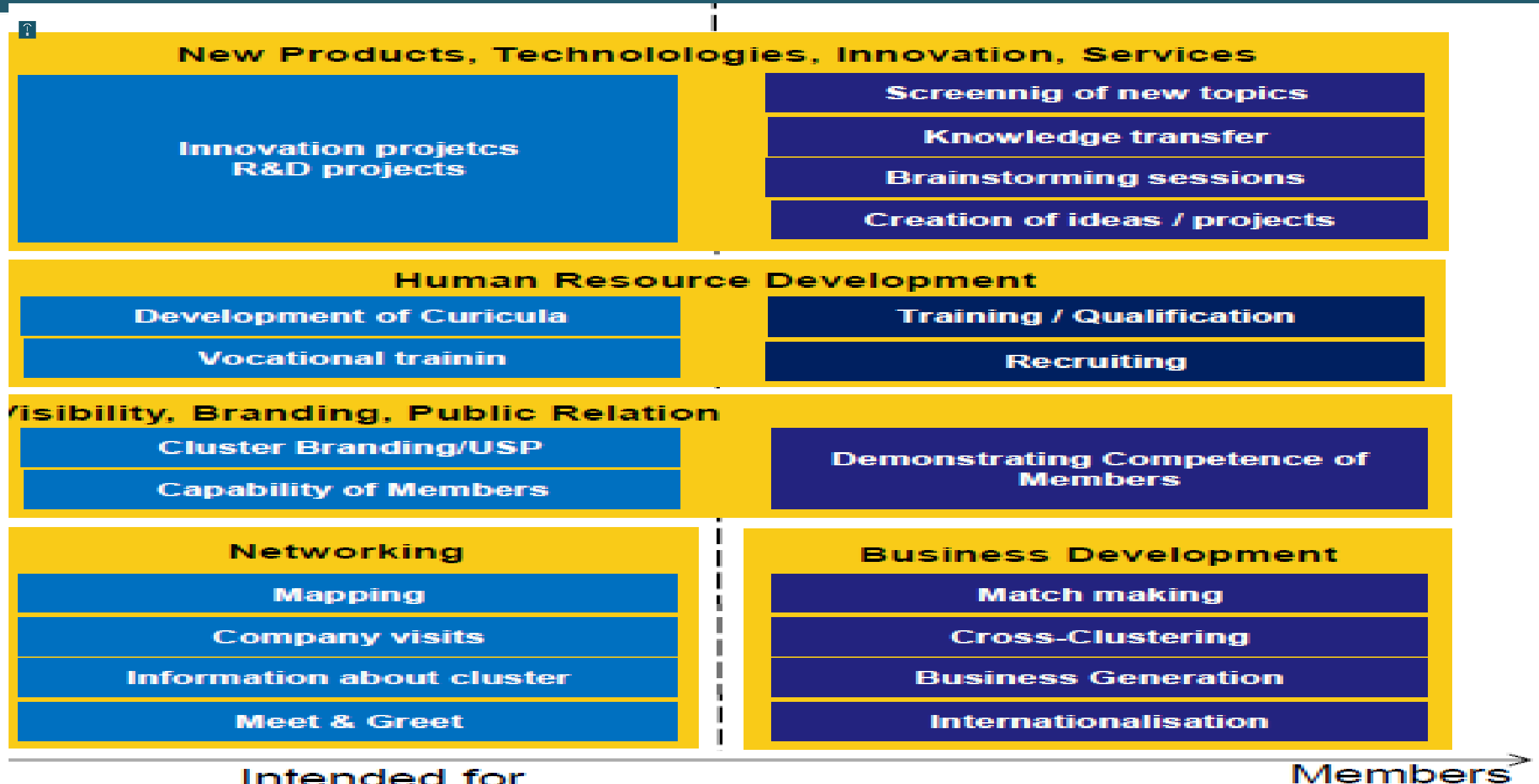
### Examples:

- Initiation and facilitation of co-operation
- Initiating International R&D co-operation and projects
- Opening international business

## 9.) Other priorities

- Other areas especially for this cluster

# Service areas



# Cluster Services



## Cluster Services

How they contribute to profit generation and committments (Group I)

Services	Applied by CM	Financial Contribution			Appreciated by members		
		€-	€0	€+	😊	😐	😞
Organisation of trade fair missions	often		X	X	X		
Company Visits (by Members)	usual						
Face-to-face visits (CM visits individual members)	often		X		X		
VIP-Event	Rare	X	X		X		
Seminar/Training	usual			X	X		
PR / Promotion of cluster	usual	X	X		X	X	
PR / Promotion for members	rare			X	X		
Connecting members	usual		X		X		
Project management	rarel		X	X	X		
Publication	usual	X				X	
Competence Mapping	rarely	X				X	



# Working in groups

**BUILDING**  
WORLD CLASS CLUSTERS

- Split in 4 groups :
- - Our current strategic areas and corresponding member services, their cost of delivery, business models and members satisfaction.