

Challenges for the Danube Region's Cluster Policies

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Clusters - 25 years as a part of the global economy

1990 – The Competitive Advantage of Nations

1998 – On Competition

2011 – Creating Shared Value

- Redefining value chains
- Reconceiving products and services
- **Strengthening local clusters**

... competitive industries are concentrated in clusters...



Creating Social Value:

Investments that address social and environmental objectives

Creating Shared Value:

Investments in long-term business competitiveness that simultaneously address social and environmental objectives

Creating Business Value:

Investments in long-term competitiveness



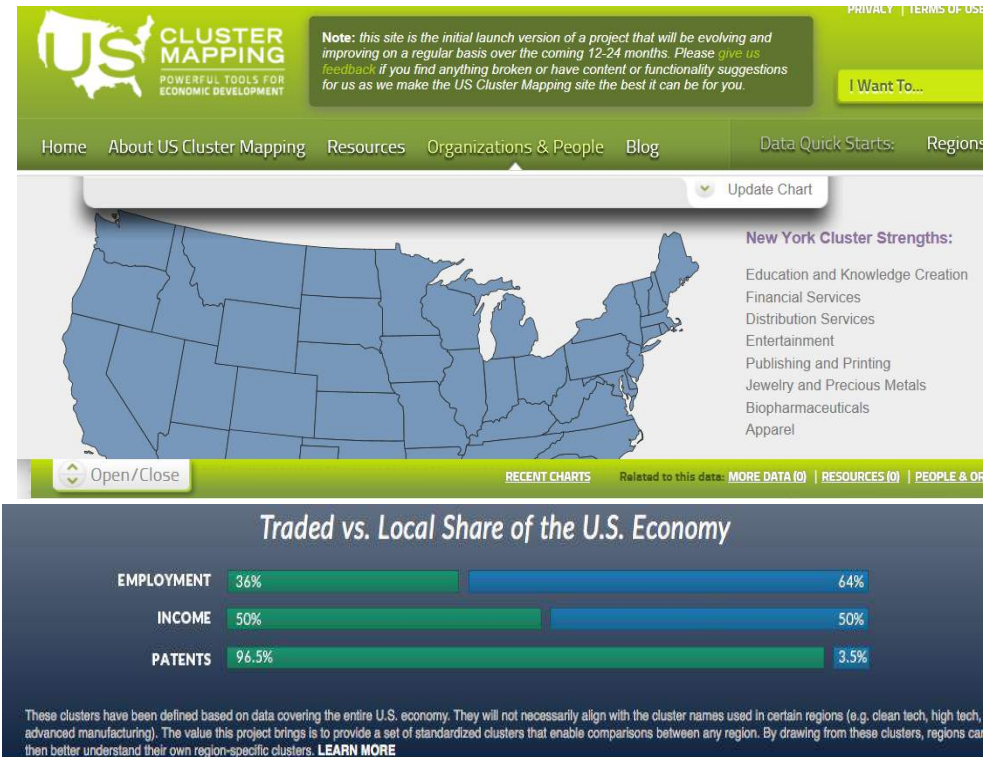
2013 – “Microeconomics of Competitiveness”,
MOC Affiliate Network - courses led by Prof. Michael Porter,
Institute for Strategy and Competitiveness, Harvard Business School,
Boston

<http://clustermapping.us/>

M. Porter:
„Clusters, as research over the last few years has clearly shown, are central to how regional economies work and to enhancing competitiveness.“

The U.S. Cluster Mapping Project

- national economic initiative led by HBS's Institute for Strategy and Competitiveness in partnership with the U.S. Department of Commerce and U.S. EDA
- over 50 million open data records on unique economic profiles of individual U.S. states based on clusters



- over 250 million USD/year (2014, 2015) to promote economic growth and national competitiveness, for creating new jobs, economic opportunities and for informed decision-making on further investments.

Cluster policy in rich economies

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LAND OF OPPORTUNITIES

Abundant oil and mineral reserves. Low taxation. A strategic location. And a burgeoning free market economy. Just some of the factors that make KSA a land rich in investment opportunity in five key industrial sectors.



Minerals & Metals



Automotive



Plastics & Packaging



Pharma & Biotech Cluster



Living in Saudi Arabia



The Five Industrial Clusters

The five key clusters are Minerals & Metals, Automotive, Plastics & Packaging, Pharma & Biotech and Solar Energy.



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Whether you have a general enquiry or a specific request, we're here to help.

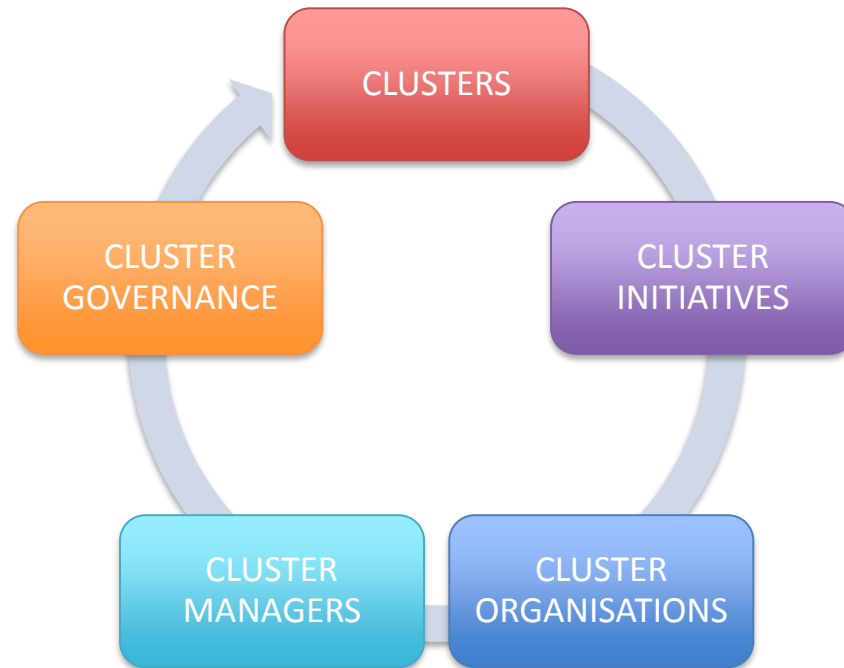


News and Events

11 December 2012
[JLR mulls plant in Saudi Arabia, signs letter of intent](#)
9 October 2012
[Business Opportunity Workshop](#)

The IDEAL: Consistent Cluster Policy

The cluster policy should **serve for** the permanent **balancing of the public inputs** (e.g. availability of cluster professionals, funding, programmes, infrastructure, training, governance and evaluation mechanisms) extended **according to specific needs of each phase and segment of the cluster concept**



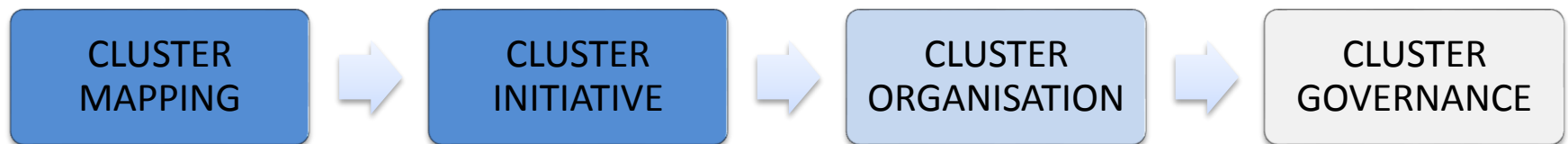
with the expected outputs (e.g. employment and innovation, competitiveness and overall economic growth).

The REALITY: Inconsistent Cluster Policies

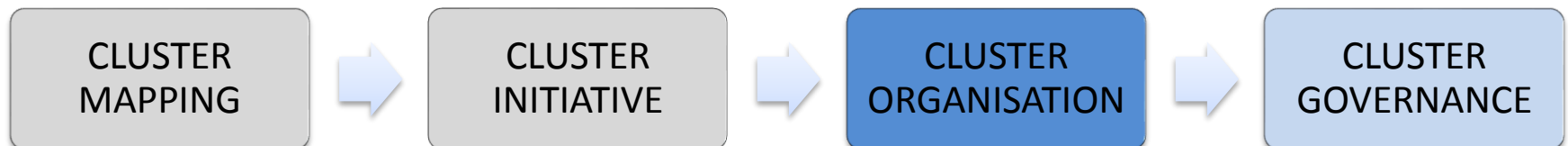
In many countries the cluster policies show disproportions in consistency and continuity of the systemic and financial support throughout the cluster development stages:

EXAMPLES:

- a) Fail in keeping on the started initiative:** Developing/transition countries receiving foreign economic aid for cluster development do not continue it on their own, clusters fall out of the agenda of the governments after the aid is terminated:



- b) Concentration on cluster organisation only:** Countries with a long-term cluster policy underestimate the necessity of updating the cluster mapping and professional facilitation of cluster actors before the CO is established; low or not existing cluster governance on regional level (no funding for the “incubation” of CO):



Czech national /EU funding programmes

OPPP-CLUSTERS - mapping and facilitation of cooperation, funding of cluster organisations development (2004-2006)

- 53 supported projects / 6 M€

OPPI-COOPERATION – cluster joint projects (2007-2013)

- 41 supported projects / 50 M€
- Profound feasibility study with obligatory indicators for joint projects (number and quality of innovative and R & D projects, internationalisation.

OPPIK-COOPERATION – cluster joint projects (2014-2020)

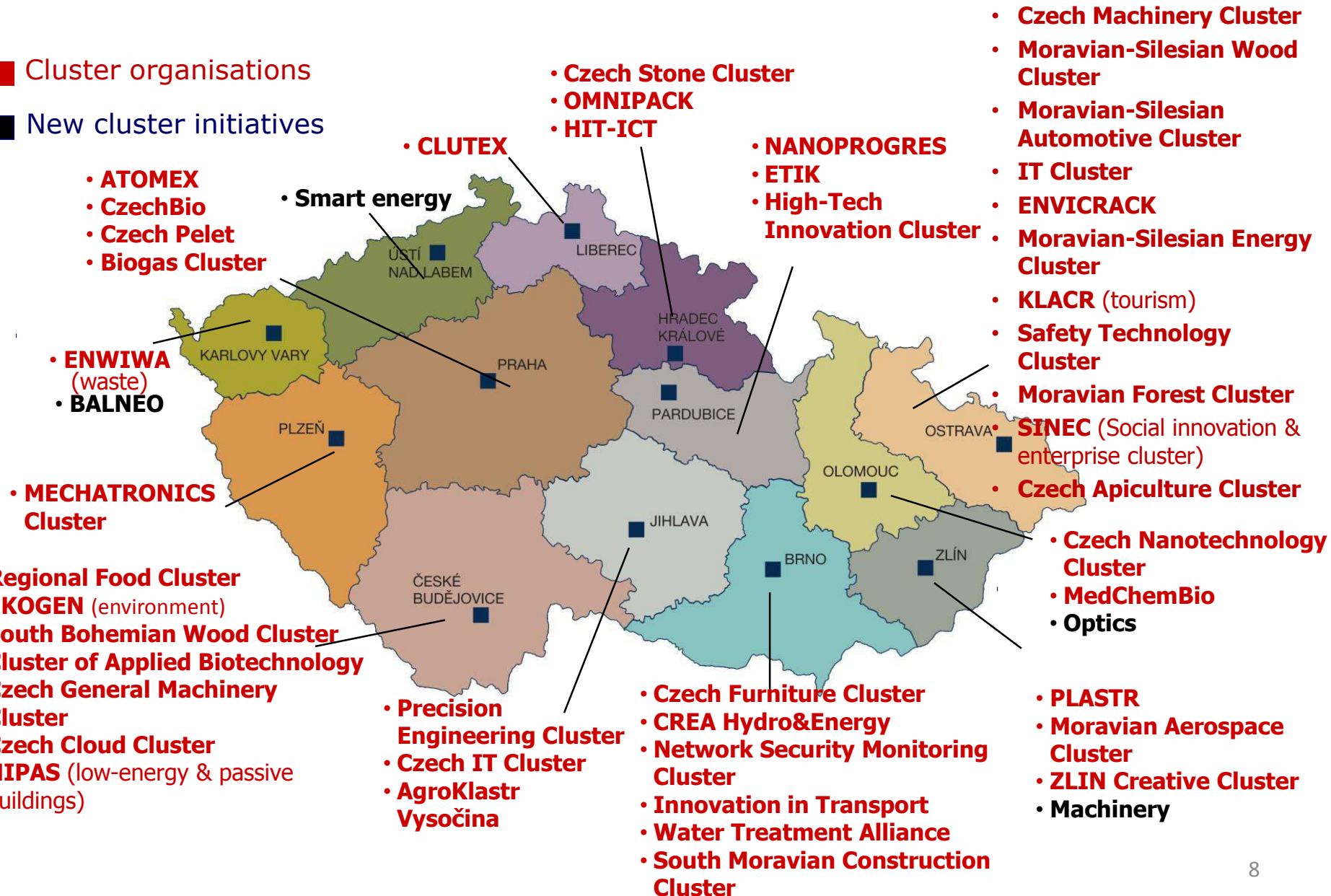
- Priority axis 1 „R&D for Innovation“ - collective research, shared research infrastructure, inter-sectoral cooperation, internationalisation and cluster organisation development
- 400 M€ allocated
- The “cluster-league” approach: evaluation of the applying cluster organisations at the registration for funding and their classification:
immature – developed – excellent

Limited to processing industries and ICT, newly AV and design

Cluster organisations of the Czech Republic

■ Cluster organisations

■ New cluster initiatives



Zlin Creative Cluster Initiative



CreaClust - A Cross-border Cluster Initiative for the Development of Creative Industry in the Zlin (CZ) and Trenčín (SK) regions (2011–2012)

Project partners: **Tomas Bata University in Zlin, Faculty of Management and Economics** **A. Dubcek University in Trencin**

- Mapping and statistical analysis of creative industries and their potential in the border regions, including the "creativity index";
- Select the most promising creative industry sectors, facilitate appropriate businesses, organisations and institutions for cooperation;
- Organize and form a cross-border cluster initiative, jointly undertake a pilot project on s cluster organisation set-up;
- **Zlin Audiovisual Cluster** – cluster organisation established in 2013
- Converted to **Zlin Creative Cluster** on 20 October 2015 covering the **audiovisual, design, advertising and architecture** industries with the **TBU Faculty of Multimedia Communication** is the leader.

National Cluster Association - CZ

The establishment of the **National Cluster Association (NCA-CZ) in 2008** as a non-profit association of individuals and legal bodies **with the goal to:**

- ◆ ensure coordinated and sustainable development of cluster initiatives in the Czech Republic
- ◆ advocate clusters and their interests towards the government
- ◆ aligning with the European Commission policies & actions
- ◆ Facilitating cluster internationalisation and transfer of the best practices into the Czech Republic

The partner in European projects – **CluStrat – New cluster concepts (CENTRAL EUROPE)**; **V4Clusters – International Visegrad Fund**; **Gender in innovation – innovation in clusters**



Mission:

„The National Cluster Association creates a long-term and competent platform for the development of cluster initiatives within the Czech Republic and an active interface for their internationalization.”

HELPING CLUSTERS TO CLUSTER

Members of the NCA in 2015

Cluster organisations

APPLIED RESEARCH AND TECHNOLOGIES

- ☼ CzechBio
- ☼ Czech Nanotechnological Cluster
- ☼ Cluster of Applied Biotechnologies
- ☼ MedChemBio
- ☼ NANOPROGRES

ENERGY, MATERIALS, MANUFACTURING

- ☼ CREA Hydro&Energy
- ☼ Czech Stone Cluster
- ☼ Cluster of Czech Furniture-Makers
- ☼ Cluster of Precise Machinery Vysočina
- ☼ Moravian-Silesian Automotive Cluster
- ☼ Plastics Cluster

ICT & SAFETY & SECURITY

- ☼ Safety Technology Cluster
- ☼ Hi-tech Innovation Cluster
- ☼ IT Cluster
- ☼ Network Security Monitoring Cluster

SERVICES, AGRICULTURE

- ☼ Agroklastr Vysočina
- ☼ KLACR (tourism)
- ☼ Moravian Forest Cluster



Development, education and innovation infrastructure

- ☼ BIC R&D, s.r.o., Brno
- ☼ DEX Innovation Centre
- ☼ Regional Development Agency of the Ústí Region
- ☼ RERA – Regional Development Agency of the South Bohemian Region
- ☼ Palacký University in Olomouc, Science Technology Park and Business Incubator
- ☼ Tomas Bata University in Zlin, Faculty of management and economics
- ☼ Technology Centre, Academy of Science of the Czech Republic

NCA is the member of:

The Competitiveness Institute
The European Cluster Alliance
The ECO, ECCP
AIP ČR, AMSP, ANNO ČR

Czech cluster policy up-grade



Tomas Bata University in Zlín
Faculty of Management and Economics

The research grant of the Czech Technology Agency : „**The Cluster Policy of the Czech Republic and Its Regions**“ (2012-13) with the output of

◆ **Certified methodology for the Regional Cluster Policy**

- public investment in mapping, facilitation, cluster organization
incubation, monitoring and impact measurement

◆ **Certified methodology for the National Cluster Policy**

- cluster accreditation system, training, cluster development program,
project funding, cluster policy impact measurement

Principles of a smart cluster policy

Messages for the politicians and public sector officials

- ***Act as a careful manager and sophisticated client*** - the “revealing” of existing clusters should be considered as a part of the government due diligence of the territory administration – **clusters are the regional assets** that wait for capitalisation;
- ***Build on local differences*** - prove the competitive advantage through **the cluster mapping and cluster analysis tools**, include the emerging and cross-sectoral industries.
- ***Understand which industries cluster*** and how to smooth the way to cooperation and trust among businesses through **the cluster initiative and cluster actors facilitation tools**.
- ***Understand the cluster life cycle*** - differentiate actions in line with the cluster life cycle needs – provide **measures and funding that ensure the consistency and continuity of the cluster policy**.
- ***Foster the dialogue between firms and government through a cluster organisation*** – perform the cluster governance in line with the region’s needs. ***Measure, monitor and evaluate!***

Potential for cooperation within the Danube and B&BS Regions partners

- Joint promotion of the consistent cluster policy approach and relevant awareness building & training
- Facilitation of cluster to cluster cooperation
- University research and mobility on clusters
- Identification of topics for joint projects:



- **quality of cluster management** – training, monitoring, internationalization;
- **cluster governance** skills development focused on regional level;
- **cluster performance** optimization and evaluation – national scheme for accreditation of cluster organisation

Signature of MoU on collaboration between NCA and Cluster House, Novi Grad, Serbia, 2. 9. 2015

Let's think cluster-like:

- cooperation
- openness
- fair competition and business
- mutual learning and sharing experience
- searching for synergies and development opportunities
- focus on professional excellence

It pays off to all those concerned✓

Thank you for your attention

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