

Cluster Policy Report

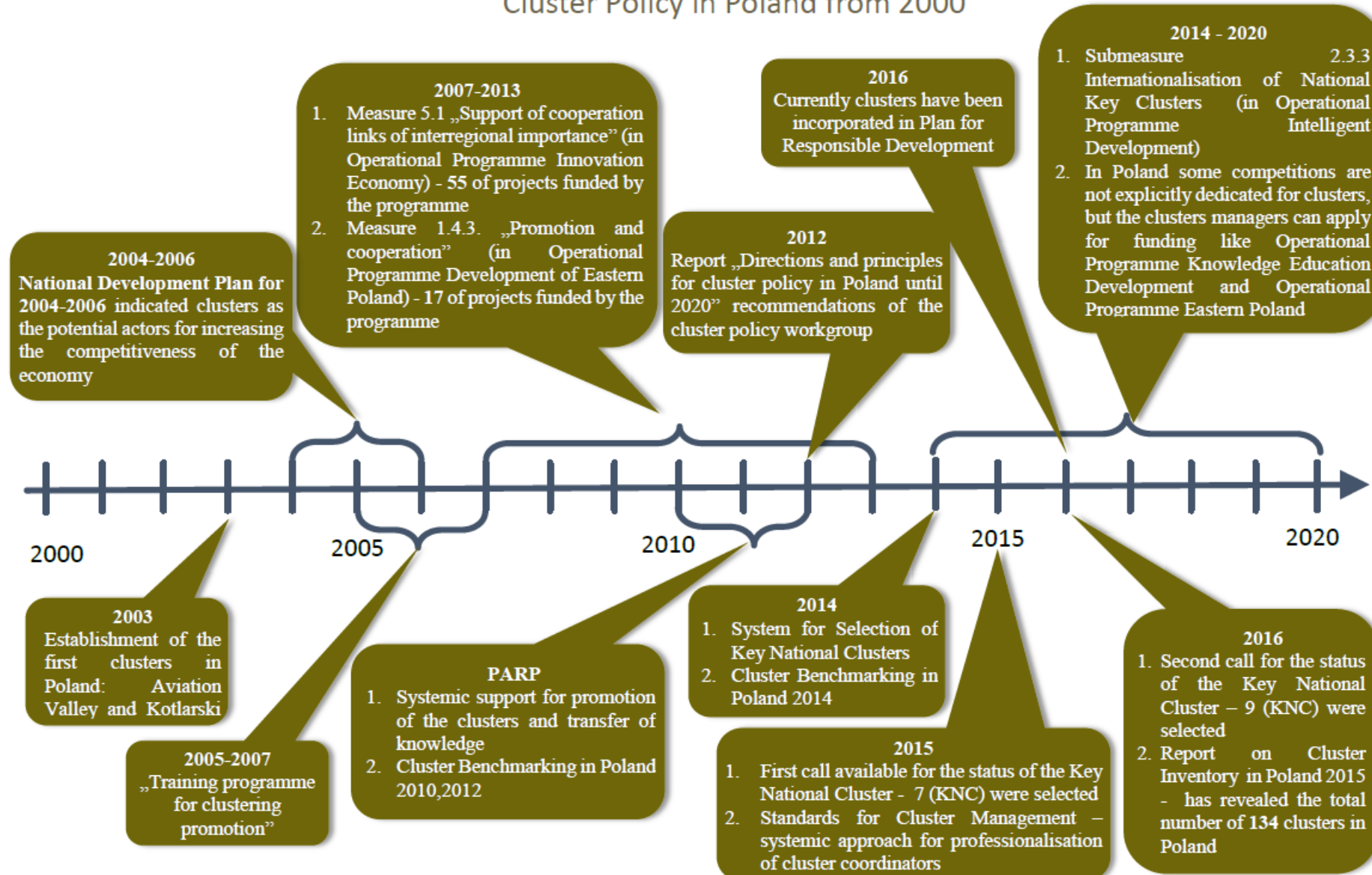
V4 CLUSTER POLICIES AND THEIR INFLUENCE ON THE VIABILITY OF CLUSTER ORGANISATIONS

CLUSTER POLICY IN **POLAND**

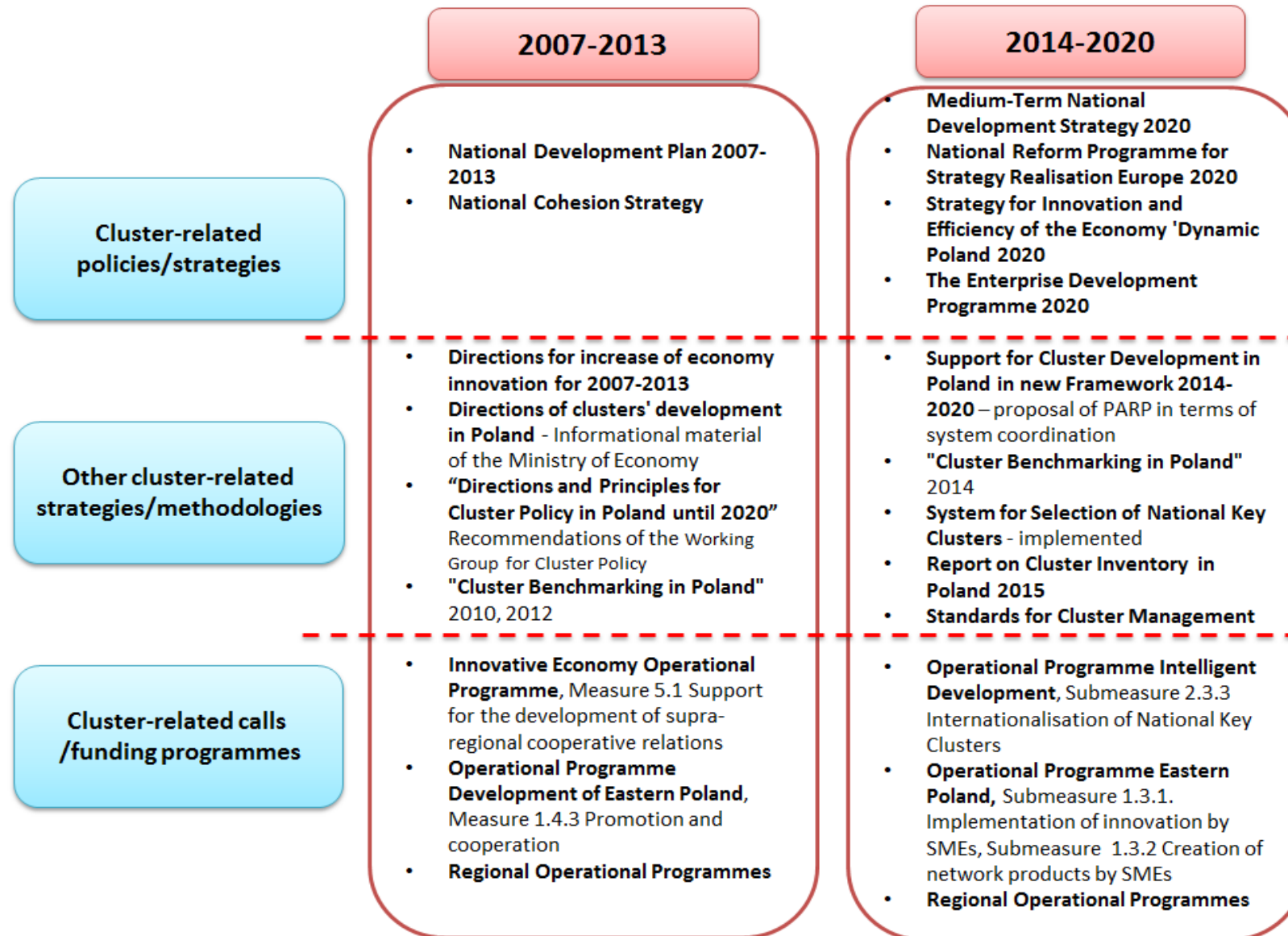


Time span of cluster policy development in Poland

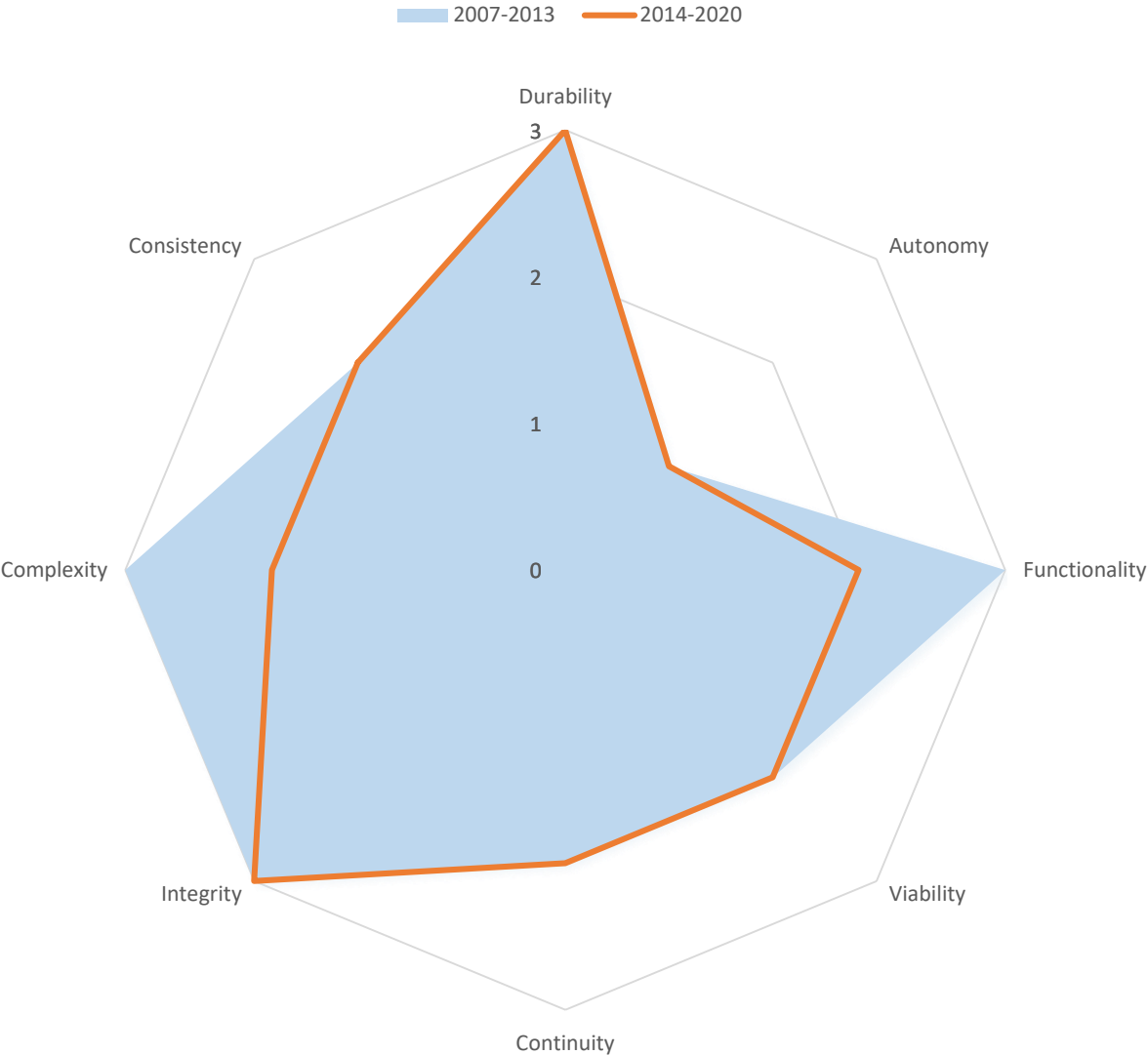
Cluster Policy in Poland from 2000



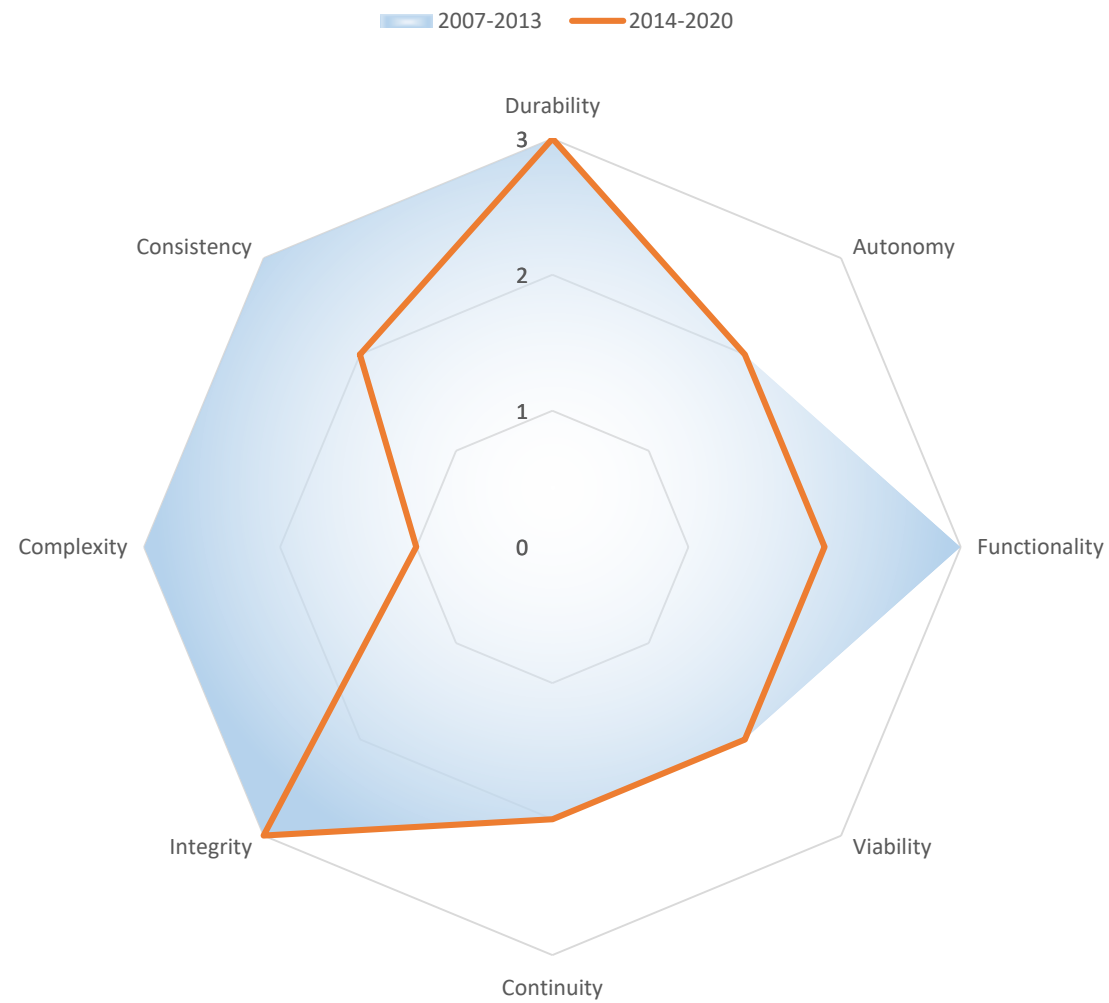
Relevant strategies, programmes, and calls assessed through the desk research



Poland - documents - national level (comparison in time)

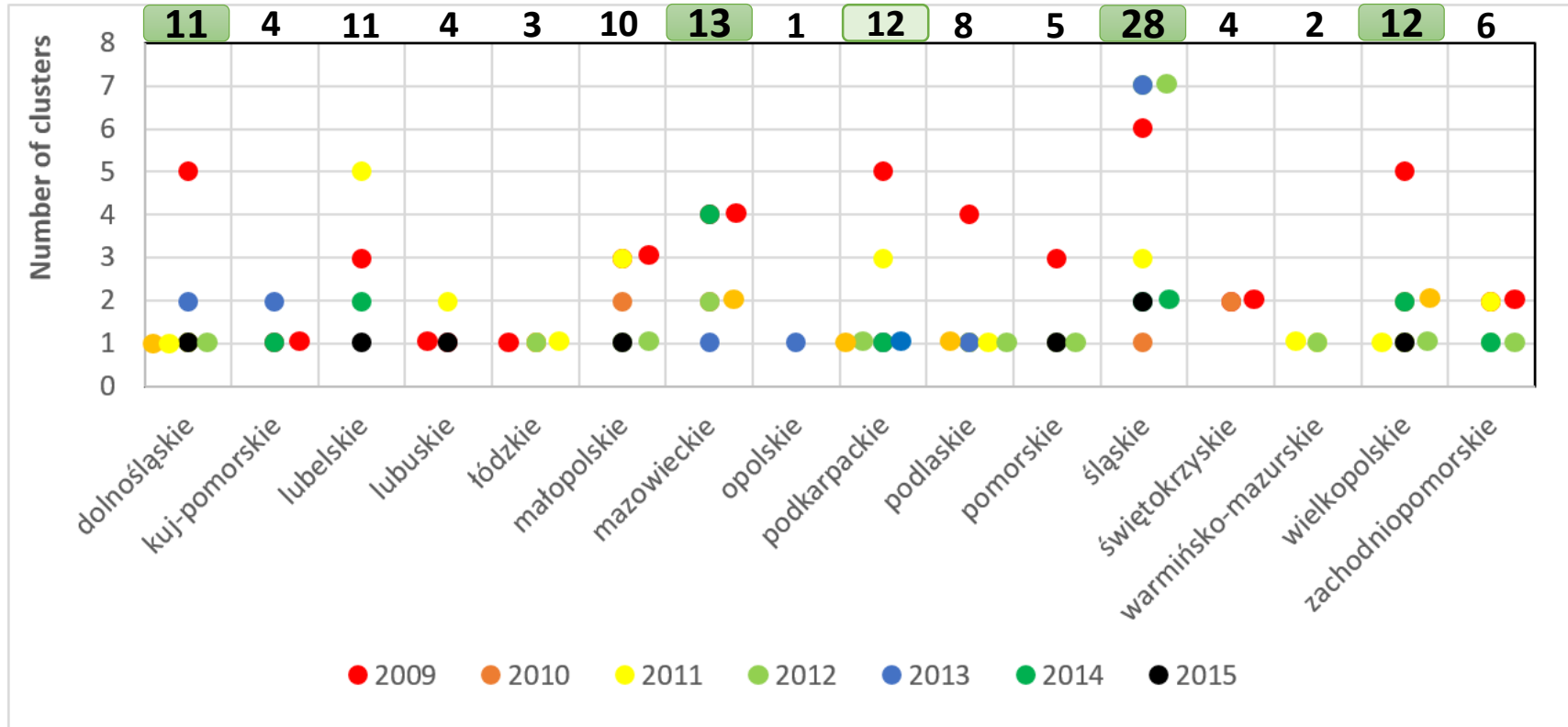


Poland - programmes - national level (comparison in time)



Year of cluster establishment, by voivodeship

Location of clusters reflects the economic potential of Polish regions as **48% of clusters are located in the four most developed regions** (according to GDP per capita, 2013)

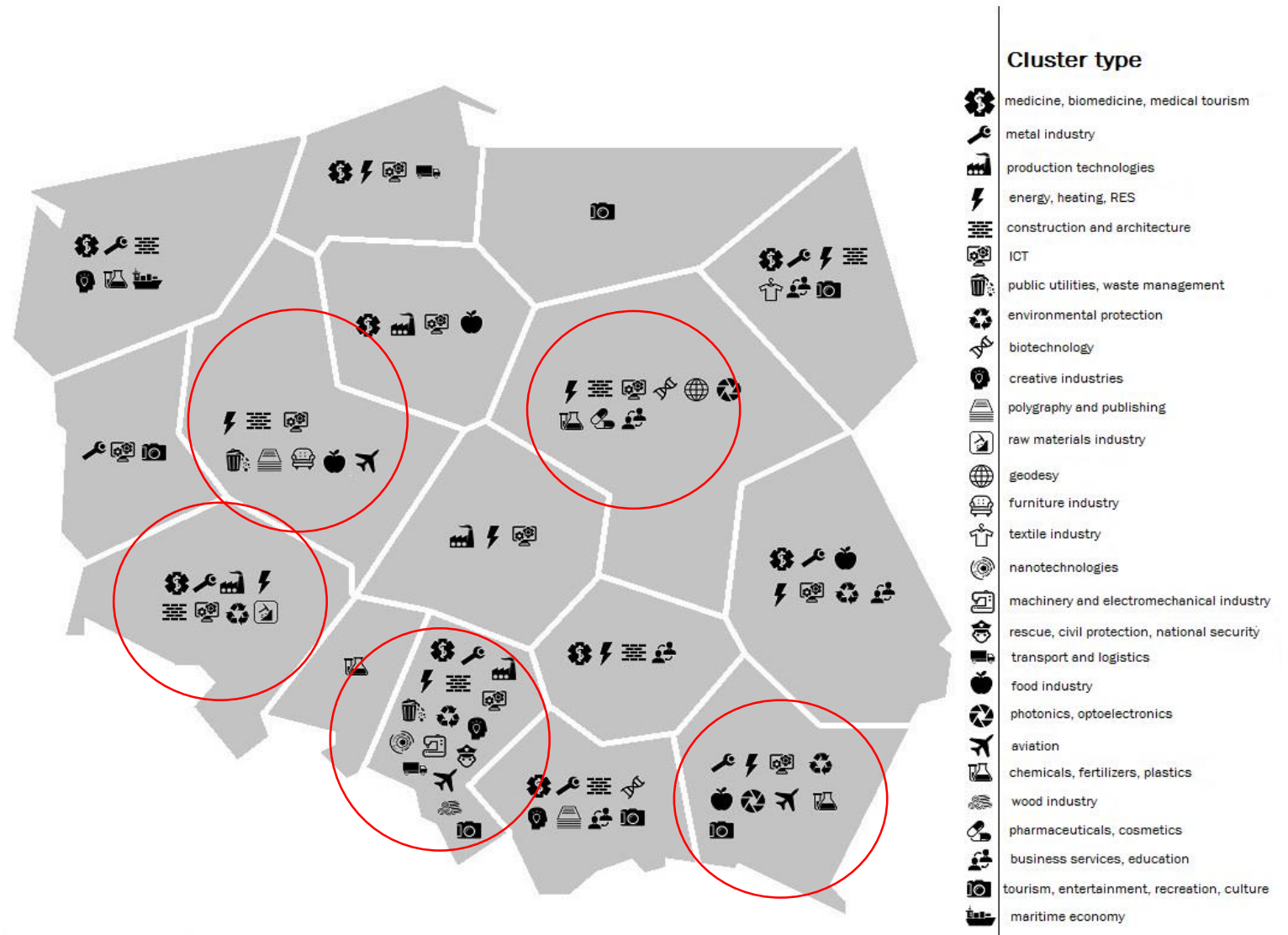


Last research “Cluster Inventory in Poland” was carried out in 2015. According to research report on Inventory of clusters operating on the territory of Poland has revealed the total number of **134** clusters, established between 2003 and 2015.

Map of the cluster organisations distinguished by sectors in Poland

Clusters represent 27 industries/specializations.

The largest number of clusters are active in sectors like: ICT, energy/renewable energy and construction, as well as in healthcare and tourism. Significant number of clusters represent business services, metal industry and production technologies.



Source: PARP 2015

BEST PRACTICES No. 1.

Indirect support of clusters implemented by Polish Agency for Enterprise Development

Human Resources Operational Programme,

Measure 2.1.3 Systemic support for increasing the adaptability of employees and enterprises

(period of its application: 2009-2014)

- The undertakings of PARP were selected because of their influence onto the formation the bottom-up cluster initiatives, as well as the creation of "basis" for the professional development of the clusters.
- These projects became one of the important tools for defining and furthermore implementing cluster policy by supporting cluster development indirectly.
- Public authorities and institutional entities such as PARP, were undertaken wide efforts to raise awareness about clusters, identify them and offered targeted support.

One of the identified problem: the tendency to cooperate among Polish enterprises was low (the reason was the lack of trust between business partners, as well as the big competition)



MAIN RESULTS:

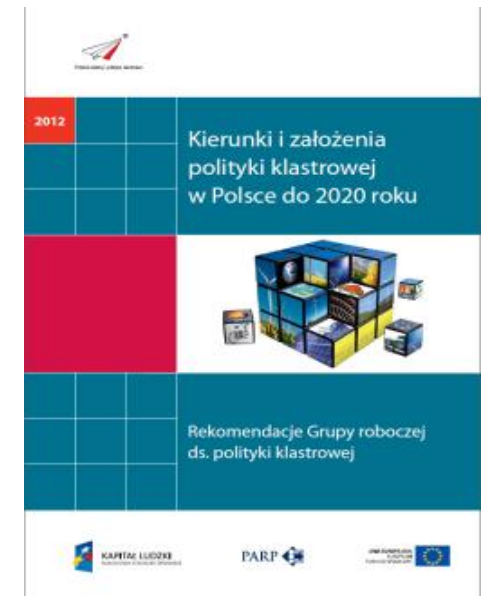
There were several measures undertaken within the mentioned projects, so called „**Polish clusters and cluster policy**”. These were, among the others:

- **Clusters workshops and conferences in 16 regions of Poland**
- **National and regional (16) catalogs of clusters**- included presentation of every cluster taking part in the regional conference.
- **Consultancy** on creating clusters, animating and managing cluster initiatives,
- **Publication of more than 15 books in the series called „Polish Clusters and Cluster Policy”**. It included manuals, guides, reports, research results ect.
- **Study visits in EU countries**,
- **Cluster benchmarking (2010, 2012)** -the key objective was, among others, to collect knowledge on the current cluster development stage in Poland and their internal processes.
- **Cluster Map** - the database in form of an IT platform published on Innovation Portal (PARP), the map was updated in 2015,
- **Innovation Portal** - a source of knowledge on supporting innovativeness and technology transfer. One of its part includes information on clusters.
- The establishment of the **Working Group for Cluster Policy** and publication of its report entitled “Directions and Principles for Polish Cluster Policy until 2020. Recommendations of the Working Group for Cluster Policy”.

BEST PRACTICES No. 2.

The formulation process of the cluster policy foundations - establishment and recommendations of the Working Group for Cluster Policy

- In 2011 the Polish Agency for Enterprise Development (PARP) in cooperation with the Ministry of Economy appointed the **Working Group for Cluster Policy** in order to prepare recommendations for the future cluster policy.
- As a result, there was prepared the roadmap of further activities aimed at ensuring the development and strengthening of Polish clusters, especially the best ones, entitled „Directions and principles for cluster policy in Poland until 2020. Recommendations of the Working Group for Cluster Policy” (2012)
- The suggested principal aim of the future cluster policy was to **strengthen the innovativeness and competitiveness of the Polish economy through intensified cooperation, interactions and knowledge transfer, as well as through supporting the development of key economic specializations** (selecting key national and regional clusters and focusing part of public support on them).



MAIN LESSONS LEARNED

The establishment of the Working Group for Cluster Policy and publication of its report was momentous for several reasons:

- At the time of the establishment of the Group's **public opinion in Poland had matured towards the discussion on the cluster policy** and had had in fact experience in the earlier and contemporary (2007-2013) financial framework and knowledge about the functioning of the clusters.
- The process of developing recommendations for the cluster policy in Poland **involved a large group of stakeholders** representing both public authorities, business support institutions, as well as the clusters themselves. The presentation of proposals was preceded by discussions with foreign experts, and above all - the public consultation.
- **Publication of interim reports** from the Working Group allowed for ongoing participation in the work progress on the recommendations and for obtaining comments from a large crowd of interested parties.
- Regardless of the broad social involvement in the work of the Group, it should be emphasized that the **recommendations were based on the main strategic documents of both Poland and the EU**, and therefore take account the economic and political background and the directions for development.
- The **recommendations developed take into consideration diverse positions** of: representatives of the national and regional authorities, the EU, cluster coordinators, cluster enterprises and experts on cluster policy.

RECOMMENDATIONS FOR THE IMPROVEMENT OF POLISH CLUSTER POLICY

Where are we in Poland?	What is necessary to improve in the Polish cluster policy?	How can it be improved?
Smart Cluster Policy Model - AUTONOMY The national/regional government recognizes the importance of the cluster policy, i.e. devotes an independent or autonomous document/programme to the issue.		
<p>There is no separate cluster policy in Poland at the national nor regional level. It is always an element of the economic or innovation strategy.</p> <p>So far, there were relatively a wide range of programmes devoted to the clusters. Presently there is one call available (Operational Programme Intelligent Development 2014-2020, Submeasure 2.3.3 Internationalization of National Key Clusters).</p> <p>At the regional level great diversification can be observed: from direct support of clusters (including the selection of key regional clusters) to lack of recognition of the clusters.</p>	<p>It is recommended to continue the programs dedicated to clusters.</p> <p>Within the scheme of regional smart specializations, clusters might be appointed by the voivodeships but not supported within Regional Operational Programmes (no devoted programmes).</p> <p>There is the support for cluster companies (within regional smart specialization) and lack of support for cluster coordinators who play an important role in stimulation and development of the relations between cluster companies and R&D institutions.</p>	<p>The aim should be for clusters to be included in the specific instruments implementing the development objectives at the national and regional level.</p> <p>Preparation of such solutions for all regions which take into account the cluster coordinators, so as to eliminate the risk that in some voivodeships there will be no support instruments in this scope.</p>

RECOMMENDATIONS FOR THE IMPROVEMENT OF POLISH CLUSTER POLICY

Where are we in Poland?	What is necessary to improve in Polish cluster policy?	How can it be improved?
Smart Cluster Policy Model: FUNCTIONALITY- operable FUNCTIONALLY Cluster policy document/programme is fully operable functionally, i.e. the implementation of the policy is fully working in accordance with the planned scheme.		
<p>Current situation in the area of cluster policy in Poland:</p> <ul style="list-style-type: none"> • The desire to concentrate limited resources at the national level and to use them in the most effective way - support only for the National Key Clusters (without the support of coordinators). • At the regional level there is support for smart specializations (mainly cooperation of businesses with the R&D sector). <p>In this approach the role of cluster coordinators is ignored.</p>	<p>Extend the scope of support to coordinators of the National Key Clusters, via including them in programmes which implement the development objectives.</p> <p>Taking into account the role of cluster coordinators in building relationships / realizing projects: enterprises + R&D institutions.</p>	<p>The clusters and clusters coordinators should be included in the specific instruments which implement the development objectives at the national and regional level</p> <p>Preparation of such solutions for all regions which take into account the cluster coordinators, so as to eliminate the risk that in some voivodeships there will be no support instruments in this scope.</p> <p>.</p>

RECOMMENDATIONS FOR THE IMPROVEMENT OF POLISH CLUSTER POLICY

Where are we in Poland?	What is necessary to improve in the Polish cluster policy?	How can it be improved?
Smart Cluster Policy Model: CONSISTENCY -THE NATIONAL ACCREDITATION SCHEME The national accreditation scheme for cluster organisations, or a similar system, i.e. the cluster organisation's performance assessment based on a set of unified parameters for categorising the capability of cluster organisation to achieve the strategic goals and capitalise the public support efficiently)		
<p>There is implemented the procedure for appointing Key National Clusters (KNC). The objective of granting the KNC status is to select clusters which have a significant potential for developing the Polish economy and which are competitive internationally.</p> <p>Lack of identification of key regional clusters, and consequently the selection procedures (individual actions in selected regions). Often inadequate knowledge in terms of the importance of clusters at regional level.</p>	<p>After the first call in 2015 the selection criteria have been refined and updated. The second call in 2016 proceeded with consideration for the updated criteria.</p> <p>Development of procedures for selecting the key regional clusters adjusted to the regional level.</p>	<p>No need for improvement, at the national level.</p> <p>Establishment of the Working Group for Cluster Policy appointed by the Ministry of Development. The aim would be to develop an accreditation system for regional clusters.</p>

Thank you for your attention!