



# Cluster Support Policy

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## Why Cluster Policy?

- *Clusters as Allies of the Government in Competitiveness Policy*
- *Clusters as Multipliers => Wider Impact of Policies*
  
- *Competitiveness Upgrade & Territorial Economic Development*
- *Related Diversification, Transformation of Economic Landscape*

# Mapping, Identification, Prioritisation

- ✓ Cluster Dynamism
- ✓ Cluster Association Maturity



Dynamising **Cooperation** to  
Address **Together** Global  
Competitiveness **Challenges**  
(Traded Clusters)



High **Impact & Wide Scope**  
Initiatives  
(Related VCs)

# Mapping, Identification, Prioritisation

## Based on Strengths

### Objective Criteria:

- Jobs
- Turn-Over
- R&D intensity
- Exports

### Focused on Traded Clusters (vs. Local Clusters)

**Competitiveness is Global => *Building globally competitive clusters***

### Model:

- Public-Private Partnership
- Public sector can Ignite (Initiate) / Private Sector should Lead (Market)
- Government as a Facilitator & Supporter: Financial / Non Financial

# Activation, Development and Support of Cluster Associations

**Key Mission: Facilitate & Dynamise Collaboration.** Cluster Associations as “Catalysts” of Cooperation, intensifying (speed & amount of) interaction & communication among cluster’s members in order to boost their global competitive potential.

**Focused on Traded Clusters (vs. Local Clusters)**

**Building up critical mass :**

**Size, Optimal Geographical Range & Domain Scope (Interrelated Value Chains)**

**•Cluster Organisations’ Maturity: N°. Of Members, Affiliation Fees, Cooperation Projects, Staff, Strategic Areas.**

**• Focusing on common strategic challenges jointly better solved in:**

- Strategy
- Internationalisation
- Technology R&D and Innovation
- Talent & Sustainability

**Activity focusing**

- Technology Watch & Competitive Intelligence (Information)
- Common Strategic Challenges identification
- Committees, Working Groups, Task Forces
- Joint Collaborative Projects

## Essentials

- **Cluster Policy as a Lever** for Competitiveness & Economic Development
- **Need for Continuity, Stability**
- **Policy Mix (Competitiveness) Coordination** for Efficiency & Impact
- **Monitoring & Evaluation for Action** (Learning, Improving, Refocusing)

# Cluster Associations' Composition, Management & Governance

## Composition of the Cluster Association

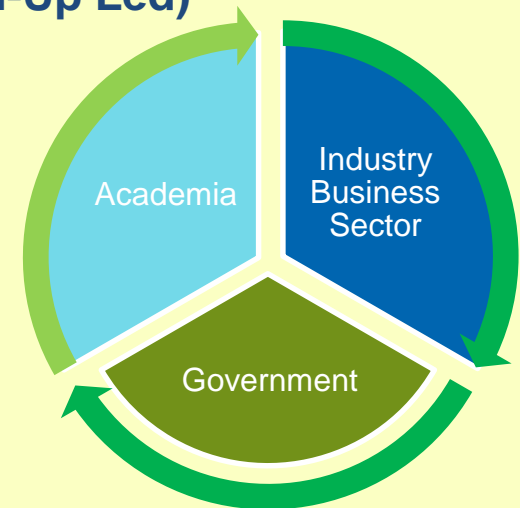
- Triple Helix
- **Businesses Lead \*\*\* (Top-Down Ignite => Bottom-Up Led)**
- Balanced Composition
  - % Businesses / Total Members
  - % **SMEs** / Total Businesses (BC >60%)

## Governance

- General Assembly
- **Board of Directors:** 12-18 reprs (+ Businesses)
- (Executive Committee)
- Committees on Strategic Areas (Strategy, R&D; Internationalisation, Talent...)
- Working Groups on Special Interests/Projects

## Management

Staff: (3-5 FTE up to 100 Members; 1 General Manager / 3 Area Managers).



# Clusters Associations Financing

## *Stable & Sustainable*

- ✓ **Membership Fees**  
(fixed, variable as per member size, mixed) around 30% avg.
- ✓ **Services** (pay per use)  
around 30% avg.
- ✓ **Public Funding**  
Basque Government Cluster Support Programme  
20 % avg. (range 8,5-40%) Requires Action Plan + Strategic Plan
  - Based on “Services” Rendered by Cluster Associations to the Government: OCI, Link with the Business Sector in Strategies & Plans Qualified Supplier of Information & Networking for FDI Attraction & Regional Branding.
  - Multiplier Role for Competitiveness Policies



# Clusters Support Programme

## *Beyond Financial Assistance*

- ✓ Constructive Dialogue
- ✓ Strategic Alignment (RIS3...).
- ✓ Mutual learning 4 Effectiveness

### “Technical” Support:

- ✓ Cluster Associations’ Action Plan Assessment.
- ✓ Best Practices Sharing (Inter-cluster Thematic WGs, Cluster Day...)
- ✓ OCI – Economic Outlook & Industrial Trends Observatory
- ✓ Facilitation for Exploring Convergence, Integration or Alliances of Cluster Associations
- ✓ *Liaison Officer* (SPRI) in each Cluster Association
- ✓ International Network (-ing)
- ✓ FDI Attraction (Value Chain Gaps, Strategic Sourcing)
- ✓ Evaluation Tools (“User’s Voice”) & Comparative Scoreboard

### Other Public Support

- Public Procurement of Innovation (PCP/PPI)
- Territory as a *Living Lab*

## Cluster Associations' SERVICES

**Communication:** Newsletters, Press-clip

**Technology Watch & Competitive Intelligence:** (Market & Tech Trends)

**Strategy:** Identifying Common Strategic Challenges, Action Plan...,  
Sector Innovation Agenda

**Networking, Matchmaking:**

**Collaborative Structures:** Organising Working Groups

**Collaborative R&D+I Projects:** Building Partnership, Launching Project,  
Coordination and Project Management

**Advice on R+D+i Support Programmes** (Regional, National, European)

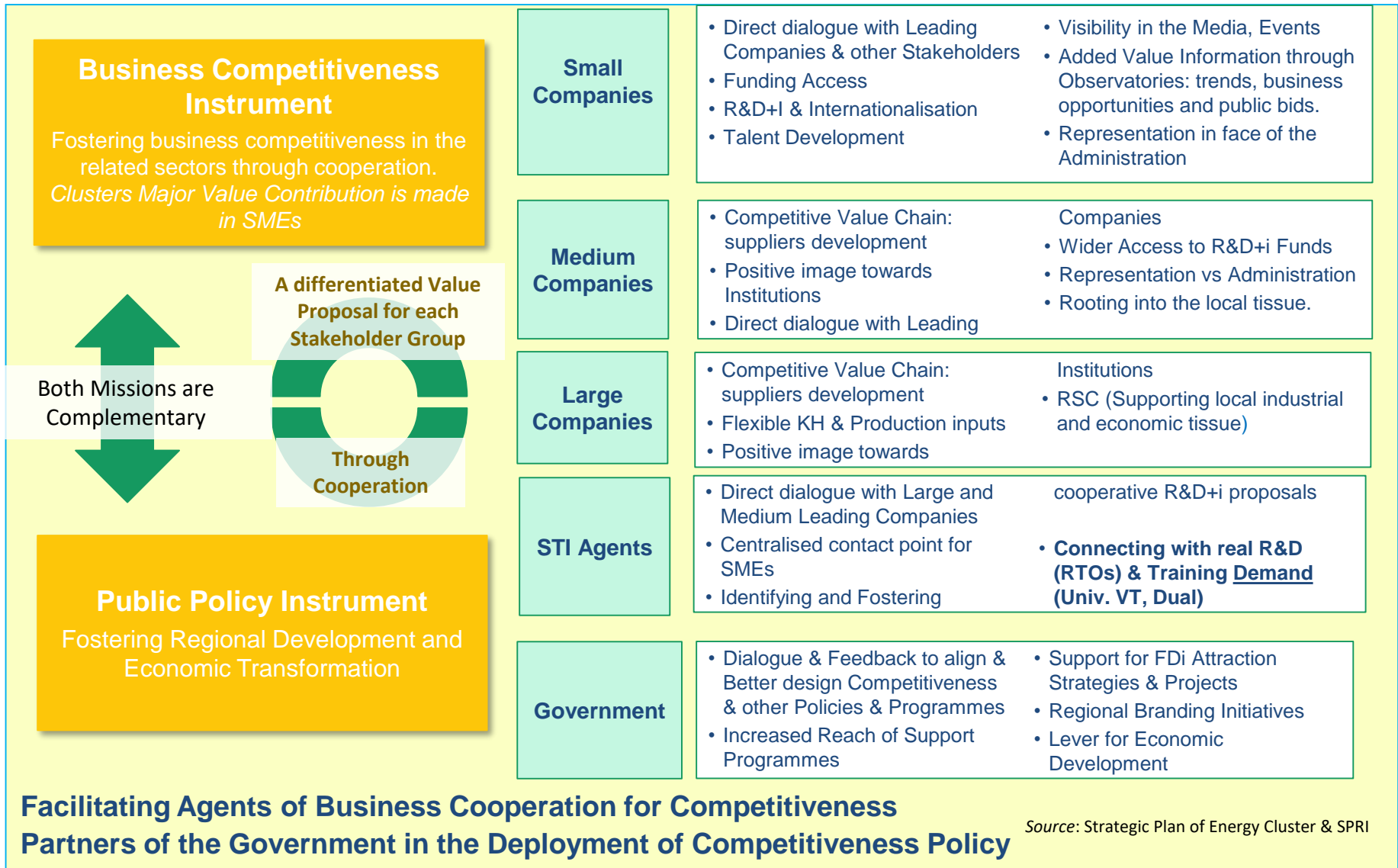
**Joint Purchase Centre**

**Talent:** Training, Job Portal, Recruiting, Internships, Curricula

**Internationalisation:** Trade & Reverse Missions, Consortia, Partnerships,  
Trade Fairs

**Marketing Advice:** Marketing Plans ...

# CLUSTER ASSOCIATIONS VALUE PROPOSAL (PER TARGET MEMBER)



## Clusters & Entrepreneurship: From Start-up to Scale-up

- **Entrepreneurship vs. Intrapreneurship**
  - Agglomeration of Resources, Customers & Suppliers = Magnet
- **Start-Up vs. Scale-Up. Acceleration**
  - Elephants & Gazelles  
ACLIMA, AFM, HABIC
- **Proactive Role of Cluster Associations.**
  - Advising, Coaching, Networking...
- **Intra-preneurship**
  - Cluster Associations (+ Member companies) working with SPRI + BICs
  - Identifying New Business Opportunities => *Spin-offs*

# Clusters & INTERNATIONALISATION

## *Trade & Exports Development*

- Trade Missions
- Reverse Trade Missions
- Joint Solutions for Global Markets **E.g.: Basque Retail, URBE2050**
- After Sales & Service Centre Abroad (*AFM Cluster in China*)
- Internships Abroad (distributors premises)

## *International R&D+i Collaborative Projects*

- Identifying and engaging Clusters & members from other countries.

## **Outward FDI**

- Networking in target markets, Advice

## **Inward FDI Attraction & Retention** (*Beyond Low Cost Resources & Tax Incentives*)

- Territory Branding
- Proposals preparation
- Soft-landing

# Some Cross-cluster & Open Innovation Initiatives



Circular Economy & Advanced Manufacturing



Joint Strategy Industry 4.0



Next to market Testing & Validation



Next to market Testing & Validation



Shipbuilding & Energy Cross-cluster

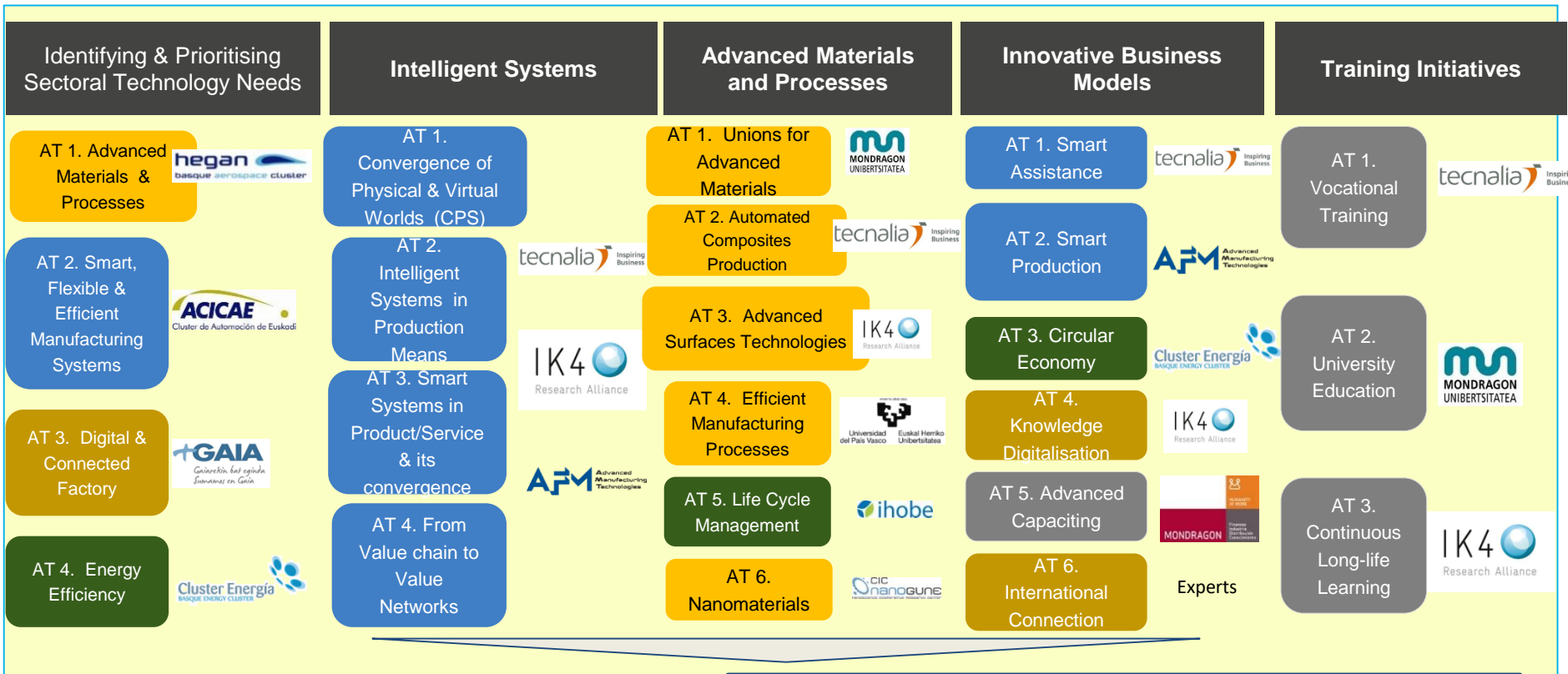


PPP for Open Innovation



# RIS3 & Clusters. Ex.: Manufacturing Priority

4 Cluster Associations in the Steering Group. 5 in the Thematic Working Areas



# Cross-sectoral Cross-Cluster Collaboration

## Why to Enhance Cross-cluster collaboration

- New VCs & markets through *Related Diversification* in *Entrepreneurial Discovery* process:
  - Cross-fertilization and Hybridisation of technologies
  - KETs

## How to Enhance Cross-cluster collaboration

- Dedicated funds for cross-cluster initiatives.
- Involve different Cluster Associations in **RIS3 Priorities & WGs**
  - E.g. 8 Cluster Associations engaged in RIS3 *Energy* Priority
    - 5 Cluster Associations engaged in RIS3 *Manufacturing* Priority
    - ... Offshore Wind, CFFA





## CLUSTERS3 "Leveraging Cluster Policies for successful implementation of RIS3"

- **Goal:** Improving Cluster Policies & their Coordination with other Competitiveness Policies in the Framework of RIS3 [www.interreg.org/clusters3](http://www.interreg.org/clusters3)
- Led by SPRI in collaboration with Regional/Nat. governments from Hungary, Italy, Latvia, Poland & UK, + TECNALIA + TCI-Network ("advisory partner")
- One of 64 projects selected by the European Commission, among the 261 projects submitted to the 1st Call of INTERREG EUROPE 2016
- **Topics:** Prioritisation Criteria, Support Typology; Joined-Up Policies; Emerging Industries & RIS3; Monitoring & Evaluation; Internationalisation of Cluster Associations; Cross-Cluster collaboration; Training...
- 2 Phases:
  - 1) LEARNING \* Exchange of Experiences, Interregional Workshops, SWOT, Best Practices, Peer Review exercises...
  - 2) DOING \* Implementation of Action Plan & Monitoring
- Commitment of the Stakeholders Groups is Essential for Success !!

***Liels Paldies***  
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