



cluster-excellence.eu
European Cluster Excellence Initiative

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12.7. Cluster Coop Conference, Budapest



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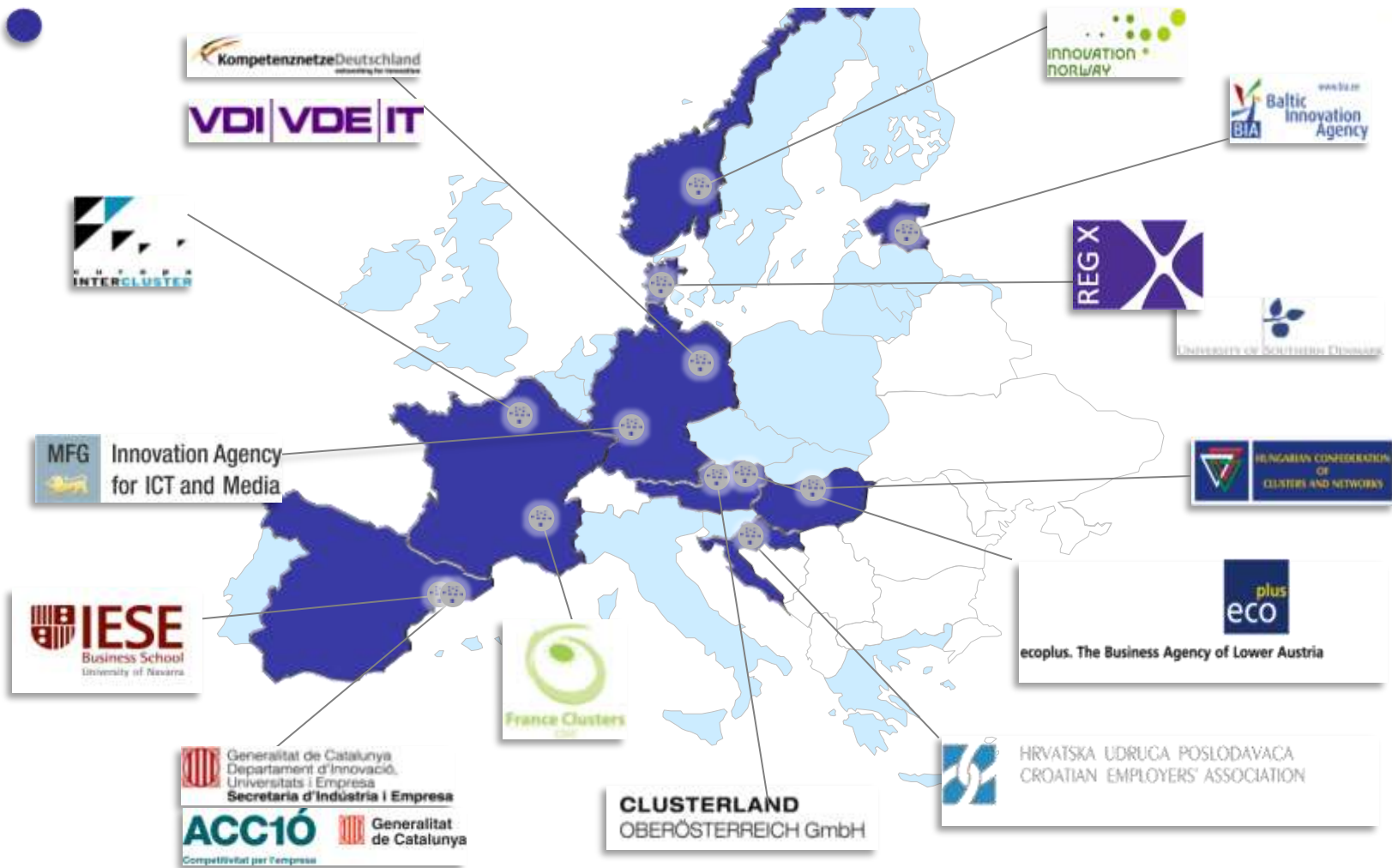


European Commission
Enterprise and Industry





Cluster-Excellence.eu is...



...currently one of the most relevant cluster management related projects at EU level



Cluster-Excellence.eu

A PRO INNO Europe® Initiative to raise the excellence of Cluster Management in the EU

- ➔ 14 project partners develop a meaningful set of quality indicators and assessment procedures for the evaluation and documentation of Cluster Management Excellence
- ➔ Project coordinator: Emiliano Duch, International Center for Competitiveness, IESE Business School
- ➔ Project run time:
September 2009 - August 2012



Why Cluster Management Excellence matters

- Cluster management is driver for
 - Cooperation among the members of the cluster
 - External contacts of the cluster itself and the cluster members
 - The national and international recognition of the cluster
- In the future public support will more and more be given only to „high-quality clusters“, cluster management is responsible for improvement processes
- Cluster Members measure their „value for money“, they expect value added!
- Excellence of the cluster management supports the sustainability of the cluster



Project Overview: 4 modules

Cluster Management
Excellence Status Quo:
Identification of performance indicators and
present trainings for
cluster management



Quality Label for
Cluster Management
Excellence:
Quality Management
Approach, Peer-Review
System



Cluster Management
Excellence Knowledge:
Case Studies and
Development of
Knowledge and
Training Materials



Cluster Management
Excellence Promotion:
European Cluster
Managers' Club



European Cluster Collaboration Platform

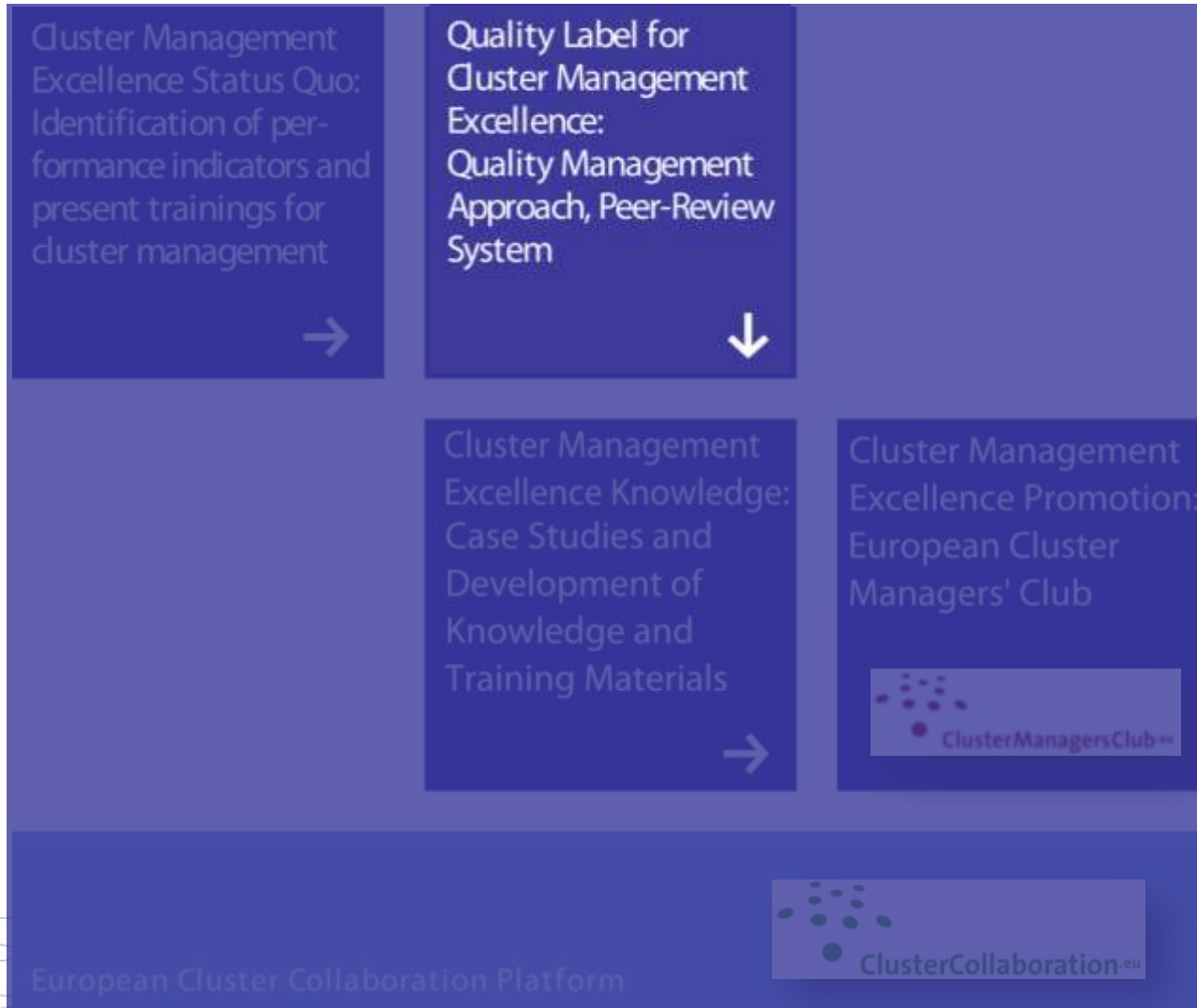


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Project Overview: 4 modules





Cluster Management Excellence Indicators

Objectives:

- ➔ Create an objective process for measuring and assessing Cluster Management Quality
- ➔ Establish an independent and voluntary evaluation of Cluster Management Excellence by developing:
 - a structured set of Quality Indicators that is mutually agreed on
 - an assessment procedure and measurement scales for the Quality Indicators



Working status

- **Sep 09 – Feb 10:**
Analysis of quality indicators for cluster being used in various European countries
- **Mar 10 – Nov 10:**
Elaboration of a set of quality indicators, including assessment procedure and measurement scales (based on a „traffic light model“)
- **Aug 10 – Jan 11:**
Discussion and proposal of a feasible assessment procedure
- **Feb 11 – August 11:**
Performing „pilot cases“ for testing indicators, procedures, scales

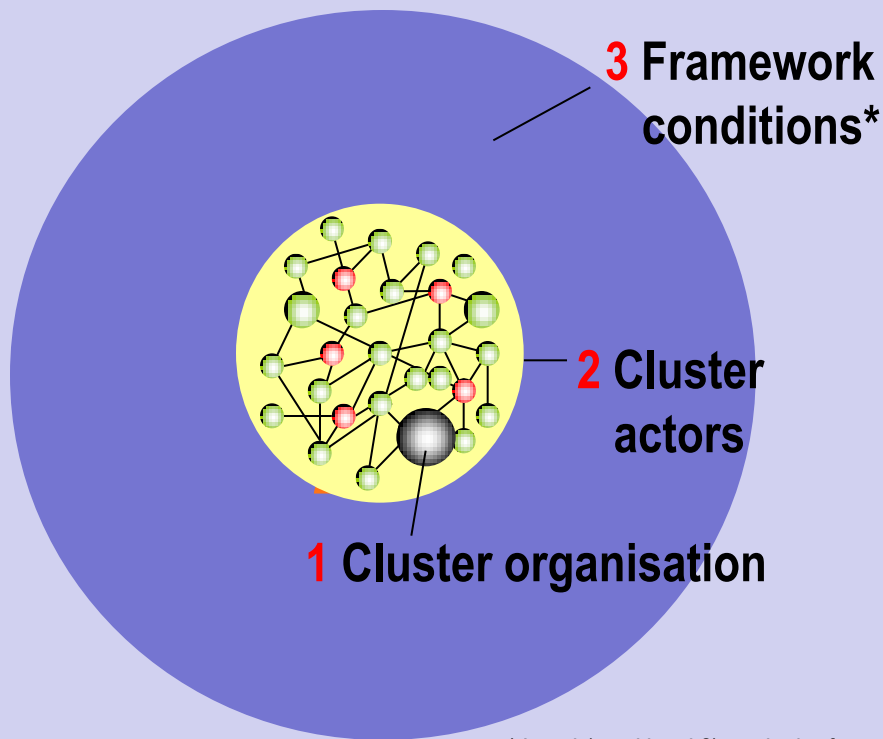
Future expectation:

ECEI Cluster organisation management excellence assessment process available as „standard service“ by end 2011 ?



The problem: How to assess and measure the „quality of a cluster“?

Focus of the Indicators – the 3 levels of the Shell Model



* Level 1 and level 2) are in the focus

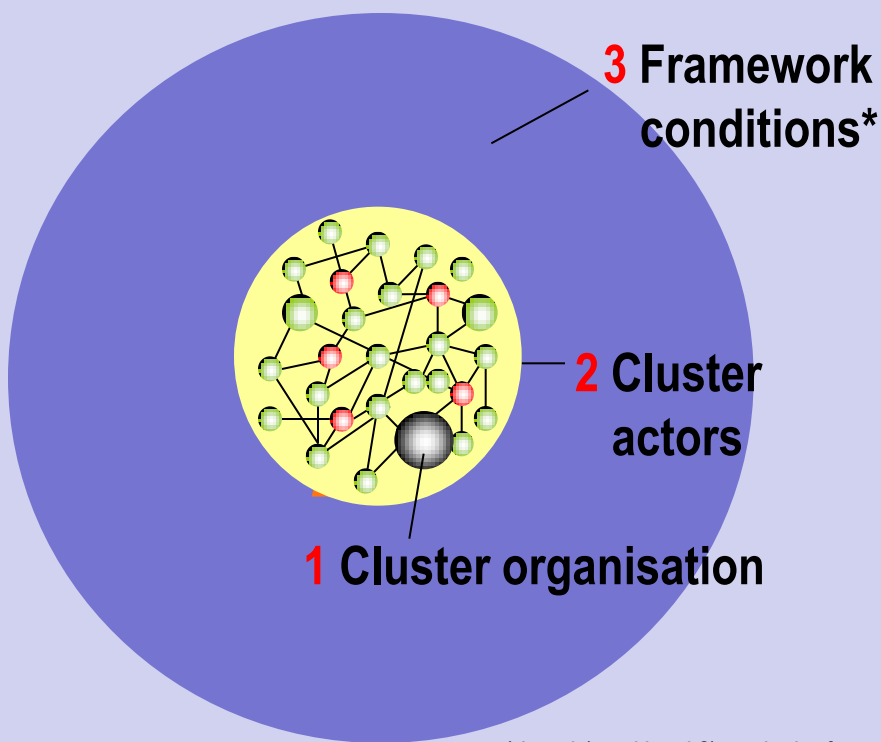
Limiting issues:

- Acceptable required effort
- Methodology of assessment shall be valid for all types of clusters
- General macro economic effects shall not superimpose effects generated by the cluster
- Additionality

Assessment concentrating
on the cluster organisation

Micro Process: Quality Indicators

Focus of the Indicators – the 3 levels of the Shell Model



* Level 1 and level 2) are in the focus

31 relevant indicators
identified in the following domains:

- 1. Structure of the cluster**
(level 2)
- 2. Typology, governance, cooperation**
(levels 1 and 2)
- 3. Financing cluster management**
(level 1)
- 4. Strategy, objectives, services**
(level 1)
- 5. Achievements, recognition**
(level 1)



Proposed cluster management excellence assessment procedure

- Step 1:
Cluster manager can perform a self-assessment eligibility check, are minimum criteria reached (according to own self-assessment) for a certain set of indicators:
- Step 2:
Moderated Pre-Assessment (=Benchmarking)
- Step 3:
Full Assessment of all indicators on-site at the cluster manager's premises by an external assessor, all information given by the cluster manager has to be justified or made plausible by documented means
- Step 4:
Analysis of the assessed material and determination of a „cluster organisation management excellence score“, > 80 % of the theoretical maximum score is considered excellent



Minimal Criteria for Cluster Management Excellence - “The Positive List”

- What are the minimal configurations for Cluster Managers striving for Cluster Management Excellence?
 - Which prerequisites do they need to bring to be likely to attain a “Cluster Organisation Management Excellence Label?”
- Sub-set of 18 indicators with minimum requirements for qualifying for a “Cluster Organisation Management Excellence Label” – “The Positive List”



“The Positive List” – a choice of criteria

1. Structure of the cluster

Indicator “Definition of cluster organisation membership”:

- The cluster organisation shall be dominated by so-called committed cluster organisation members. Cluster organisation members should be clearly aware of being a member of the cluster organisation by having signed a written “membership declaration” indicating their role, their obligations and their rights within the cluster organisation.
- The cluster organisation may as well have members not having committed themselves in the described way



“The Positive List” – a choice of criteria

2. Typology, governance, cooperation

Indicator “Cluster Organisation Management maturity”:

- The cluster organisation management activities shall have been implemented at least two years ago.



“The Positive List” – a choice of criteria

2. Typology, governance, cooperation

Indicator “Degree of cooperation within the cluster”:

- Within one year at least 15 % of the cluster organisation members shall be involved in bilateral and/or multilateral cooperation activities with each other, not necessarily facilitated by specific actions of the cluster organisation management.
- Participation in regular working groups, projects, delegation visits (incoming and outgoing), joint trade fair activities, lecturing activities, etc. shall be considered here, with a minimum effort of two working days spent.
- Passive participation in seminars, workshops, courses shall not be considered in this context.



“The Positive List” – a choice of criteria

3. Financing Cluster Management

Indicator “Prospects of the financial resources of the cluster organisation management”:

- The financial resources of the cluster organisation management shall be secured for at least one further year into the future.



“The Positive List” – a choice of criteria

4. Strategy, objectives, service

Indicator “Format of the cluster strategic challenges”:

- The cluster strategic challenges shall be existing in a documented (written, multi-media, ...) format, describing the previous analysis, the strategic options for the members of the cluster and how the cluster organisation plans to support them in the long, medium, and short term stating aims, and objectives.



“The Positive List” – a choice of criteria

4. Strategy, objectives, service

Indicator “Performance monitoring”:

- There shall be a method and/or a controlling system in place and be used to monitor the activities and the performance/quality of the activities on a regular basis (at least yearly).

Indicator “Performance within the main activity areas”:

- Using the methodology for monitoring the activities of the cluster organisation, the degree of fulfilment of the operational objectives within the main activity areas shall be assessed. At least 30 % of the plan shall be fulfilled.



“The Positive List” – a choice of criteria

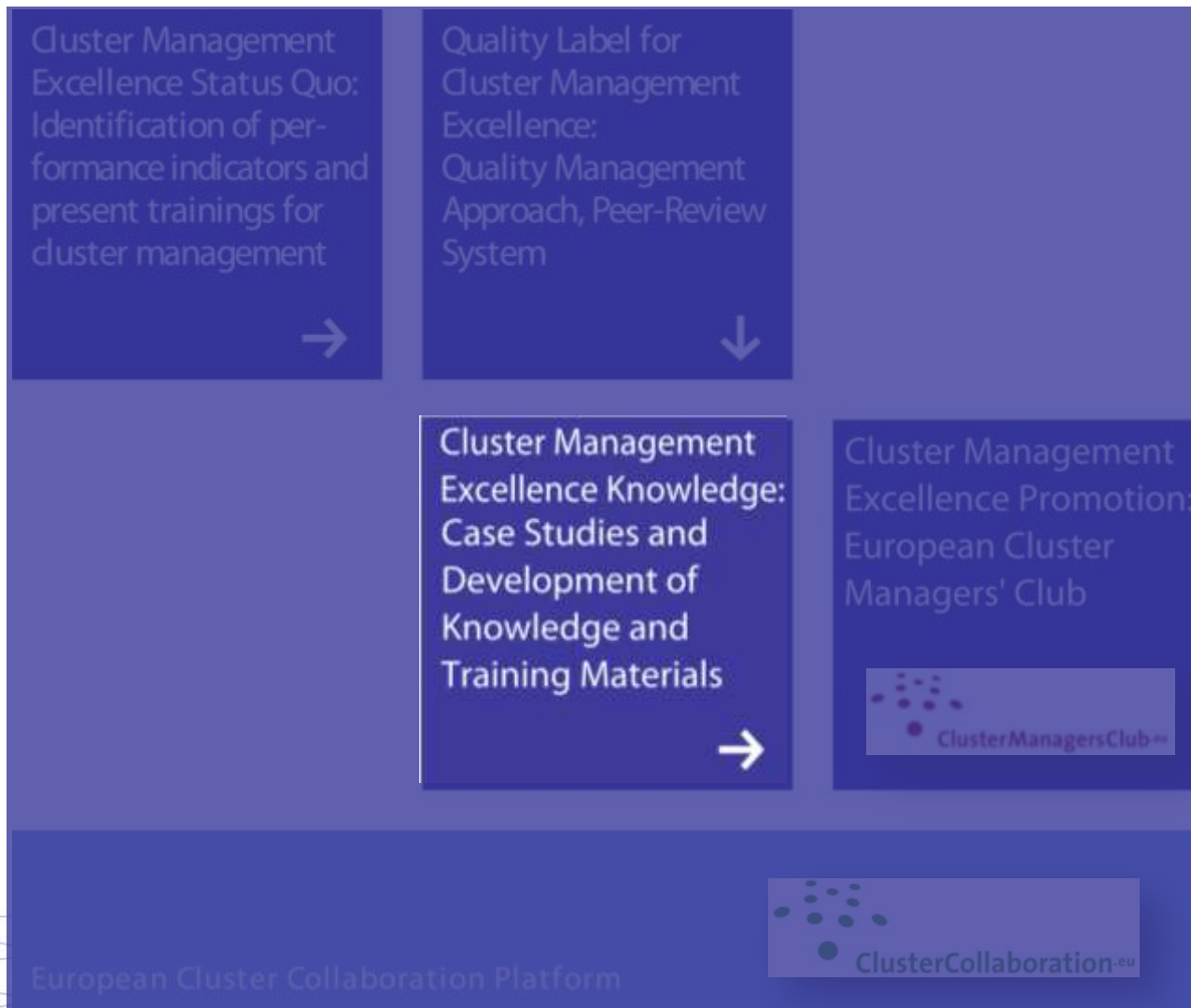
4. Strategy, objectives, service

Indicator “Cluster organisation website”:

- A regularly updated webpage of the cluster organisation shall be existing, giving overviews and details of the cluster and of the work of the cluster organisation and maybe even of the industrial and/or technological sector in general, as well as important contact points in local language.
- Furthermore, as internationalisation of clusters is seen as an important issue, the public part of the webpage shall be accessible **in English language**, too, at least limited to important information and contact points.



Project Overview: 4 modules





Cluster Management Excellence Knowledge

Objectives:

- Develop learning materials to train cluster managers and help them achieve excellence in cluster management
- Offer a self explanatory teaching methodology supported by cases, that covers the needs to achieve the quality indicators selected and defined in the project

What are we working on:

- Development of teaching materials (manuals, teaching notes, audiovisual materials)
- Development of reference case studies



Cluster-Excellence.EU training materials (I)

Introduction to cluster policy modules

Knowledge area	Concepts /tools	Best practice cases
CLUSTER ECONOMICS	Location theory Industrial Districts Clusters	California wine Finland
CLUSTER INITIATIVES SCREENINGS	Statistical cluster mapping Cluster initiative selection	Scotland 1992 Denmark 1998 Portland 2000 Yorkshire 2002 SW Sweden 2002 Southern Denmark 2003



Cluster-Excellence.EU training materials (II)

Introduction to cluster policy modules

Knowledge area	Concepts /tools	Best practice cases
INDUSTRY ANALYSIS AND SEGMENTATION	Industry analysis (5 forces) Strategic segmentation	Circus Industry Montreal Ventilation in Sweden
VALUE CHAIN ANALYSIS	Value chain Local value system Global value system	Seafood in Humber
BENCHMARKING	Advanced Buyer Purchase Criteria Key Success Factors Value Chain Activity benchmarking	



Cluster-Excellence.EU training materials (III)

Introduction to cluster policy modules

Knowledge area	Concepts /tools	Best practice case studies
CHANGE MANAGEMENT	Individual behavioral change Group change Communication strategies Presentation skills	Estonia TI in Tallin Leather in Igualada
CLUSTER ORGANIZATION MANAGEMENT	Organizational structures Non-profit organization management Pattern identification	Clusterland Upper-Austria
PROJECT MANAGEMENT	Project planning Project monitoring Project evaluation	Node of Norway



Cluster-Excellence.EU training materials (IV)

Introduction to cluster policy modules

Knowledge area	Concepts /tools	Best practice case studies
CONTINUOUS POLICY INPUT	Policy review Diamond analysis Nationals and supranational competitiveness framework	Denmark 1991-2011 Catalonia 1991-2011
CLUSTER POLICY EVALUATION	Cluster management evaluation Cluster policy monitoring Impact analysis	Norway



Project Overview: 4 modules





European Cluster Managers' Club

“The European Cluster Managers' Club is an association of individuals for cluster managers and practitioners”

It is a place where you can:

- Share and analyse cluster management challenges with international peers in a „club spirit”
- Have easy access to high quality services and tools to improve everyday cluster management
- Exchange views, experiences and best practices and get prepared to tackle new challenges
- Aspire to cluster management excellence



European Cluster Managers' Club

Activities and Services

- International cooperation and match- making events, also supported by the European Commission
- Workshops with experts in specific markets in form of networking brunches and innovative events that also can be followed online
- Teaming up cross-national: Thematic workshops on specific markets
- Yearly Event to exchange experiences with cluster managers from different countries and sectors
- High visibility and recognition at European level: European Cluster Manager of the Year Award



European Cluster Managers' Club

The European Cluster Managers' Club Event 2010:



© European Commission 2010

© European Commission 2010

European Cluster Managers' Club

The European Cluster Manager of the year Award 2010:

JOHAN P. BANG, Cluster Manager at Future Position X





Become a member!

Be among the most recognised cluster managers in Europe showing the way towards cluster management excellence!

Membership Conditions

- ✓ You are an individual working in a cluster or network management team
- ✓ Your cluster organisation is active in the European Cluster Collaboration Platform (ECCP)
- ✓ You are striving to become an excellent clustermanager and have participated in a clustermanagement benchmarking exercise like the NGPE Benchmarking
- ✓ You have a strong interest in Europeancluster cooperation

Free
membership
for 2011
and 2012!

www.clustermanagersclub.eu



Project Overview: 4 modules





Mapping and profiling of cluster organisations



Mapping and profiling of cluster members



Establishing geographical, sectoral and thematic communities



Finding new project ideas and financing sources



Adding news/events/ documents and getting information provided by users



Register your cluster organisation: www.clustercollaboration.eu



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Search bar with magnifying glass icon

Cluster Managers using this page for:

- Mapping and profiling of cluster organisations
- Mapping and profiling of cluster members
- Establishing geographical, sectoral and thematic communities
- Finding new project ideas and financing sources
- Adding news/events/documents and getting information provided by users



BEST PRACTICE 5/2011

[Archive >>](#)

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Create Account

News

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[more events](#)





ClusterCollaboration.eu



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Start

Cluster Organisations

Communities

Information

Marketplace



Cluster Managers using this page for:

BEST PRACTICE 5/2011

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Events

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[more events](#)

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June 2011:

- Over 740 registered users
- 312 cluster organisations registered
- 19.702 visitors (since launch)
- 33 communities



Mapping and profiling of cluster organisations



Mapping and profile cluster members



Establishing geographical sectoral and thematic communities



Finding new projects and financing sources



Adding news/events, documents and information provided



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Our partners are



This collaboration platform is financed by





Mechatronics Cluster

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Austria (Upper Austria)

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(F) 43732798105170

www.mechatronik-cluster.at

Mission and Vision

The Mechatronics Cluster (MC) is Austria's largest network for mechanical engineering, plant building and other related business sectors such as equipment and apparatus construction, technology and component subsupply, R&D, education and training.

As a cross-sectional discipline, that unites mechanics, electronics and computing, mechatronics has become an indispensable part of both economic and everyday life. In Upper Austria, mechatronics represents an area of strength in which numerous companies, R&D and educational bodies are involved.

The MC's superordinated goal is increased competitiveness by means of enhanced innovative strength and the further development of key competences among partner companies. A central role in this undertaking is played by strengthening the cooperation between partner companies and R&D bodies. Through active partnership in the network, companies receive early information of future developments and trends that are set to shape the competitive situation and can thus enhance their competitiveness in co-operative form.

The Mechatronics Cluster is administered by Clusterland Upper Austria Ltd. (which is owned by Technologie- und Marketinggesellschaft mbH (TMG), the Upper Austrian Chamber of Commerce and the Federation of Upper Austrian Industries) and ecoplus, Lower Austria's Business Agency Ltd.

Sector

Mechatronics

Sectorial belonging (My Cluster Organisation is related to the following additional sectors)

- Automotive
- Plastics
- Aerospace
- Medical Technology



[Christian Altmann](#)
Cluster Manager



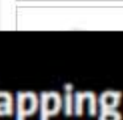
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Mapping and profiling of cluster organisations



EU Baltic Danube Mediterranean Europe (geogr.)

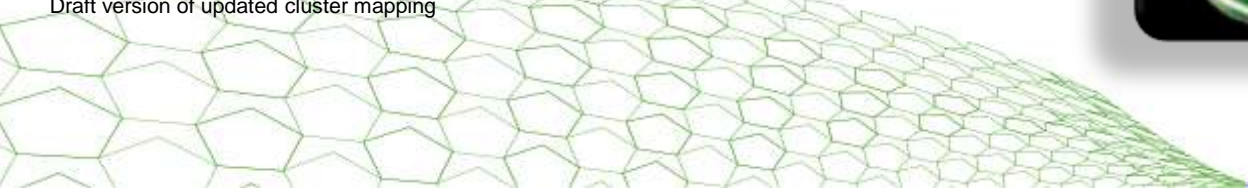


- Sectors** **Countries/Regions**
- Bosnia and Herzegovina
 - Bulgaria
 - Croatia
 - Cyprus
 - Czech Republic
 - Denmark
 - Estonia
 - Finland
 - France
 - Georgia
 - Germany
 - Greece
 - Hungary
 - Iceland
 - Ireland
 - Italy
 - Kazakhstan
 - Latvia
 - Lithuania
 - Luxembourg
 - Malta
 - Netherlands
 - Poland
 - Portugal
 - Romania
 - Slovakia
 - Slovenia
 - Spain
 - Sweden
 - Switzerland
 - Turkey
 - United Kingdom
 - Ukraine
 - Uzbekistan



Mapping and profiling of cluster organisations

Draft version of updated cluster mapping





Offers & Request

▼ Threads

Showing 14 results.

Thread	Flag	Started By	Posts	Views	Last Post
Partner search for Call Promotion and development of world-c		Jorge Gonzalez	1	53	Date: 3/17/11 11:49 AM
Offer: Project Manager with 2 years of experience in cluster		Raquel Tejero	1	51	Date: 3/8/11 11:33 AM By: Raquel Tejero
Speaker with Japan experience searched		Juan-J. Carmona-Schneider	1	15	Date: 1/28/11 9:31 AM By: Juan-J. Carmona-Schneider
International Forum Mechatronics (IFM)		Dipl.-Ing. (FH) Christian Altmann	1	31	Date: 9/23/10 1:15 PM
Looking to join consortia in Environment for World Class Cluster promotions		Hatice Anis	1	13	Date: 4/18/11 10:01 AM By: Hatice Anis
Start-Up labs rent free for entrepreneurs - submit your application!		Stefanie Waschl			
Partner Required for Strand 2: Promoting excellence Cluster		Jose Manuel Fina			
Searching for Croatian project partners to join national funded project		Christian Altmann			



Finding new project ideas and financing sources



How could Cluster-Excellence.eu support Cluster Coop?

Cluster Coop could implement, adapt and apply the tools and instruments provided by Cluster-Excellence.eu to reach its objectives, eg:

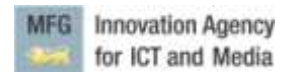
- the cluster quality indicators to define mutual standards desired for cluster management organisations in the partner countries as a basis for transnational inter-cluster cooperation
- the European Cluster Managers Club as a forum to support transnational cluster cooperation
- the European Cluster Cooperation Platform to facilitate networking and cooperation among clusters
 - Encourage cluster management organisations to get visible on the platform



Contact



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