Europe, Clusters and Innovation
Europe – Industrial Tissue Concentration of Industries
Europe – 3 Important Harbours
Some European Strengths

- Knowledge
- Flexibility
- Prototypes of machines
- Machines (Agro, Industry, …)
- Instruments
- ………..
Some European Weaknesses

- Higher labour costs
- Smaller home market (500 million people)
- Old population
- Declining market compared to other emerging regions in the world
- ........
Clusters in Europe

In each country you will find clusters with a focus on:

- Energy
- Environment
- Building
- Automotive
- ICT
- Water
- ................

- High Tech
- Precision / Nanotechnology
- Health / Medical instruments
- Photonics
- Creative design
- Agro
- .............

Also in each country you will find scienceparks and incubatorparks around universities / research institutes
Clusters and Innovation

- Definition of a cluster
- Inside / outside the cluster
- Common interest of the cluster
- The start of an innovation
- New industrial tissue
Definition of a cluster

Different types of cluster definitions:
- Knowledge
- Innovation
- Business
- Thematic
- .......?
Inside the cluster

- Which part of the value chain is inside?
  - Knowledge / research
  - Engineering
  - Production
- Complementarity (in general no competitors desired)
- Organization of the cluster
- Coordinator of the cluster
Organization of the cluster

- Members, board, stakeholders
- Coordinator / Managing director
- Strategy, goals, resources, desired lifecycle of the cluster
- Workprogramme?
- Consortium agreement?
Coordinator of the cluster

- **Key-Position**
  - Balancing between interests of different subgroups (company members, research members, board, stakeholders, ….)

- **Activities in different time phases:**
  - Awareness raising
  - Project development, partnersearch
  - Watching progress during the projects
  - Reporting, evaluation after the project, follow-up, development of new projects
Common interest of the cluster

- Spreading of risk (financial, technological)
- Reduction of cost, facility sharing
- The use of complementary skills and resources in the production chain
- Results you can’t achieve on your own
- Early access to information
- Early involvement during developments
- Access to new networks and markets
- Improved quality of product and process
Outside the cluster

- The endusers
- The organizations that have access to the network of endusers (distributors, sales organizations, …)
- Companies that manufacture (parts of) the applications?
- Some specific suppliers / cross sector partners
The start of an innovation

- Innovation starts by making connections!
- Connecting people needs support of consultant
- Having access to different networks as an individual consultant
- Making the connection by the EEN-network?
Connecting people needs support of a consultant

- In general: knowing well your networks is very important
- Different sub-networks with different interests: research, engineering, production, intermediaries, marketing & sales
- Consultants are the glue for relation building
Having access to different sub-networks as an individual consultant

• More in detail: You have to speak ‘the language’ of researchers, managers, company employees, intermediaries and government employees
• Relation building cost time!
• Awareness about the hierarchical level of the contact person!
• The ability to organize common interest and to deal with conflicts of interest
• The desired profile of a ‘bridge builder’
The desired profile of a consultant

- Fast adaptation to “the world” and mindset of high tech companies, internationalizing organizations and clusters
- Dynamic proactive attitude
- Ability to build bridges continuously (speak the different languages of the sub-networks)
- Technical – MBA background
- Capable to develop and maintain (specialized) national and international networks
- Not commercial (conflict of interest!)
- Independent (create faith/trust/confidence in different sub-networks)
Making the connection by the EEN-network?

- Focus traditionally on technology transfer, in most cases of new technologies
- For trade connections also many other organizations are active (Chambers of Commerce, …)
- Added value of EEN-consultants for clusters
Added value of EEN-consultants for Clusters

- Focus on inner circle and outer circle of clusters
- Connect with application partners, cross sector partners, endusers, distributors, suppliers in the outer circles of the clusters
- Assist the development of new projects (Framework Programme, Horizon 2020, feasibility, R&D)
- Connect with production partners and distribution partners outside the clusters
- Connect with companies in the networks of the EEN Sector Groups
New industrial tissue

- The concept of the growth of clusters
- Conditions to grow
- Selection of people with an overview
- The organization of sessions/workshops
- The generation of a pool of ‘clusters to be’
- Growth of clusters: The desired result
The concept of the growth of clusters

Cluster and "clusters to be"

Market share

Time

Potential Clusters

Upcoming Clusters

New Clusters

Mature Clusters

Spinn-off Clusters
Conditions to grow (in general)

- Have a focus (strategy, goal)
- Have enough means (resources, time, infrastructure, ….)
- Have control (well trained, training on the job)
- Fulfil a need in the outside world
- Possess a distinctive power (you must be better or different)
- Support from your stakeholders
- Have trust, faith, confidence, believe

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Selection of people with an overview

To come to a strategy for new industrial tissue you need people that have an overview of the developments and shifts in the current industrial tissue.

Start with discussing ‘low hanging fruit’ for a limited number of technology areas
The organization of brainstorm sessions / workshops

- Idea generation
- Idea selection
- Strategy
  - Generate a pool of clusters to be
  - Determine a good exit strategy for the spin-off from the pool
- Implementation of the strategy
Growth of clusters – The desired result

Cluster and "clusters to be"

- Potential Clusters
- Upcoming Clusters
- New Clusters
- Mature Clusters
- Spinn-off Clusters

Market share

Time

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Thanks for your attention!!!!!!