



# THE ROLE OF INTERNATIONAL CLUSTER COOPERATIONS IN EUROPE 2020

## *CLUSTERS IN EUROPE III*

12th April 2013

**Bill Greenhalgh**

Enterprise Fellow



# EUROPE 2020

- Europe 2020 is the EU's growth strategy for the coming decade.
- In a changing world, we want the EU to become a smart, sustainable and inclusive economy.
- These three mutually reinforcing priorities should help the EU and the Member States deliver high levels of employment, productivity and social cohesion.
- The EU has set five ambitious objectives to be reached by 2020 on:
  - employment,
  - innovation,
  - education,
  - social inclusion
  - climate/energy



Centre  
for  
Enterprise



# Flagship Initiatives - EUROPE 2020

- Europe has identified new engines to boost growth and jobs. These areas are addressed by 7 flagship initiatives.
- Within each initiative, both the EU and national authorities have to coordinate their efforts so they are mutually reinforcing
- **Smart growth**
  - Digital agenda for Europe
  - Innovation Union
  - Youth on the move
- **Sustainable growth**
  - Resource efficient Europe
  - An industrial policy for the globalisation era
- **Inclusive growth**
  - An agenda for new skills and jobs
  - European platform against poverty



Centre  
for  
Enterprise



# TACTICS – for better Cluster Policies and tools for implementation

- 7 TACTICS partners: providing content



- 14 expert contributors: the “Reflection Group”

- 120 members reacting:



# tactics

# tactics

Better cluster policies and tools for implementation

*Cluster internationalisation*

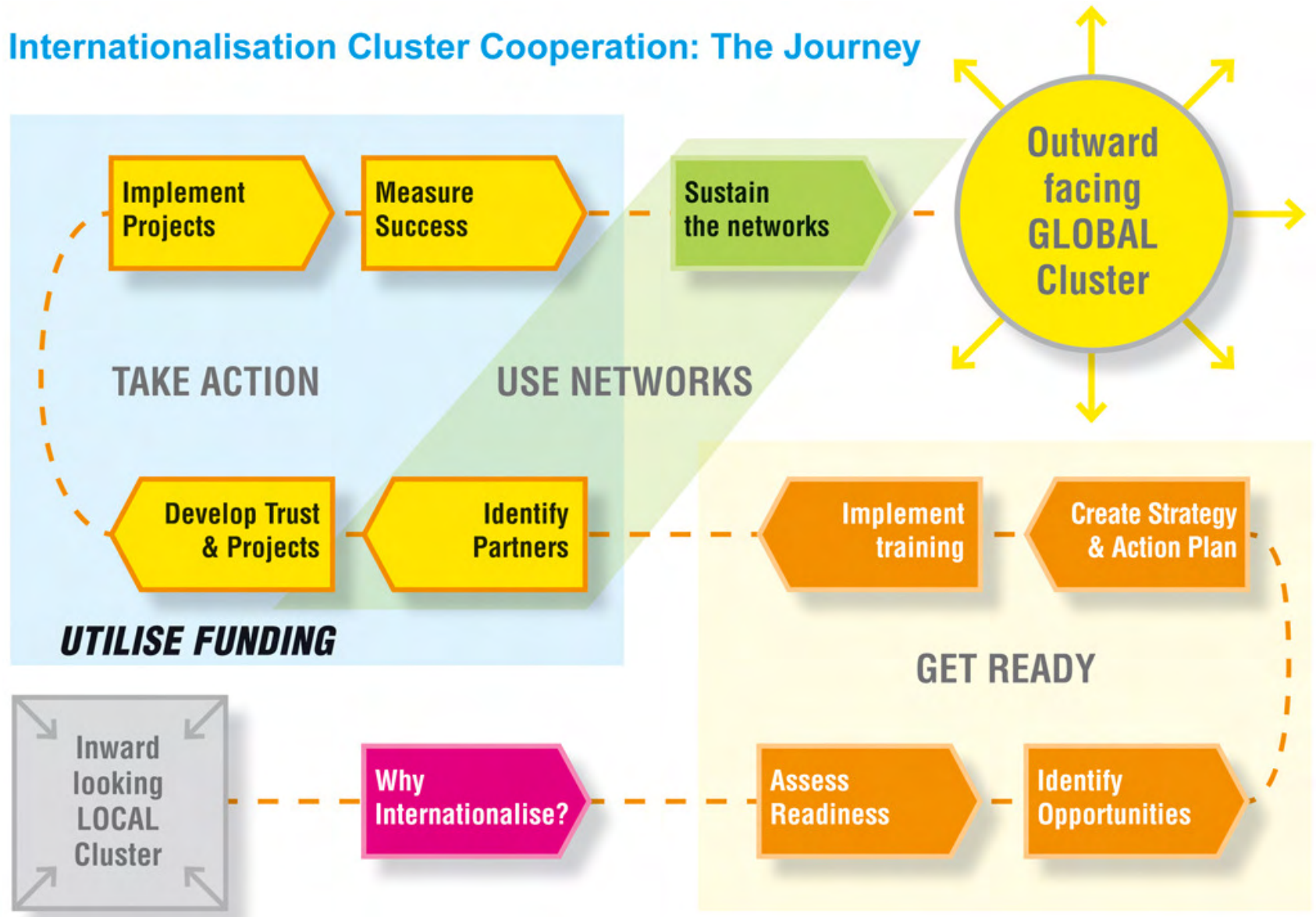


# What do we mean by “CLUSTER INTERNATIONALISATION” ?

- **Internationalisation is collaboration with partners from another country, possibly outside Europe**
- **Internationalisation is done for many reasons:**
  - **Access to Knowledge, to use in new products & services**
  - **Access to new Markets**
  - **Access to key Infrastructure**
  - **Access to new Partners for collaboration**
  - **To raise Profile**
  - **To attract mobile Foreign Direct Investment**



# Internationalisation Cluster Cooperation: The Journey



Centre for Enterprise



# For Each Step of the Journey

- **Overview of the Step**
- **What are the benefits for:**
  - **Businesses?**
  - **The cluster organisation?**
  - **The region and policy makers?**
- **Practical Tools**
- **Practical Examples (Case Studies)**
- **Assess readiness to go on to the next Step**
- **Plus, a Glossary of key cluster terms**



Centre  
for  
Enterprise



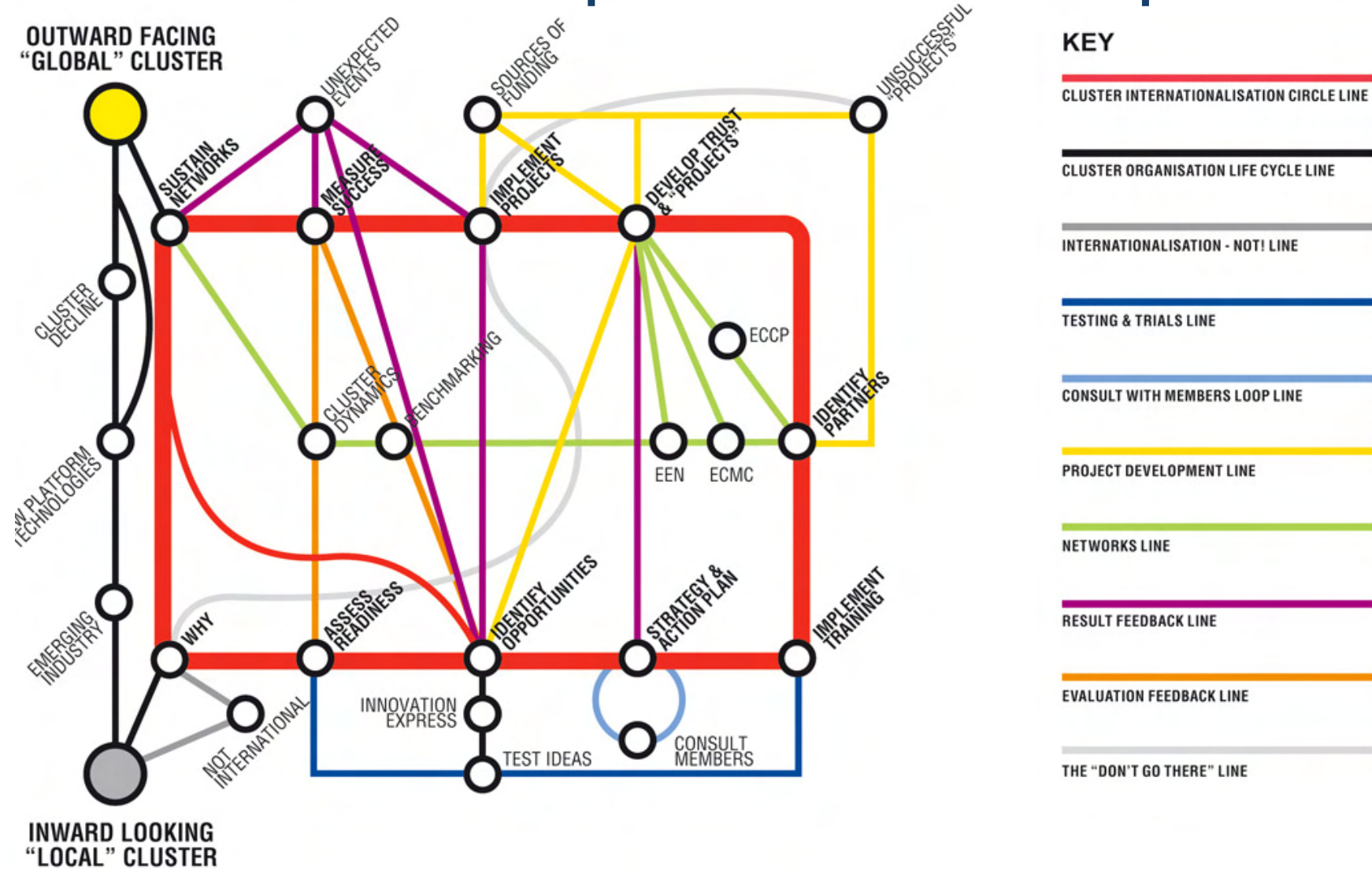


# Assess Readiness

**In general, cluster organisations and clusters have a lack of:**

- Time (in terms of people)
- Money (funding from region, cluster organisation, etc)
- Knowledge & skills (languages, intercultural, marketing, etc)
- Information systems
- Infrastructure, pilot plants etc
- Cash flow

# International Cluster Cooperation: The TUBE Map



## **Five policy recommendations**

### **Lever Cluster Organisations as a Central Tool for Internationalisation**

Cluster internationalisation forms a key component of other important activities, eg innovation, commercialisation, etc.

### **Catalyse the creation of Regional Innovation Strategies for Smart Specialisation**

Cluster internationalisation is crucial to linking the regional innovation smart specialisation strategies in complementary regions.

### **Intensify International Cluster networking and cross-fertilisation**

Cluster internationalisation is crucial to making links between regions in different countries and continents that can stimulate continuous renewal and the emergence of new economic activities.

### **Improve and target Branding & Marketing**

Cluster organisations need a high level of international visibility to deliver their international activities effectively.

### **Further Develop Innovation Express**

Cluster internationalisation requires funding at different stages to reach its full potential quickly. Innovation Express should be further developed to become a European funding

n



Centre  
for  
Enterprise



# *Supporting cluster marketing and branding*

handbook

## **Cluster marketing and branding**

The handbook examines different cases of cluster branding strategies with a view to draw useful recommendations for policy makers, bringing about concrete suggestions for the improvement of cluster policies.



# Managing Change

Constant Change is here to stay

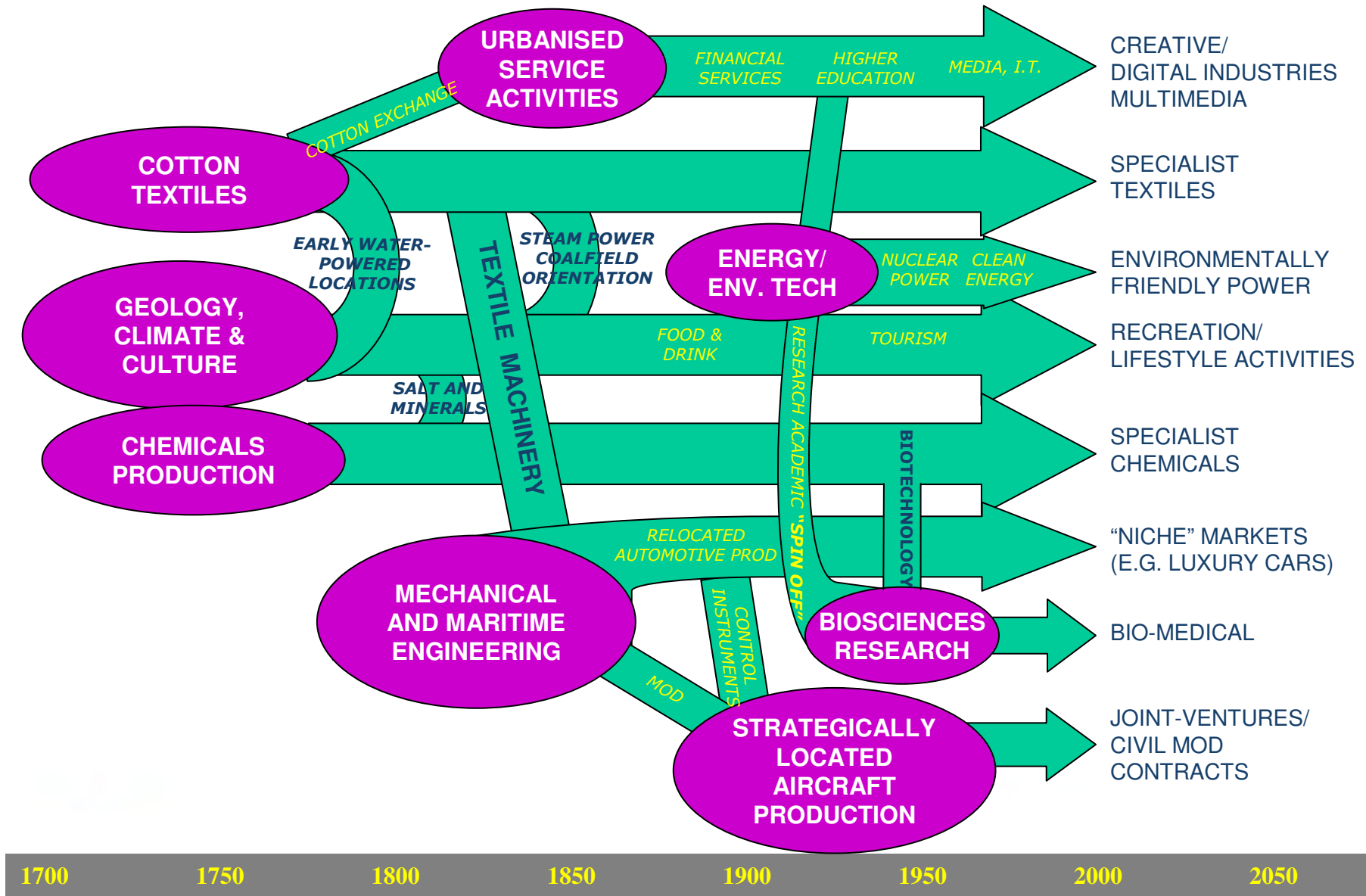


Centre  
for  
Enterprise



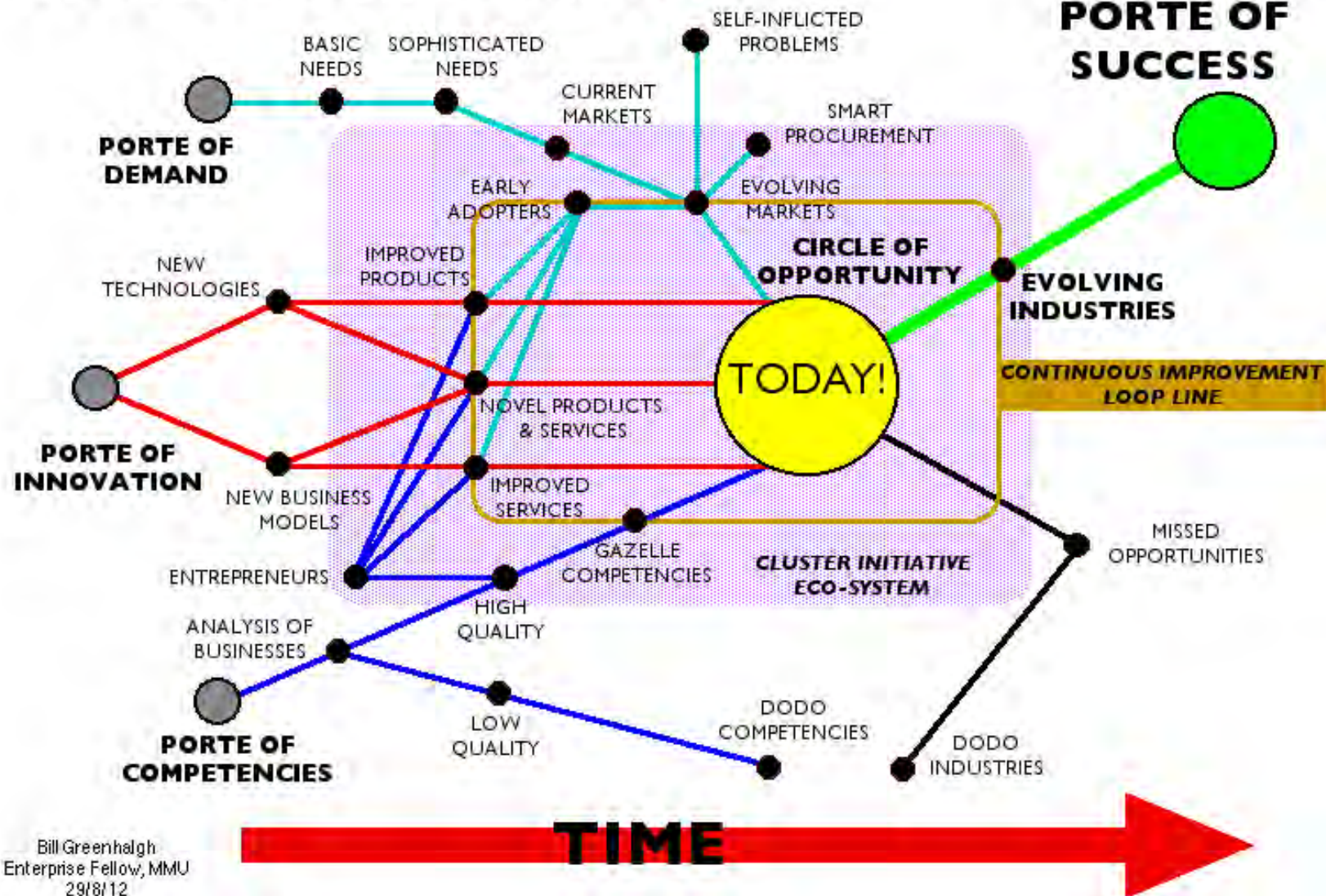


# Cluster Evolution In Northwest England: 1700 Onwards





# “EVOLVING INDUSTRIES”: THE METRO MAP



Bill Greenhalgh  
Enterprise Fellow, MMU  
29/8/12

# Managing Risk

Once risks have been identified and assessed, all techniques to manage the risk fall into one or more of these four major categories:

- Avoidance (eliminate, withdraw from or not become involved)
- Reduction (optimize – mitigate)
- Sharing (transfer – outsource or insure)
- Retention (accept and budget)

Ideal use of these strategies may not be possible.

Positive Risk Management recognizes that risk taking is essential to all enterprise, creativity, heroism, education, scientific advance – in fact to any activity and all the initiatives that have contributed to our evolutionary success and civilization.

# Cluster Development Support – EU from 2011

- **European Cluster Collaboration Platform**
- **MoUs with Japan, Brazil etc**
- **Enterprise Europe Network**
- **European Forum for Clusters in Emerging Industries**
- **Cluster Benchmarking – Gold & Bronze (VDI/VDE)**
- **Cluster Foundation – Train the Trainers for Cluster Management**
- **World Class Clusters – 6 pilot projects for collaborative internationalisation**
- **European Strategic Cluster Partnerships (later in 2013)**
- **Clusters & Entrepreneurship call (April 2013)**



Centre  
for  
Enterprise



# Discussion Questions

- **Is it necessary for clusters (businesses and cluster organisations) to go international?**
- **What kind of non-financial help is useful to go international?**
- **What help do cluster managers really need in order to be able to develop and implement a successful internationalisation strategy?**





# THE ROLE OF INTERNATIONAL CLUSTER COOPERATIONS IN EUROPE 2020

## *CLUSTERS IN EUROPE III*

12th April 2013

**Bill Greenhalgh**

Enterprise Fellow

Tel: +44 (0)161 247 3722

eMail: [B.Greenhalgh@mmu.ac.uk](mailto:B.Greenhalgh@mmu.ac.uk)

Manchester Metropolitan University Business School

Centre for Enterprise, Business School, All Saints Campus, Oxford Road, Manchester M15 6BH, UK

Web site: [www.mmucfe.co.uk](http://www.mmucfe.co.uk)

