

6° CLAC

Sexto Congreso Latinoamericano de Clusters



Kompetenznetze Deutschland
networking for innovation

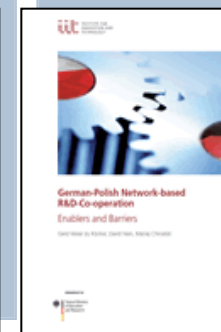
Assessing cluster organisation management excellence: Indicators and tools

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VDI/VDE-IT: Experiences in clusters and cluster policy issues

- Head office of the German Cluster Initiative „Kompetenznetze Deutschland“
- Management of German Cluster Initiative „ZIM-NEMO“
- Governance/management of cluster and networks
- Evaluation and benchmarking of clusters and cluster initiatives
- Cluster mapping and cluster analyses
- Advice and training for cluster policy makers
- Training for cluster managers
- Involvement in European Cluster projects
- Involvement in relevant international working groups and advisory boards
- Studies, analyses, scientific publications, ...



Further information:
www.vdivde-it.de

Available on: www.iit-berlin.de

Initiative Kompetenznetze Deutschland

■ **Aims and objectives of the initiative:**

- „Club of the best 100 innovation networks in Germany“
- Actively support the best clusters in their further development
- Increase networking between industry and research
- Support in particular clusters with international reputation
- Foster innovation beyond R&D

■ **Kompetenznetze Deutschland:**

- Registered brand name
- Membership = Quality certification
- Kompetenznetze Deutschland is a „managed portfolio“ of the best clusters in Germany

■ **Which are the „best clusters“?**

- Experience-based decision-making (with all advantages and disadvantages)
- A scientific board assists the activities of the office of the „Initiative Kompetenznetze Deutschland“ and the German Federal Ministry of Economics and Technology (BMWi) in monitoring the member clusters, particularly in accepting new member clusters (upon application) and suspending member clusters when their „quality“ does not fulfil the requirements anymore

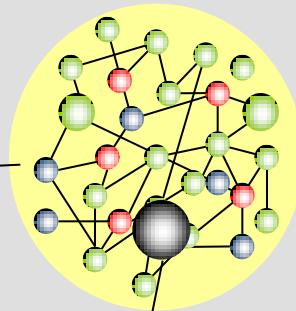


The problem: How to assess and measure the „quality of a cluster“?

Framework conditions

Cluster actors

Cluster organisation



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

High quality cluster management: Success criteria for clusters

- 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 only be given to „high-quality clusters“, cluster management is responsible for improvement processes
- In case of charging membership fees, cluster members measure their „value for money“, cluster management is responsible to generate and deliver these added values
- Excellence of the cluster management supports the sustainability of the cluster

Cluster benchmarking – comparison with the best

- Cluster-Benchmarking (2008/2009)
 - Based on information given by the cluster manager
 - Original idea: Assistance for the jury of Kompetenznetze Deutschland, decision support service, to be applied only in Germany
 - Experiences:
 - External support of cluster managers in improving their services
 - Cluster managers throughout Europe have been interested, similar tools seem not to exist
 - > 70 clusters throughout Europe participated
- Cluster-Benchmarking 2.0 (2010/2011)
 - Including experiences from European activities and projects



NGPExcellence – The „Upgrade“ of Benchmarking 2.0: European cluster management benchmarking project

- Financed by the Danish Agency of Science, Technology and Innovation (DASTI) and the German Federal Ministry of Economics and Technology (BMWi)
- Participating countries: Denmark, Finland, Germany, Iceland, Norway, Poland, Sweden
- Benchmarking of clusters (cluster organisations) and cluster policies of the participating countries
- Presentation and discussion of results during a conference May 26/27, 2011 in Copenhagen
- Comparative portfolios are open and can be used for additional cluster benchmarking worldwide



Cluster Conference May 26/27, 2011 in Copenhagen
www.clusterexcellence.org



Nordic-German-Polish Cluster Excellence Conference

26-27 May 2011 in Copenhagen, Denmark

The Event

Sign up

Program

About the program: Day 1

About the program: Day 2

The NGP Cluster Excellence
Project

Øksnehallen - How to get

Nordic-German-Polish Cluster Excellence Conference 2011

Join the biggest European event for cluster managers and cluster policy makers
in 2011!

26-27 May 2011 in Øksnehallen, Halmtorvet 11, Copenhagen, Denmark

At the conference you will have the opportunity to:

- Meet and share experiences with more than 200 of the best Cluster Managers in Europe
- Organise one-to-one business meetings with other Cluster Managers of your



Benchmarking process within NGPExcellence

- Voluntary participation, the cluster manager shall be convinced and willing to carry out the benchmarking
- Pre-information of the cluster manager on the questions and issues to be covered
- Data assessment process during a 2-3 hours personal discussion of a benchmarking expert and the cluster manager according to a pre-defined interview guideline
- Data given by the cluster manager is taken, no further verification is foreseen; however the interview guideline includes some data plausibility checks
- Data analysis and comparison of the cluster-specific data with the data of comparative portfolios
- Preparation of a cluster-specific benchmarking report for the cluster manager including recommendations for improvement
- All data and reports are treated strictly confidential, public authorities have no access to cluster-specific data
- Optional: Further in-depth discussion and additional consulting activities are offered

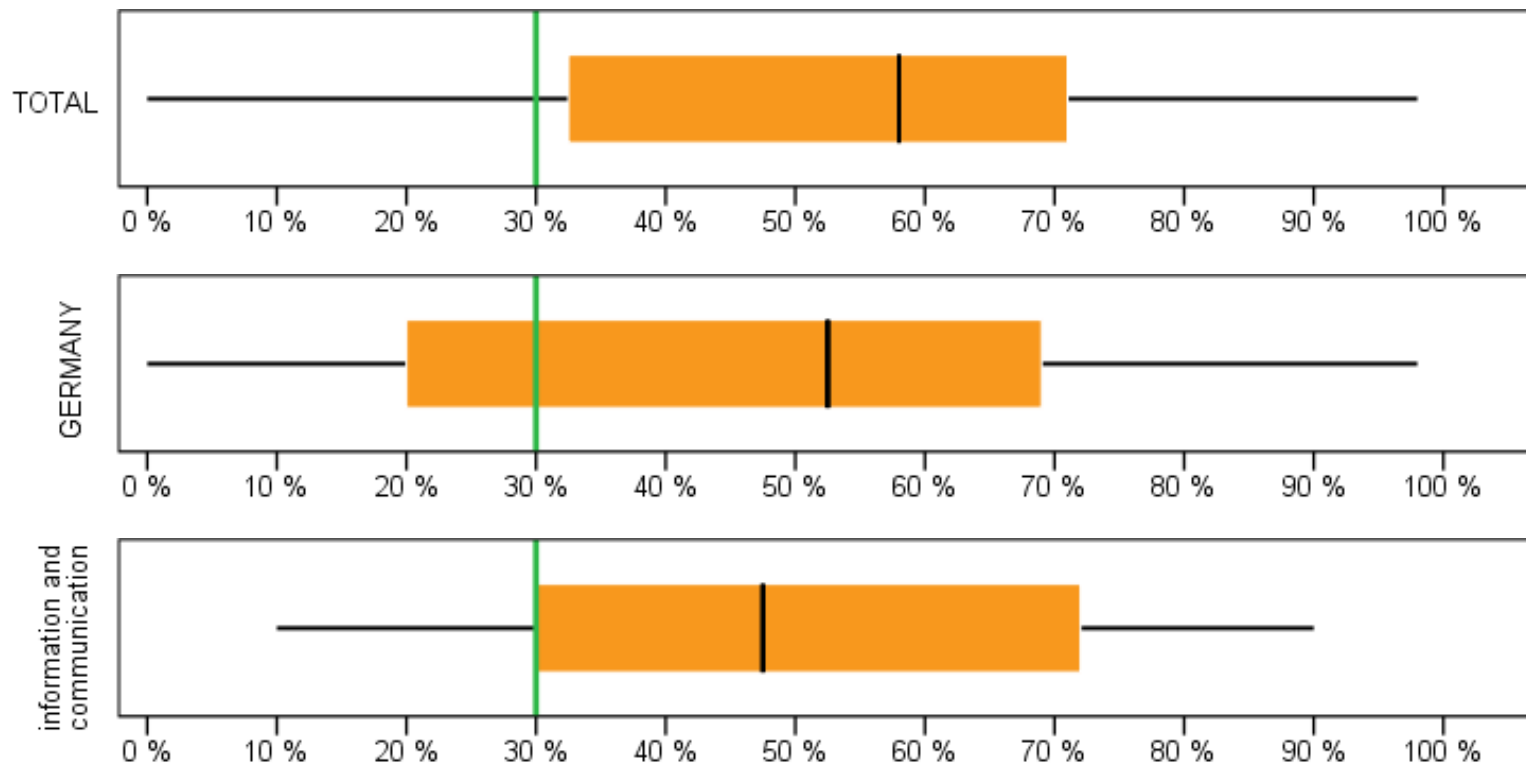
Results of the Benchmarking in NGPExcellence

Cluster-specific, confidential „Cluster Benchmarking Report“ for the cluster manager, including:

- Comparism of the actual cluster with:
 - The entire portfolio of participating clusters
 - The clusters from the same industrial/economic sector (12 pre-defined sectors)
 - The clusters from the same country
- Projection of the provided data to an assessment of the quality indicators according to the current status of the work within the European Cluster Excellence Initiative ECEI
- Recommendations from a neutral position for improving the cluster organisation management

Example results of NGPExcellence (1)

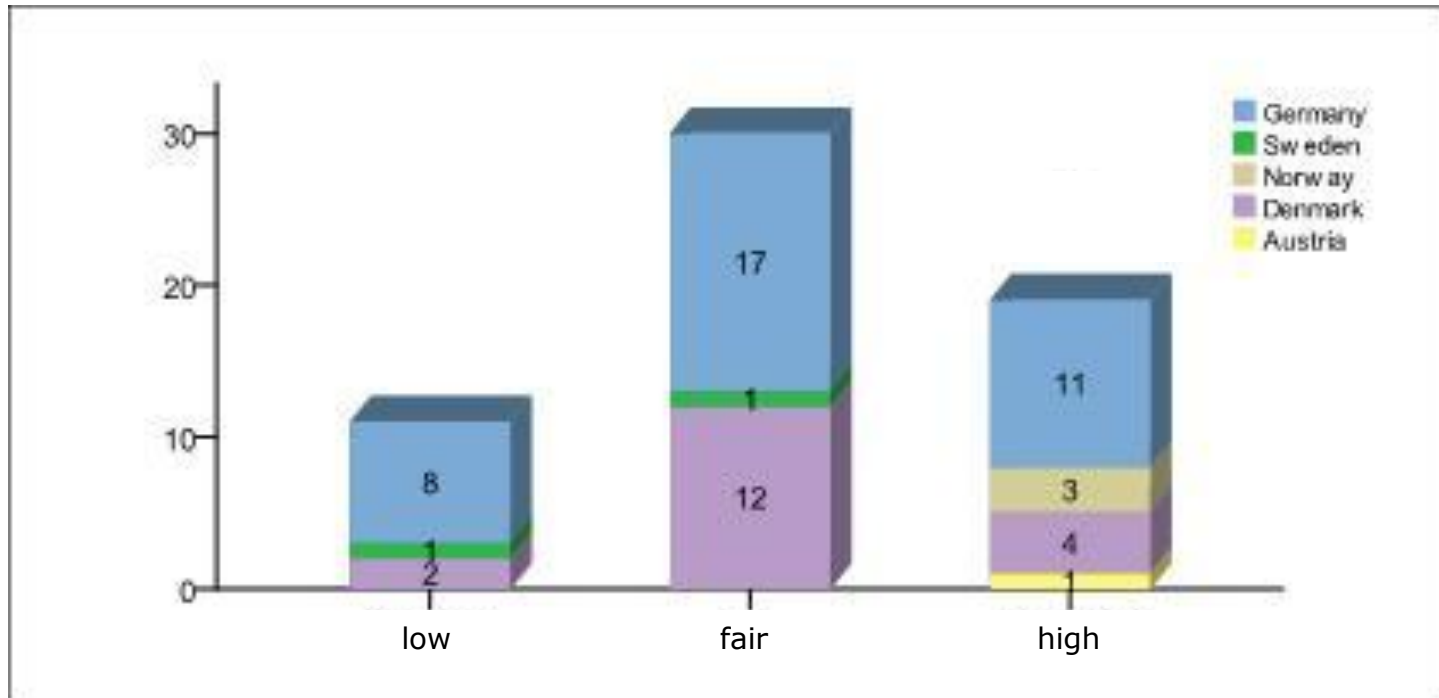
PUBLIC FUNDING:



NGPExcellence: Preliminary result based on an overall sample of around 50 clusters

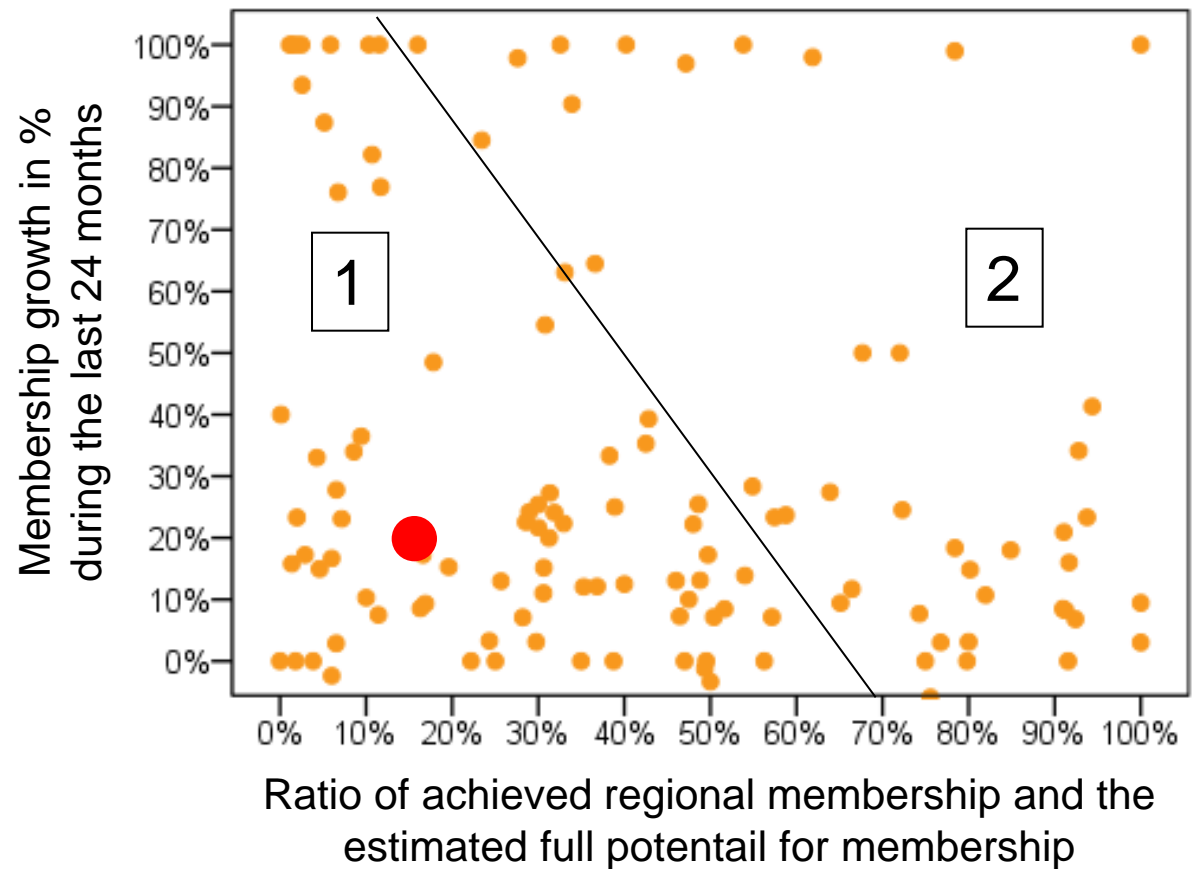
Example results of NGPExcellence (2)

Education and professional experience level of the cluster management team



Example results of NGPExcellence (3)

Growth potential
of the cluster



NGPExcellence:
Preliminary result based on an
overall sample of 143 clusters

Example results of NGPExcellence (4)

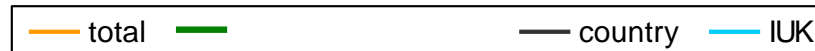
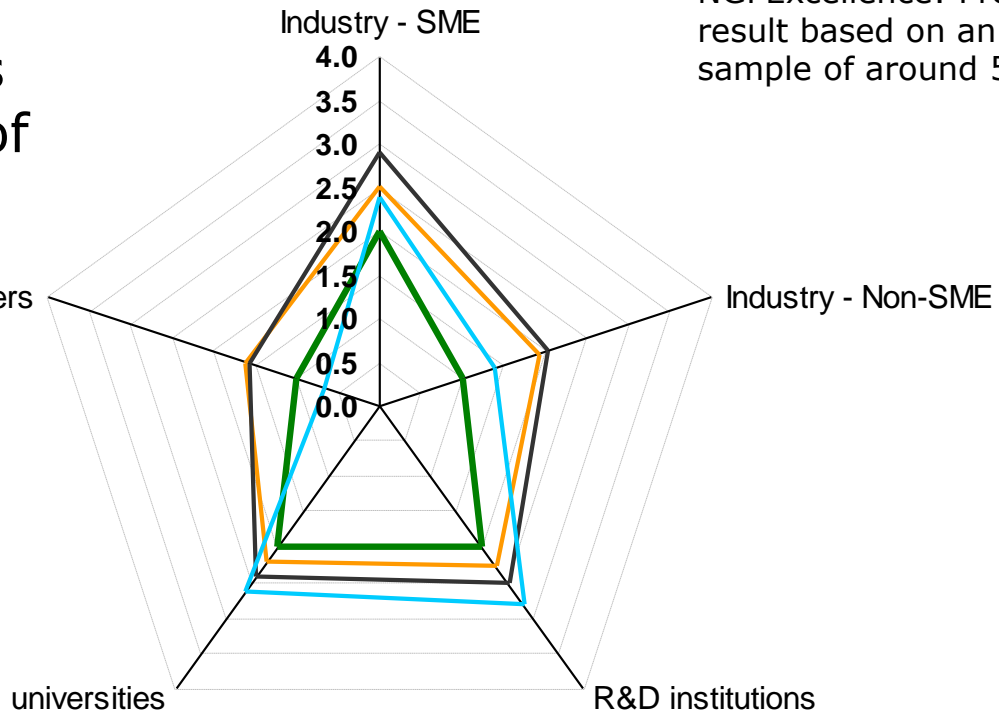
Impact of cluster management activities on the R&D activities of the cluster members

Training and education providers

Impact Index:

- 4 = high impact on a significant share of cluster members
- 3 = high impacts on selected cluster members
- 2 = fair impacts
- 1 = little impact
- 0 = no impact so far

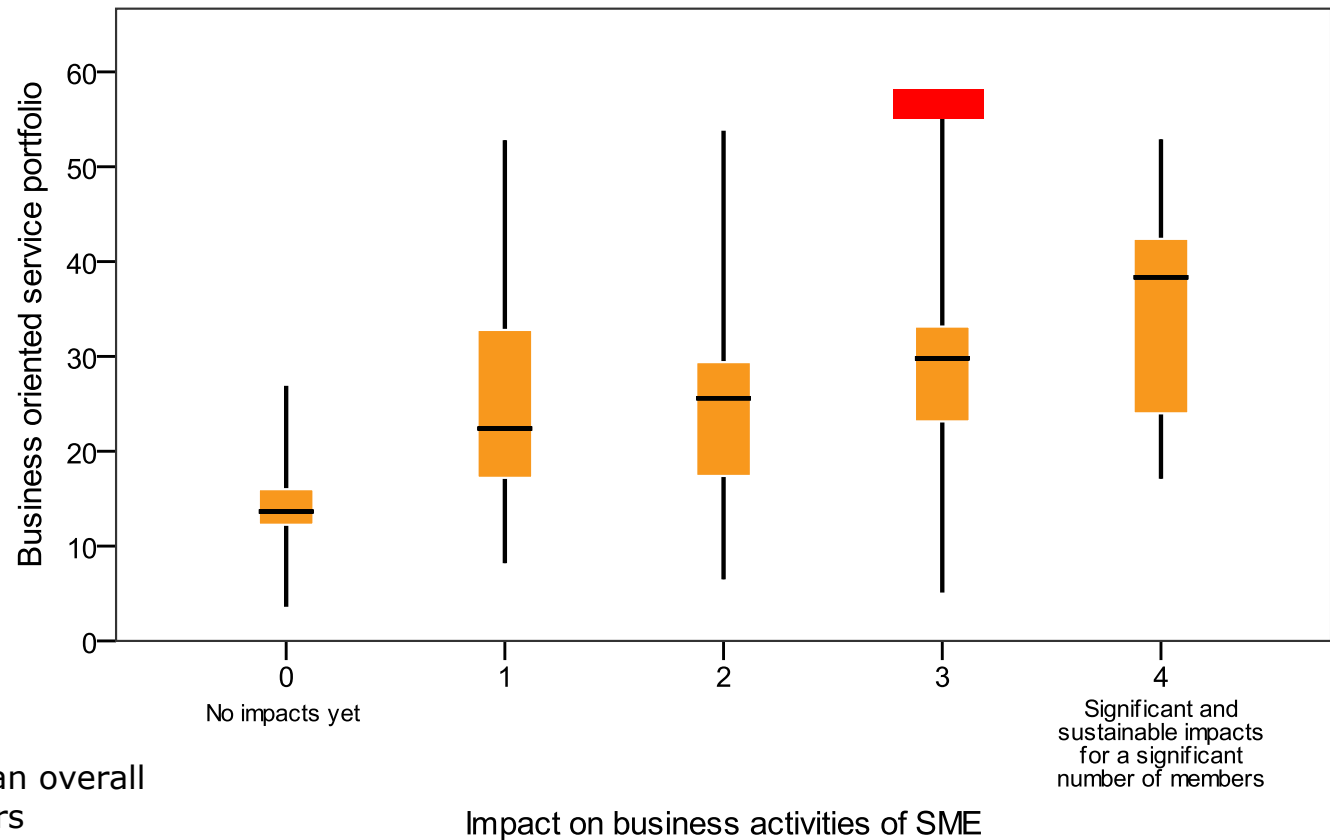
NGPExcellence: Preliminary result based on an overall sample of around 50 clusters



Example results of NGPExcellence (5)

**Correlation
between a business
oriented service
portfolio index and
the estimated
impact on business
activities of the
SME cluster
members**

Total: all clusters in all technology areas



NGPExcellence:
Preliminary result based on an overall
sample of around 143 clusters

Benefits of cluster benchmarking for the cluster manager


- Comparison with the best: Comparative portfolios consist of the leading clusters of the NGPExcellence participating countries: Presenting achievements to members, stakeholders, funding organisations
- Structured discussion with an external expert: Comprehensive review of the cluster management status
- Weak-spot analysis: Prioritising improvement processes

High value, with limited necessary effort!

However:

- Based on self-assessment of the cluster manager only
- No judgement on „absolute quality“ of cluster management

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

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

Characteristics of ECEI quality indicators

- Focused on level 1 or level 2 of the shell model
- Measurement procedure for the parameter(s) of the indicator shall be defined

As a results of negotiation on European level:

- Measurement scale (excellent → insufficient) shall be defined
- Minimal thresholds defined for being in general eligible for a „Quality Label“

ECEI – Proposed cluster management excellence assessment procedure (work in progress)

- Step 1a:
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 1b:
Participation of the cluster organisation in a benchmarking (as an entry level into an improvement procedure, self-assessment based)
- Step 2:
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 3:
Analysis of the assessed material and determination of a „cluster organisation management excellence score“, > 80 % of the theoretical maximum score is considered excellent

Conclusions and Future Prospects

- Accepted methodologies and tools for assessing cluster organisation management excellence are available:
 - Cluster Benchmarking 2.0:
Weak-spot analysis by comparing with the best clusters of leading countries in Europe
(fully available for clusters worldwide, limited efforts required, proven value for cluster managers)
 - ECEI - European Cluster Excellence Initiative:
Assessment of the „absolute quality“ of cluster organisation excellence according to a scale negotiated on European level
(shall be fully available for clusters worldwide 2012)
- Further participants are welcome, using the existing tools, disseminating the underlying experiences and methodologies, and delivering inputs for further development
- Future vision: Cluster Benchmarking 3.0 (2012/2013), fully harmonised with the ECEI quality indicators and assessment procedures

Thank you very much
for your attention!

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Cluster Excellence
in the Nordic Countries,
Germany and Poland

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