Construction and Evaluation of Clusters and Cluster Programs

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Agenda

Fact Based Policy

Construction of Clusters

Evaluation – Experiences

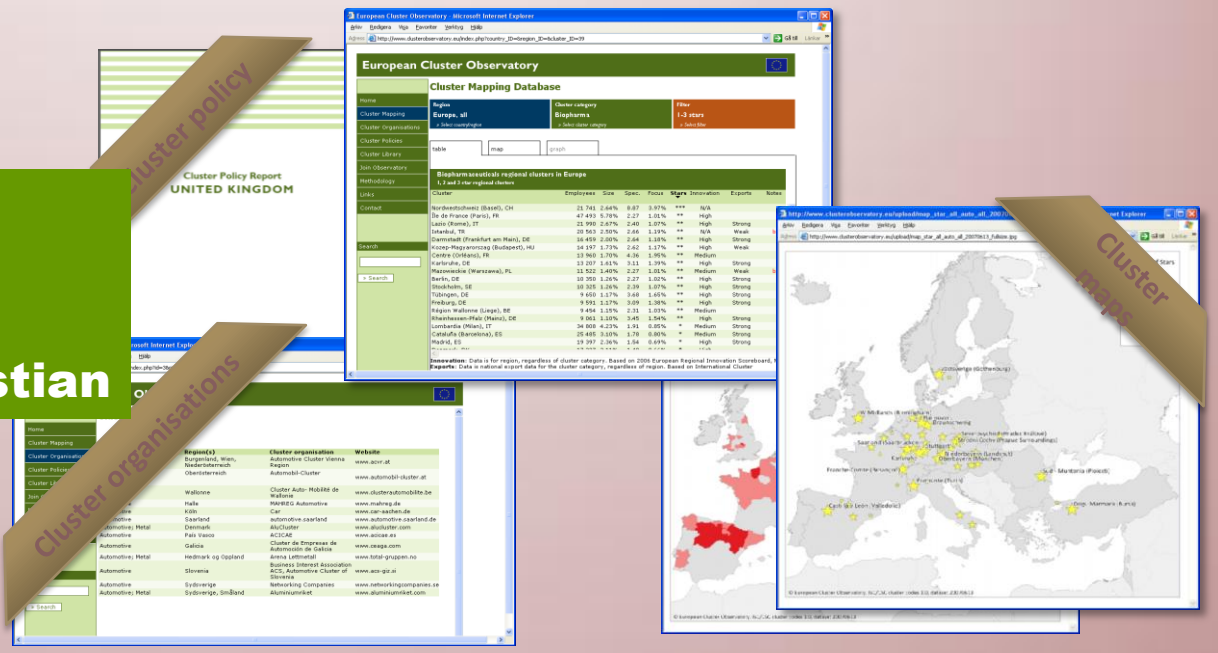
Cremona

16th and 17th century: Andrea Amati, Giuseppe Guarneri, Antonio Stradivari…

www.clusterobservatory.eu

Europe

CSC - Stockholm
Orkestra – San Sebastian



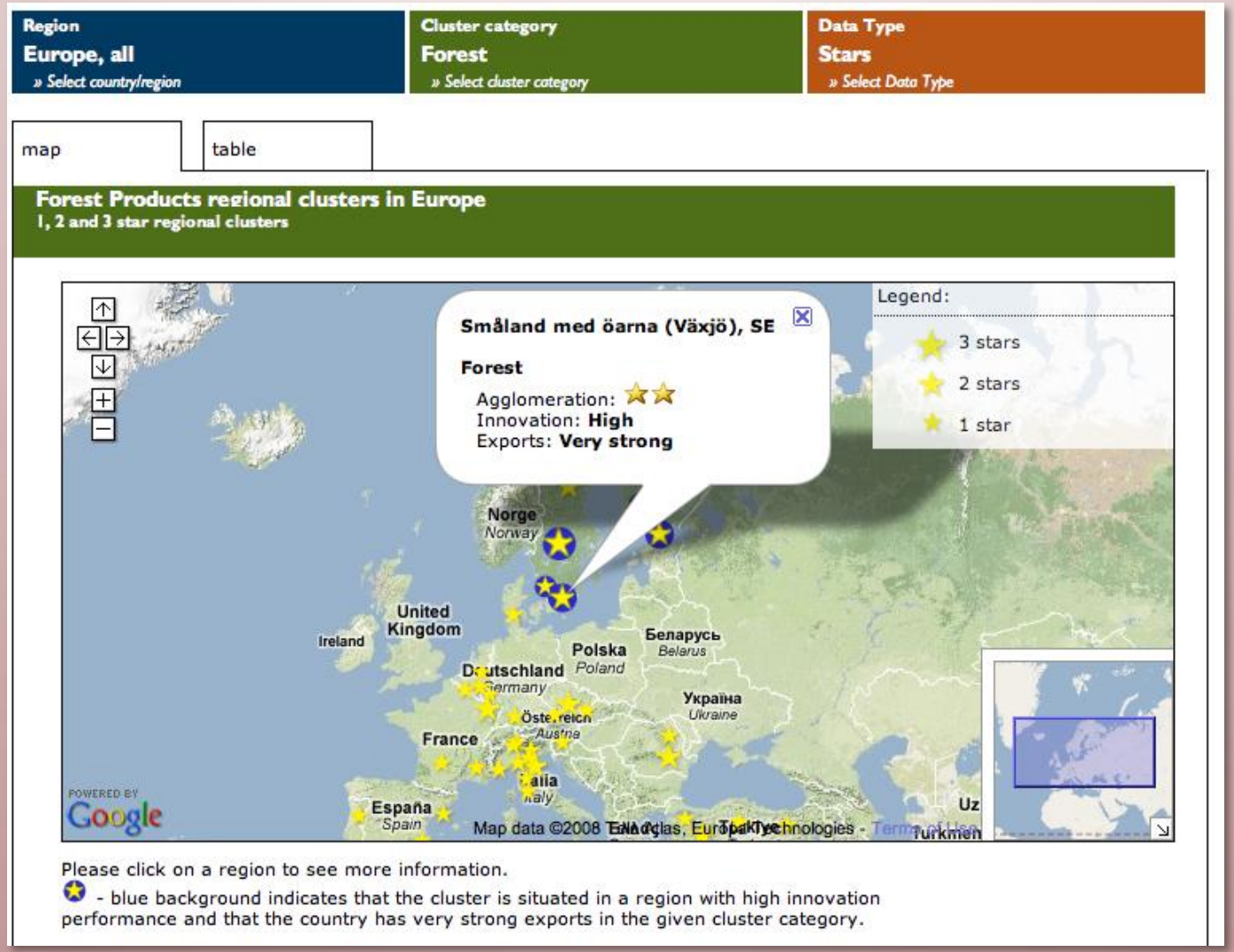
North America

ISC – Boston
ICAP - Toronto

Asia

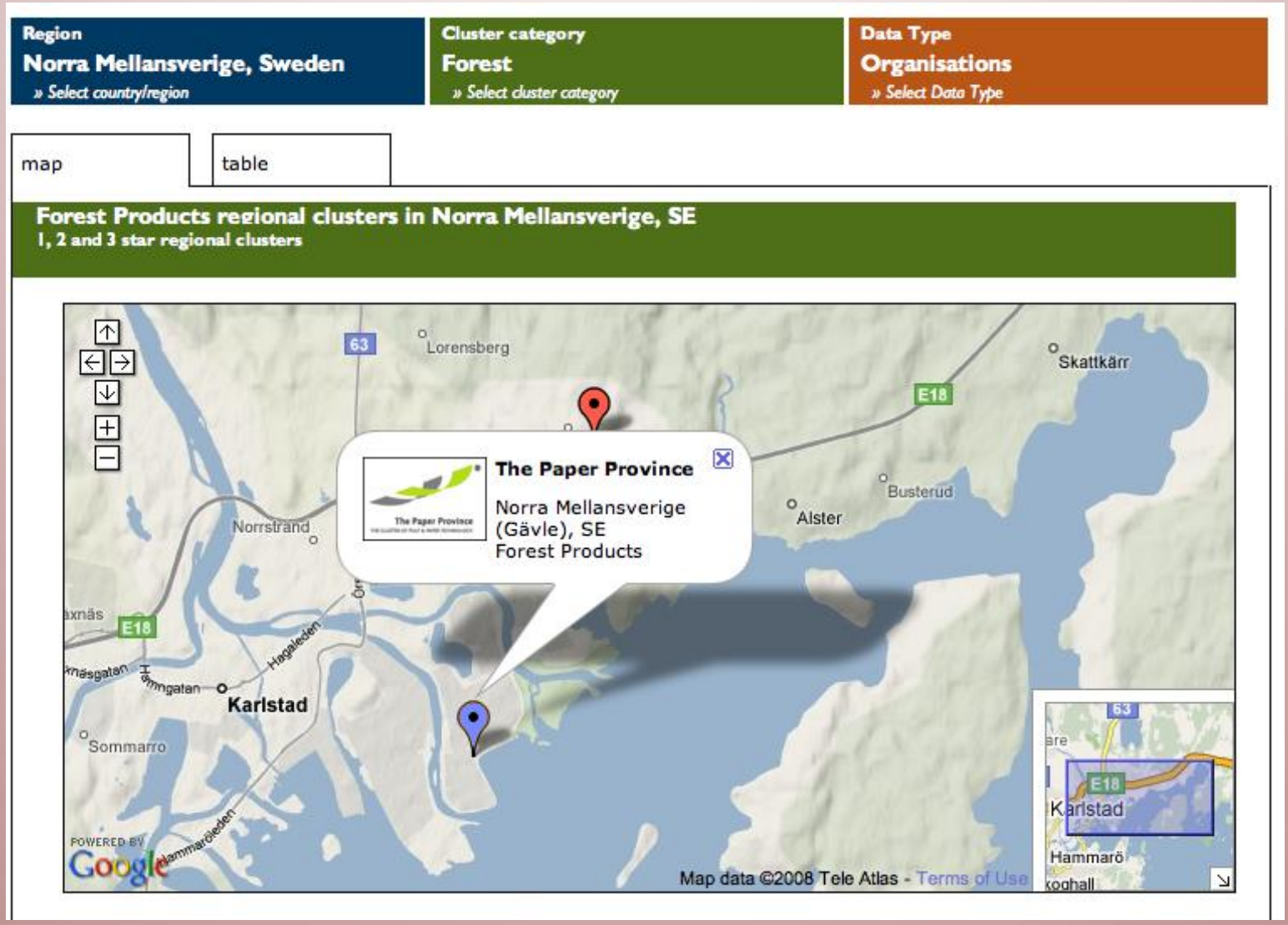
Asia Competitiveness Institute - Singapore

Star Maps

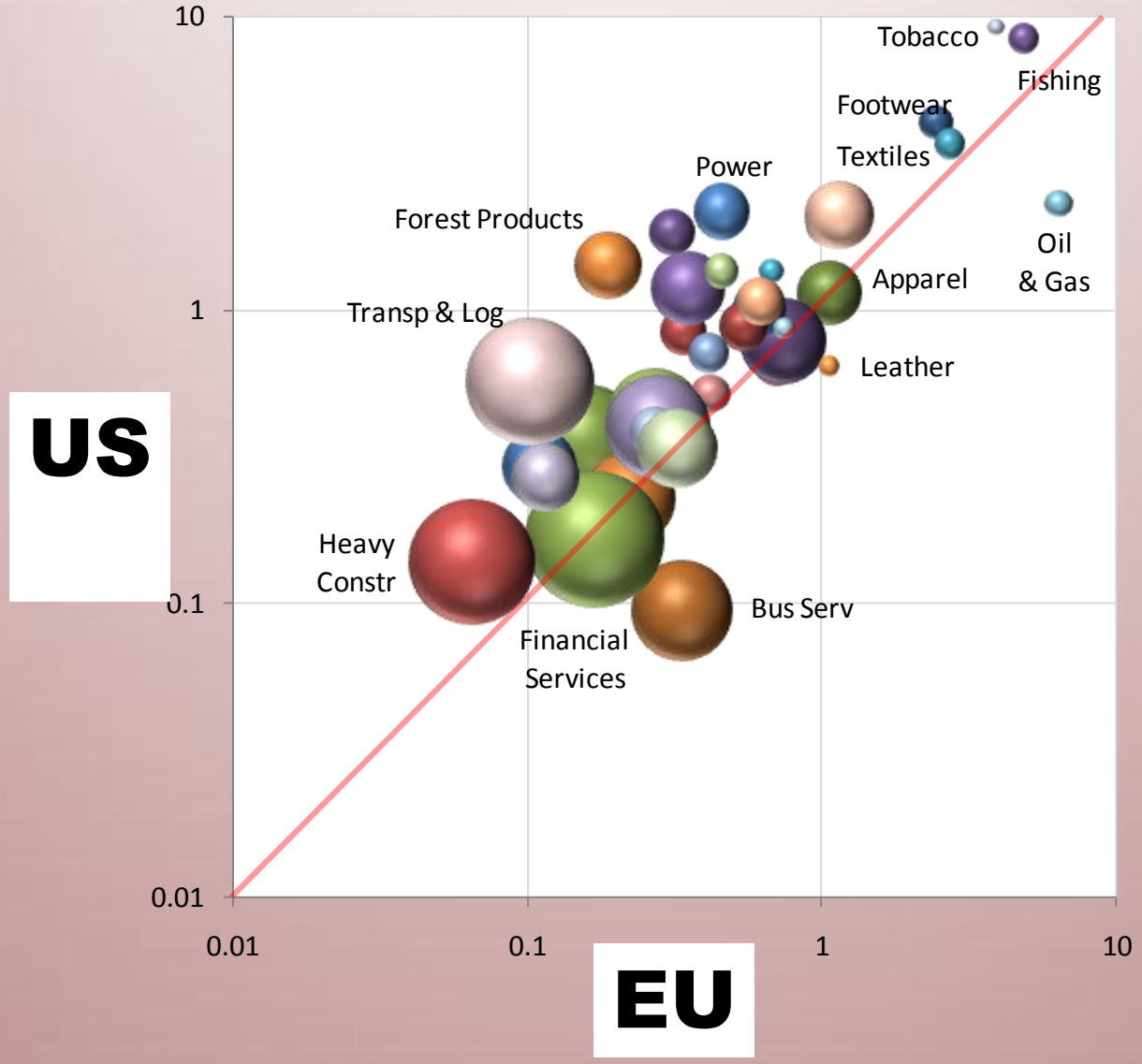


Region
Europe, all
» Select country/region
Cluster category
Forest
» Select cluster category
Data Type
Stars
» Select Data Type
map
table
Forest Products regional clusters in Europe
1, 2 and 3 star regional clusters
Legend:
3 stars
2 stars
1 star
Småland med öarna (Växjö), SE
Forest
Agglomeration:
Innovation: High
Exports: Very strong
Norge
Norway
United Kingdom
Ireland
Polska
Poland
Беларусь
Belarus
Україна
Ukraine
France
España
Spain
POWERED BY
Google
Please click on a region to see more information.
- blue background indicates that the cluster is situated in a region with high innovation performance and that the country has very strong exports in the given cluster category.

Karlstad, Värmland: Forest/Paper



Concentration EUR vs. USA



Agenda

Fact Based Policy

Construction of Clusters

Evaluation – Experiences

Construction Level

Cluster Construction – Top-down

The EU Role

Policy for Clusters

1. Single Market
2. Trade
3. Competition
4. Science
5. Innovation

Cluster Policy

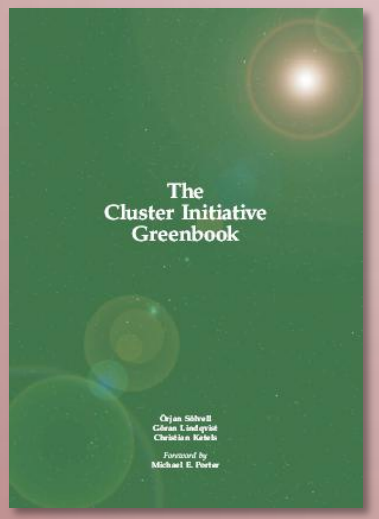
1. Inspire cluster initiatives
2. Fact-based policy/evaluation
3. Cluster networking
4. Cluster manager training
5. Policy learning

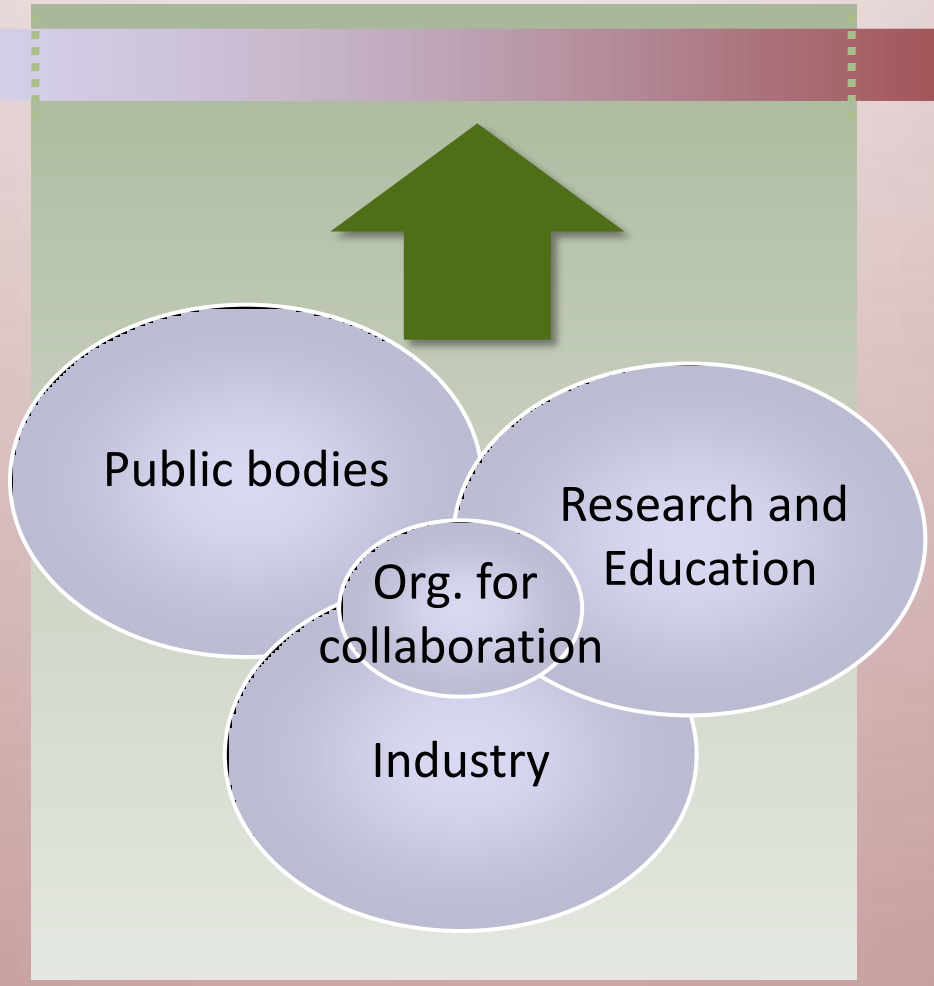
Cluster Construction – Bottom-up

Organic Clusters

Planned Clusters

Cluster initiatives





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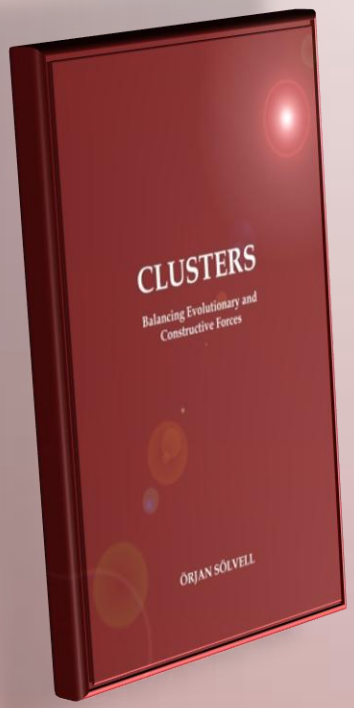
Organic Clusters

Planned Clusters

Wall Street

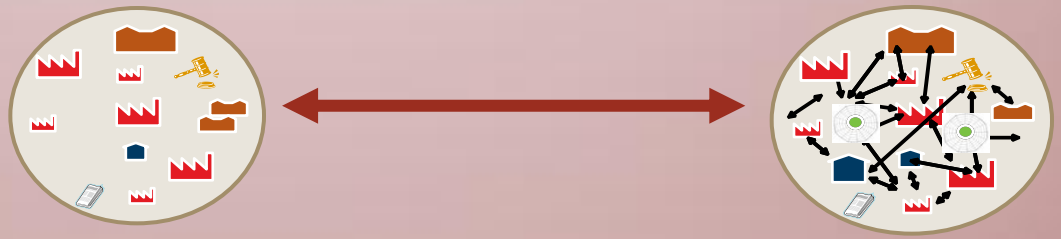
Moskva City - Москва-Сити

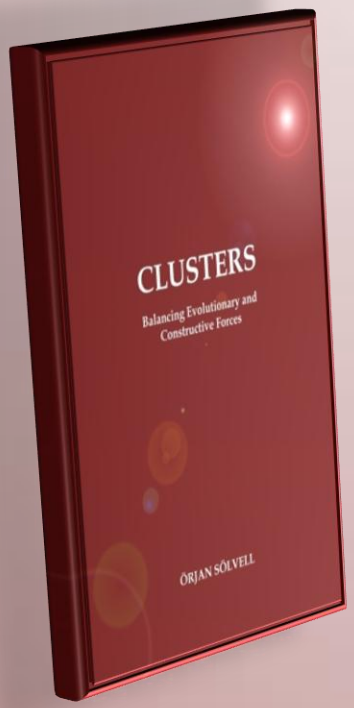
Clusters
Balancing Evolutionary and Constructive Forces



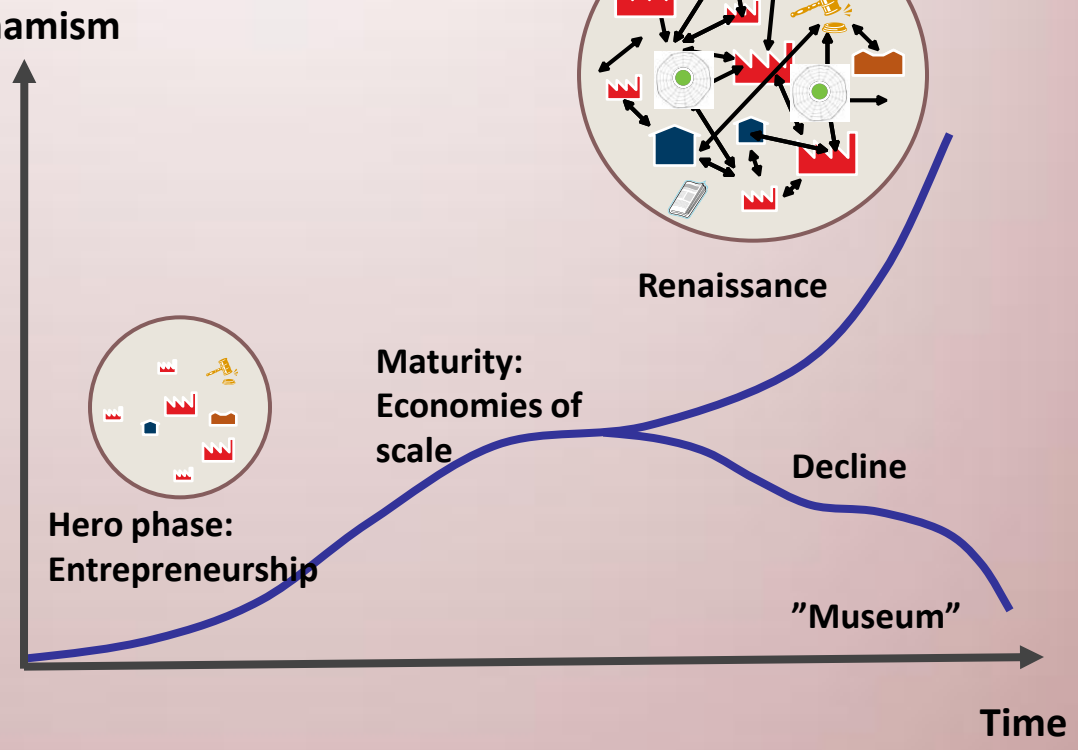
1. Agglomeration

2. Dynamism



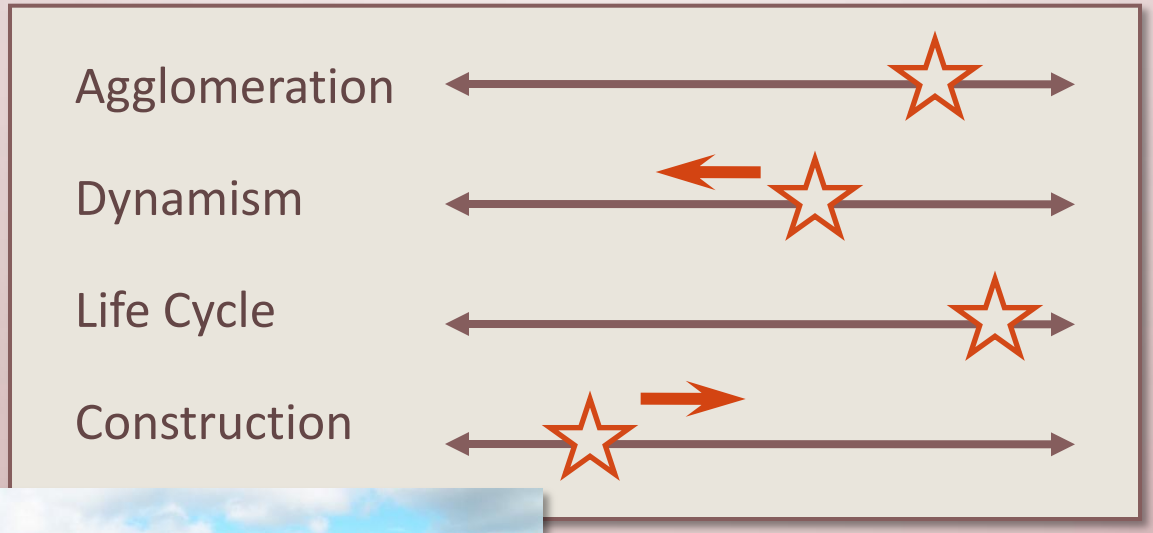


3. Life cycle



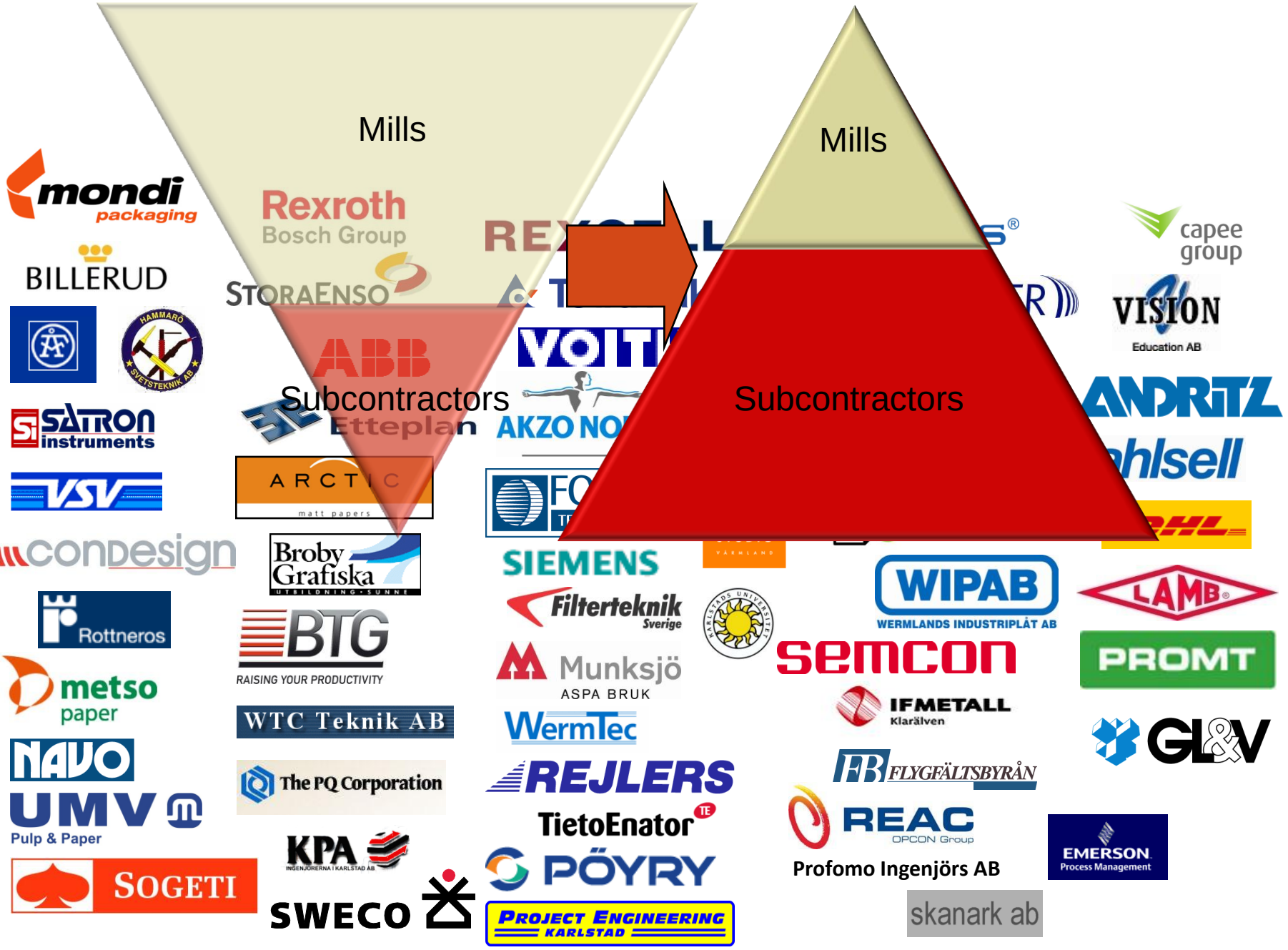
4. Construction

Cluster Reconstruction Case



The Paper Province

THE CLUSTER OF
PULP & PAPER TECHNOLOGY

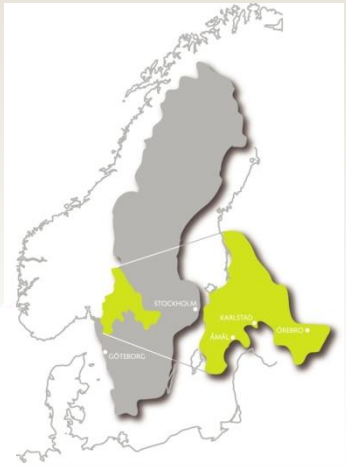

Mills
Subcontractors
Mills
Subcontractors
mondi packaging
Rexroth Bosch Group
BILLERUD
STORAENSO
ABB
Etteplan
ARCTIC matt papers
SATRON instruments
VSV
condesign
Broby Grafiska
Rottneros
BTG
RAISING YOUR PRODUCTIVITY
metso paper
WTC Teknik AB
NAVO
The PQ Corporation
UMV
Pulp & Paper
KPA
SOGETI
SWECO
SIEMENS
Filterteknik Sverige
Munksjö
ASPA BRUK
WermTec
REJLERS
TietoEnator
PÖYRY
PROJECT ENGINEERING KARLSTAD
capee group
VISION Education AB
ANDRITZ
WIPAB
WERMLANDS INDUSTRIPLÅT AB
LAMB
PROMT
semcon
IFMETALL Klarälven
GL&V
FLYGFÄLTSBYRÅN
REAC OPCON Group
EMERSON Process Management
Profomo Ingenjörs AB
skanark ab

Construction Levels Interact

National

Regional

Local



Agenda

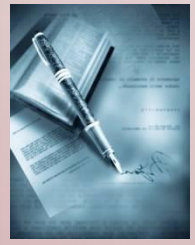
Fact Based Policy

Construction of Clusters

Evaluation – Experiences

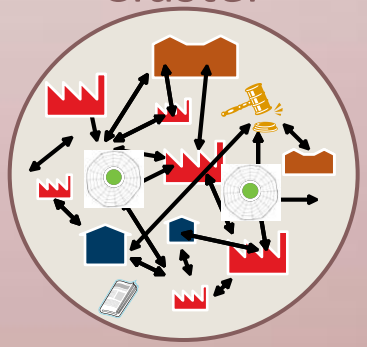
1. What do you want to evaluate?

Cluster evaluation



Cluster Program/Initiative

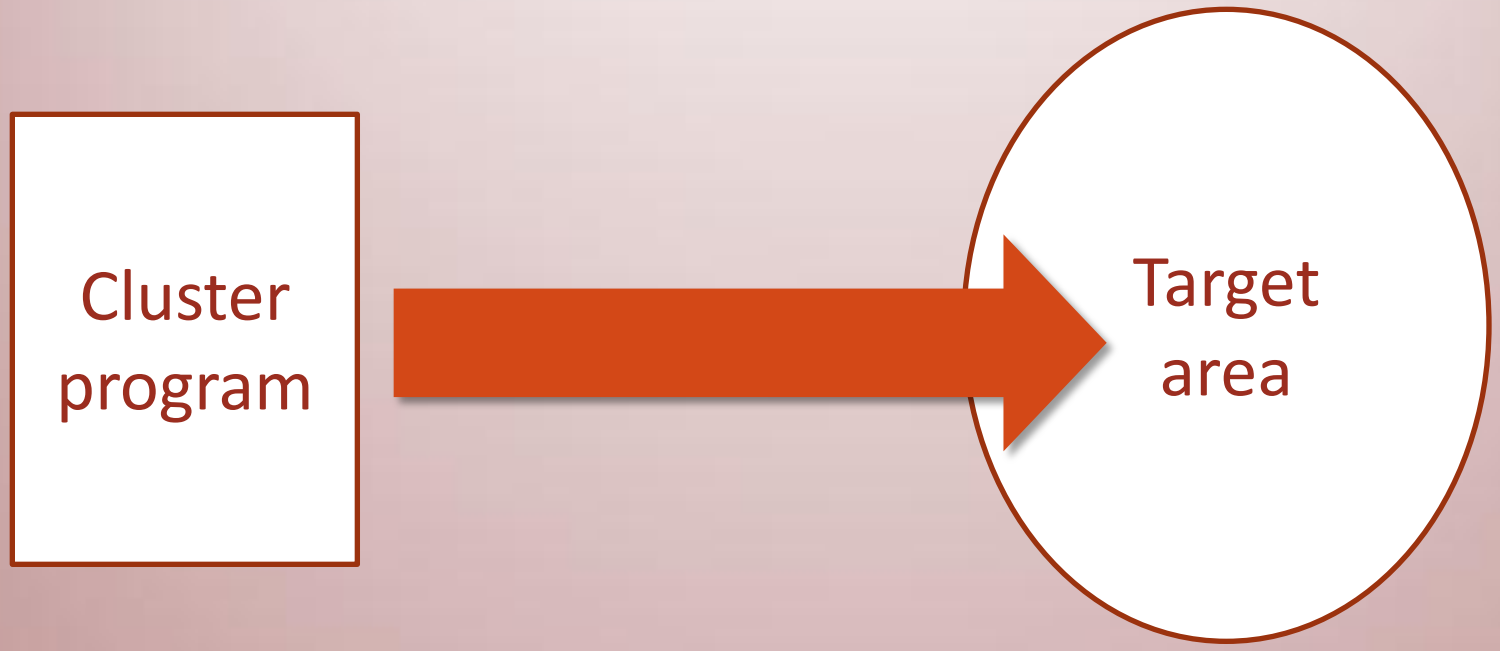
Cluster



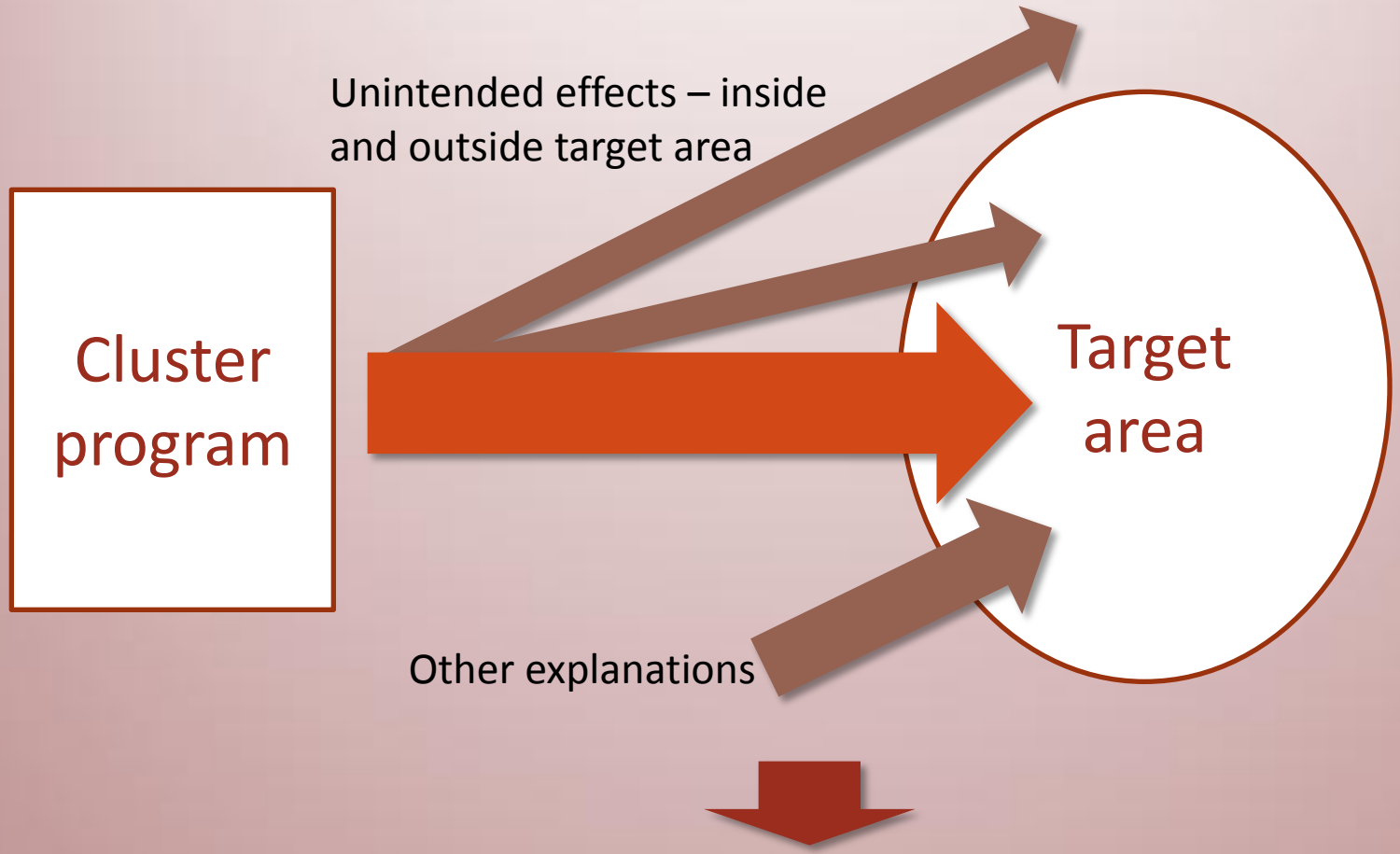
2. What is your target area?

Student attraction, retention	HR upgrading	The individual
Vocational training		
Management training		
Incubators, spin-off promotion	Cluster expansion	The business sector
Investment attraction		
Operations, strategy development	Business development	
Export promotion		
Business services promotion		
Joint purchasing, joint investment	Bus. collaboration	
Inter-firm innovation collaboration	Innovation	The business and academic sectors
Firm-university innovation collaboration		
Institutional-legal environment	Business environment	The setting
Infrastructural environment		
Region branding		

3. Cause and effect

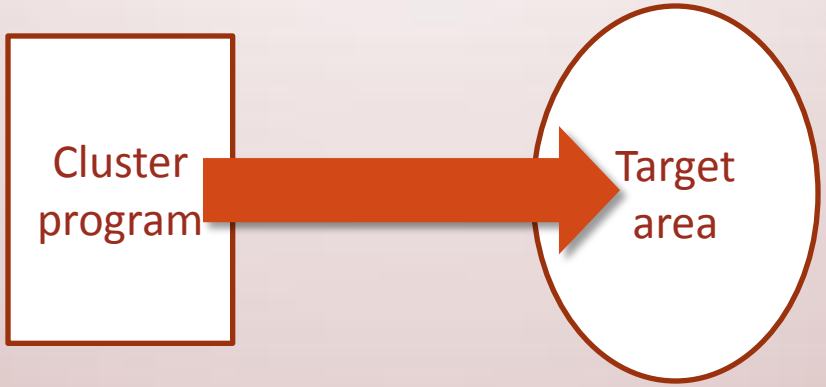


3. Cause and effect



1. **Targets – expected impact?**
2. **Keep your eyes open for unintended effects!**

4. Data

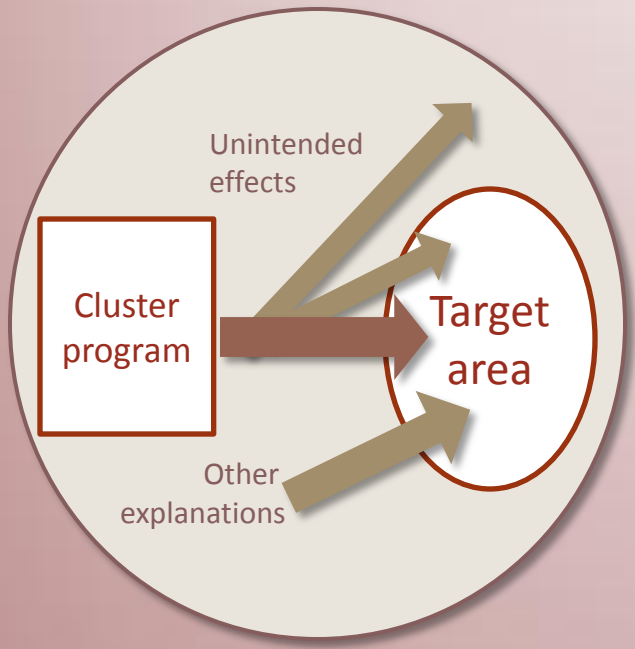


1. **Hard data and soft indicators**

   who is involved in setting indicators?

2. **Quantitative data (tables, graphs)**
   - **Surveys of cluster initiative members**
   - **Official statistics**
3. **Qualitative data (cases, narrative stories)**
   - **Process log by cluster manager**
   - **Interviews**
4. **Generic or shadow controls**

5. Action



External evaluator

Evaluation and Communication

Results to share

Common understanding

Common vocabulary

Cluster managers get closer to members

Changed governance

Changed objectives

Changed activities

Changed financing

6. Why?

To:

Legitimize
Motivate
Learn
&
Act to improve policy

Fact Based Policy

Construction of Clusters

Evaluation – Experiences

Thank you!