



implementing
world class clusters



EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND

www.projectc-plus.eu



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C-Plus – Implementing world class clusters in Central Europe

Introduction

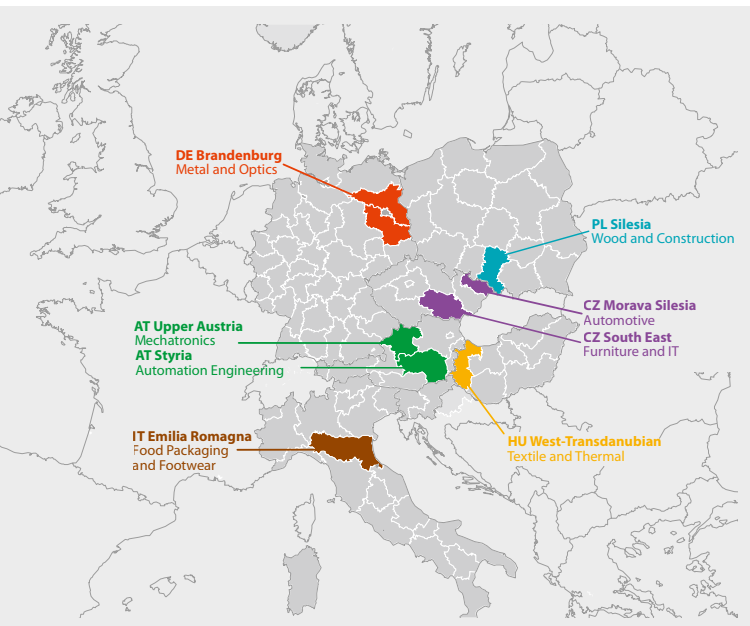
Against the background of increasing globalization and economization processes more and more new challenges for companies arise.

In particular, SMEs in the European Union are faced with the task of operating successfully in the international competition. Through an effective cluster management and the related strengthening of networks, the innovation capacity and competitive capacity of regional companies can be sustained.

The aim within the C-Plus project is to develop **new methods and tools of successful cluster management** in exchange with international partners to strengthen the international competitiveness and innovation potential of the cluster's SMEs and to support the involved clusters towards world class performance.

To enhance innovation fundamental requirements are the **strengthening of technology transfer**, the collaboration between research centers, universities and the regional companies, as well as the **development of efficient cluster policies** in an international dimension.

Work Process and Partners



To perform this challenge in 6 countries (Germany, Italy, Austria, Poland, Czech Republic and Hungary) the structures of 12 clusters will be captured and displayed for comparison in a **cluster mapping** process.

Within a second step, the benchmarking phase, the companies of the clusters will be interviewed about their networking strategies and innovation strategies and analyzed comparative.

On this basis, cooperative relationships between the companies and academic institutions, economic developers and other relevant cluster actors will be identified and analyzed. In this way innovation-promoting environmental factors and networking structures can be shown and utilized for transfer.

For the companies C-Plus provides the opportunity to compare with other companies in their innovation capacity and their competitive capacity on an international level and to get to know successful strategies and to benefit from them.

The Work Packages

Cluster Mapping

- Structural and socio-economic analyses of the clusters
- Identification of the cluster actors

Cluster-Benchmarking

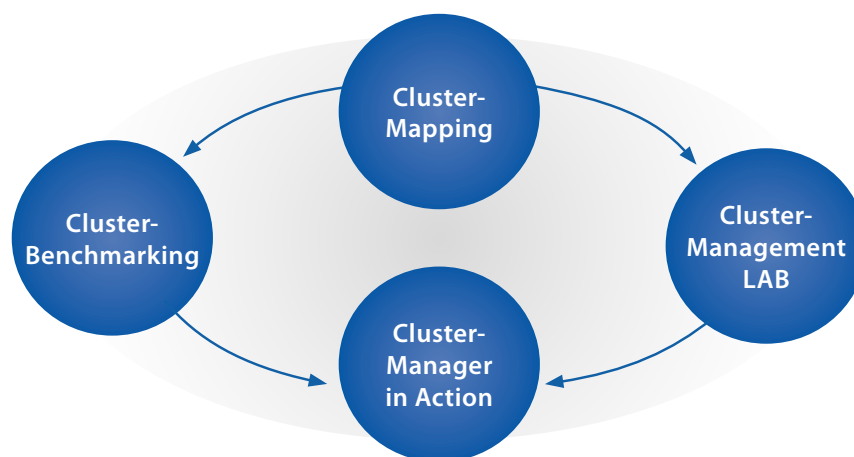
- Transnational comparison of the clusters and the companies based on a benchmarking process
- Analysis of the networking strategies and innovation strategies

Cluster-Management Lab

- EASW-Workshops to develop tools and best-practice examples of successful cluster management as well as recommended procedures and transfer methods

Cluster-Manager in Action

- Implementation of successful networking strategies and innovation strategies on selected clusters



C-Plus for Brandenburg

From the state of Brandenburg the sectoral networks **profil.metall** – the steel and metalworking network in Brandenburg and Berlin and **oabb** – the optic alliance berlin brandenburg are involved in the process.

C-Plus allows a further development of cluster management within the regional networks. Important factors of an inno-

vation friendly cluster environment will be elaborated jointly with the international partners. Brandenburg's companies have the opportunity to compare and present themselves on an international level. With C-Plus, the state of Brandenburg has the possibility to continue distinguishing itself as an innovative and growth-promoting region by its successful cluster initiatives

PARTNERS AND CLUSTERS

ITALY

PP1 / Lead Partner

CNA Regional Association of Emilia Romagna
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- Emilia Romagna Footwear Cluster
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- Val d'Enza packaging cluster

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- oabb – optic alliance berlin brandenburg
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- Mechatronic Cluster (MC) Upper Austria
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HUNGARY

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- Pannon Textile Cluster
www.pantex.hu
- Pannon Thermal Cluster
www.gyogyturizmus.hu

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Fax + 420 54422637

- Cluster of Czech Cabinet Makers
www.furniturecluster.cz
- Network Security Monitoring Cluster
www.nsmcluster.com

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- Energy-saving and Passive House Cluster
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- Polish Wood Cluster
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PP8

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- Polish Wood Cluster
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CNA Regional Association of Emilia Romagna

CNA Regional Association of Emilia Romagna is the Confederation for Handicraft and for Micro, Small and Medium Enterprises in the Region of Emilia Romagna, located in the north of Italy. As a private association of firms, it represents and protects the interests of its members, of the Provincial Associations and of the companies sectors with public and private institutions, with regional political, social and economic organizations.

It associates over 72.000 companies and it's made up of the 10 Provincial Associations working in the region. Together with the provincial offices and other regional branches of CNA it forms part of the system of the National Confederation of Artisans and Small and Medium Enterprises, National CNA. It defines, develops and manages regional financial and sector policies, drawing up inter-sector agreements.

CNA Regional Association of Emilia Romagna has a direct relationship with enterprises via its diffuse area network of regional and provincial offices, each one of which develops independent structures providing services and consultancy specifically adapted to the local companies.

CNA's advantage is an integrated and widespread organization. To provide information and assistance to companies in every aspect of work, there are 226 CNA offices distributed throughout the region, in which over 2500 skilled, professional employees work. Reliability, competence and economic opportunities are what CNA can offer the entrepreneurial world. Knowledge, research and technological innovation are the strategic routes followed by CNA through CNA Innovazione's work and services.



Emilia Romagna

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Emilia Romagna Region

The Emilia-Romagna productive system is strongly based on SMEs, organised in networks and clusters. The strength of the system is the deep attitude to learn, change and co-operate.

Although the main regional clusters were originally based on traditional sectors, they are now highly specialised and, due the consolidation of the engineering sectors and in technical services, all of them are now technology exporters.

The main regional clusters are:

- mechanical engineering;
- motor industries (especially sport cars and motorcycles);
- agro-food and packaging;
- construction materials and technology (especially ceramics);
- biomedical and electromedical;
- textile and footwear.

The regional government aims at reinforcing the innovation performance of the productive system and of SMEs. The efforts are concentrated in:

- stimulating research activities, innovation and university / industry relationships
- favouring the diffusion of ICT technologies among SMEs;
- supporting SMEs internationalisation;
- developing critical infrastructure (broadband).
- supporting local development programs.



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IMU-Institut Berlin GmbH

Founded in 1981 in Munich as a registered association with approved non-profit status.

In 1985 it became IMU Institute GmbH. The institute is financing its research, consulting activities and transfer of knowledge only through project-linked grants and orders.

The IMU-Institute Berlin GmbH was founded 2004 and is based in Berlin with a local office in Dresden and project offices in Eisenhüttenstadt and Rathenow (Brandenburg).

The IMU-Institute Berlin GmbH is certified in accordance with DIN EN ISO 9001:2008 in the scope of project development, coordination and implementation of projects with the following contents:

- network and cluster management
- transfer of technology and knowledge
- occupational safety and health protection
- support of regional planning
- development of industrial strategies
- consulting of works councils
- operational restructuring of businesses

Consulting and research are the fields of activity at the IMU-Institut in East Germany. With special regard to the interdependent development of companies, industrial sectors and regions the IMU-Institute runs projects and networks

- for a sustainable development of economy and labour in cities and regions in cooperation with the regional governments, social partners and other stakeholders
- to secure and strengthen locations and jobs

- to enhance regional cooperation, to support and manage networks and clusters
- to identify and interlink the instruments of facilitation and funding of economic and labour policy
- to evaluate labour, economic and sector-related programs, projects and structures

The IMU-Institut supports and consults sector-related networks of companies, research institution and regional stakeholders. Establishing and enhancing regional networks and clusters is a vital strategy to diminish structural deficits and to promote the existing strengths. Besides being an industrial policy essential cooperation within clusters aims at the preservation of jobs and SMEs, the attraction of new investors and companies, investments in the future and measures to improve the social and ecological environment.

Therefore economic, scientific and social partners are closely integrated into the clusters and networks. Particularly in the field of innovation development cross-sector and trans-regional collaboration becomes more important. Finding and utilizing these synergies is crucial to tap the full creative, innovative and growth potentials of Eastern Germany.



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CAMPUS 02 – University of Applied Sciences

CAMPUS 02 University of Applied Sciences was founded in 1995 with the aim of gearing its degree programmes towards key business processes. We currently have 1,086 accredited study places in five areas of study, and every single one of our degree programmes trains students to be equipped to hold a wide range of positions in various industries in all different types of companies, no matter their size.

We currently run seven bachelor degree programmes: three part-time technical-scientific programmes (Automation Technology, Information Technologies & Business Informatics and Innovation Management) and two business programmes, both of which are offered as full-time and part-time programmes (Marketing & Sales and Financial Accounting & Management Accounting). In addition, we offer six part-time master degree programmes (Automation Technology-Business, Information Technologies & IT Marketing, Innovation Management, International Marketing, Sales Management and Financial Accounting & Management Accounting). High-level networking with the industry guarantees hands-on, marketplace-oriented training. What's more, approximately 250 specialists and executives work as lecturers at CAMPUS 02, thus ensuring that specialist knowledge is taught in tandem with practical experience and case studies. Last but not least, applied Research & Development contributes to strengthening ties between CAMPUS 02 University of Applied Sciences and the business world.



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Pannon Business Network Association

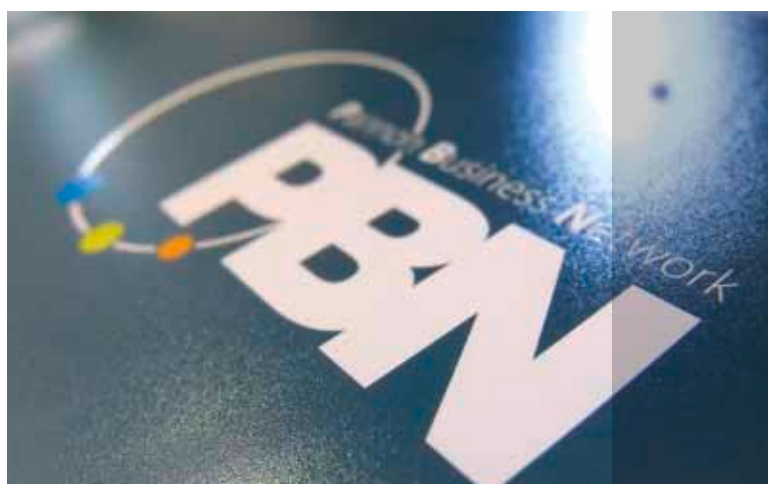
Our organization, the Pannon Business Network Association started its operation in April 2006 after a half year preparation work. PBN was set up for the common coordination and development of the clusters and industrial parks working in the West-Transdanubian region of Hungary.

PBN as a bottom-up and independent regional development non-profit organization stands for the strengthening of the economic position of local micro-, small,- and medium sized enterprises. PBN wants to act as partner of the foreign companies with investment aims arriving in the region and keeps strong relation with the regional economic and labour organizations.

PBN aims to survey the market possibilities of its funding organizations – the clusters and industrial parks, and stands for the stabilization of the frame of their operation. Due to the international partner network PBN supports the local adaptation of the international best practices and the active communication of the local success stories on international forums.

GENERAL SERVICES OF PBN

- The organization, management, and support of Sectoral Clusters
- Survey of needs – specific cluster strategy Identification of specific analyses and stakeholders regarding the target area
- Participation of international projects and international partner networks
- Establishment and reinforcement of national and international cooperation
- Preparation of market analysis, brief sectoral reports
- Complex development of industrial parks
- Screening of industrial parks, real estates, companies, services
- Creation of links with competence centers
- Survey of needs with companies
- Development of the innovational – technological basis
- Organization of suppliers' networks for companies
- HR services
- Human resource map – employment survey
- Links with the regional labour market – pact line
- Research in economy and human matters
- Network cooperation with professional training companies



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Centre for research, innovation and regional development

The aim of the Centre for Research, Innovation and Regional Development (CVVI) is to become one of the top research places focusing on innovation and connecting primary research and existing practice.

Through regional activities, it aims to act as an important subject that spreads innovation technologies across the region where it operates. It also tries to develop knowledge and skills in the region as well as engage the science and research in everyday life of its citizens. CVVI is interested in the key areas of its members and partner organizations.

These are

- renewable resources,
- decreasing energetic demand factor,
- machine industry,
- transport,
- safety of sport technologies or biotechnologies,
- regional development.

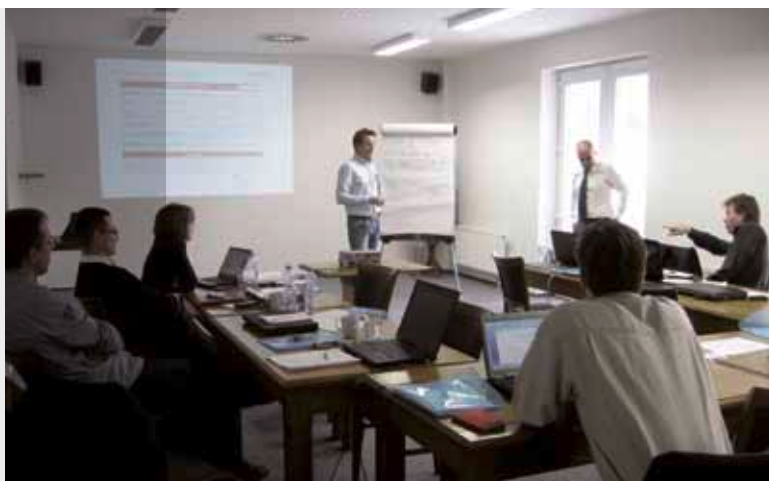
One of the most important activities realised by CVVI is to support different activities for regional SMEs to strengthen the competitiveness and innovation capacities of CVVI's region. Its experience covers the facilitation of clusters creation through the development of cluster services at regional level as well as the creation of trans-regional bilateral or network cooperation between clusters supported by CVVI. The best example is Energoklastr, where CVVI acts as facilitator of its creation and supports promotion of new services provided by cluster members.

CVVI is actively participating in EU funded projects in the fields of cluster development and network facilitation (C-Plus, Clusters-Cord) Furthermore, the Centre's objective is to connect the world of university research to the top-ranking companies in given fields of industry. This imaginary bridge enables the application of the research in practice.

Lately, the national media informed about the competition Technology Cup held by CVVI to support and motivate the young in research and innovation process.



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Regional Development Agency of Bielsko Biala

RDA Bielsko-Biala is an experienced, non-profit regional organization actively working in the field of regional development and regional capacity building.

The idea of the Agency is to initiate, organize and support the development of south Silesia voivodeship area and its promotion in Poland and abroad.

We accomplish our aims with help of stockholders funds, the profit from our business activity and other forms of financial support including European Union funds. The special achievement of the Agency is the Beskid Technology Incubator Building in Bielsko Biala completed in 2005. Our past activity was noticed and rewarded on the international stage by inviting our Agency to the European Association of Development Agencies EURADA seated in Brussels and choosing Mr Ginda (our president) to be a member of supervisory board in 2003. In Poland the Agency is a member of The National Association of Regional Development Agencies NARDA.

RDA Bielsko-Biala through its active involvement in regional policy making, business environment creation, business support activities and services, gained sufficient experience and has established a wide network of cooperating international, national and regional organizations and authorities, science parks and clusters.

Range of services offered :

- Regional policy development
- Business environment creation and support
- Consultancy
- SME support and development activities
- Project development and management
- Internationalization services
- Clustering services
- Business incubation and company coaching
- Start-up and spin-off services
- Training programs development and execution



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Bielsko Biala Association: Tourism, Enterprise and Local Development Centre

Bielsko Biala Association: Tourism, Enterprise and Local Development Centre, hereinafter referred to as Association, has been established in 2001. The Association is composed of private entities and is a non-profit organization, what is expressed in the Associations Statute.

Main goals of the Association are :

- Support and development of tourism sector via stimulation of local entrepreneurship and business environment
- Support of small and medium enterprises before and after accession to the European Union
- Economic stimulation of the region
- Professional and vocational training activities
- Support of sustainable regional development

The Association achieves its goals via involvement of its members within different activities realized with cooperation of regional and local institutions and administration such as: Regional Chamber of Commerce, Regional Development Agency Bielsko-Biala, Bielsko-Biala District Authority and City of Bielsko-Biala.

The Association is recently strongly involved in the implementation of European Community co-financed programmes focused on international and cross-border cooperation. CHIRON project – Interreg III B CADSES Programme, is one of the examples. The project was being implemented from April 2006 till July 2008 with budget of ERDF 57 760 €.

Goals of the projects were to :

- Preserve and monitor local and regional heritage
- Organize and activate European Cultural Heritage Forum (altogether with project partners, finally established in Volos, Greece 2008)
- Prepare plans of cultural heritage physical assets preservation
- Development of new promotional materials (guidebook) and establishment of Cultural Tourism Info Centre (finally established 2007 in Cieszyn)
- Rise local and regional awareness on heritage assets and increase regional touristic potential

The Association was also involved in implementation of Interreg IIIC project TOURISM PARTNERS EUROPE, implemented by Regional Development Agency Bielsko-Biala, and fulfilling different tasks as a subcontractor and expert organization.

Currently the Association is involved in trans-border programmes planned activities supporting small and medium enterprises. Apart from that, the Association implements its statutory activities on daily basis.

BIELSKO BIALA ASSOCIATION

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Berlin-Brandenburg Region

The German Capital Region is composed by the city of Berlin and the surrounding region Brandenburg. About six million people live here on a territory that extends over 30,000 square kilometers.

Berlin-Brandenburg is located between the Western European business locations and the emerging markets in Central and Eastern Europe. All major European markets can be reached within one day's transport.

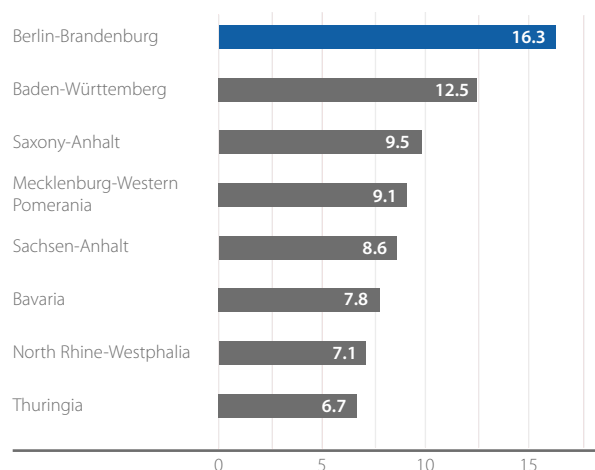


Innovation in Berlin-Brandenburg

Germany's capital region, Berlin-Brandenburg, offers excellent conditions for fostering innovation: with 7 universities, 21 universities of applied sciences, about 250 private research and development institutes and 40 technology parks Berlin-Brandenburg has the highest research density in Germany.

The capital region also has the highest proportion of qualified workers in comparison with other regions in the country. These and other advantages of the capital region provide the opportunity for the development of innovative small and medium-sized enterprises and further dynamic development of the region.

Research density in selected regions / Federal States (scientific establishments / 1 million inhabitants)



Source: Federal Ministry of Education and Research, Report of the Federal Government on Research, 2004

Clusters in Berlin Brandenburg

The systematic support to innovative processes and developments and supporting cluster structures in the region is a crucial part of the Joint Innovation Strategy of the States of Berlin and Brandenburg (innoBB). The strategy specifies objectives and framework conditions for an active and successful formulation of the innovation policy of both states, in order to make efficient use of the innovation potentials and synergies within the overall region.

So far in Brandenburg 16 branches with specific industrial expertise and with above-average growth potential have been defined and supported. In these so called "competence fields" innovative clusters initiatives have been established:

- Automotive
- Biotechnology / Life Sciences
- Energy Industry / Energy Technology
- Food Industry
- Geoinformation Industry
- Wood Processing Industry
- Synthetics / Chemistry
- Logistics
- Aeronautics / Aerospace Technology
- Media / Information and Communication Technology
- Metal
- Mineral Oil Industry and Bio Fuels
- Optics / Optical Technologies
- Paper
- Railway Technology
- Tourism

Reflecting the long-term objectives given by the new "innoBB" strategy – enhance growth, competitiveness and increase regional value creation – the existing cluster initiatives in the competence fields will be pooled and developed further into strong clusters.

profil.metall

As one of Brandenburg's cluster initiatives profil.metall – steel and metalworking network in the Berlin-Brandenburg capital region was established in February 2007.



profil.metall is based on 4 active networks in the metals industry whose roots trace back until 1999:

- the Eisenhüttenstadt Metalworking and Environmental Technology Association (KoMU)
- the South Brandenburg Metals and Electrical Industries Consortium (ARGE MEI)
- the Prenzlau Business Forum (WFP)
- the Barnim Metals Network (NMB)

consisting of over 100 companies with around 11.000 employees. Apart from companies, regional universities and other R&D institutions, public actors, regional chambers of industry and commerce and the social partners are involved in the cluster.

The purpose of profil.metall is to achieve greater prominence for the metal sector through increased cross-regional cooperation between existing and active regional networks. To ensure the sustainability of the networked companies profil.metall's projects and measures are orientated towards the lead market of efficiency technologies with focus on materials and energy efficiency.

The main competences of the profil.metall member companies lie in the fields of

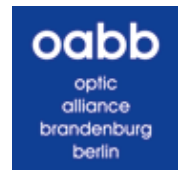
- Innovative steel-lightweight construction
- New materials
- Processing technologies (e.g. welding and surface treatment)
- Plant Construction / Engineering
- Fittings, pipelines and tubes
- Modern energy management processes
- Automation, Control Technologies

In order to increase the innovation level of the cluster members profil.metall has strong ties with regional universities / universities of applied science and other R&D institutions. As internationalization is an important part of profil.metall's general strategy the cluster initiative has established international cooperative structures with and contacts to other clusters from the steel and metal industry in Poland, Spain and Italy.



Further information on www.profil-metall.de

oabb



The optic alliance brandenburg berlin (oabb) as one of Brandenburg's cluster initiatives is a network of companies, service providers and research and development institutions in the field of ophthalmic optics and ophthalmic medicine. Spatial centre of the oabb network is the city of Rathenow – the historical traditional core of the Berlin-Brandenburg optic industries.

In 2011 oabb had more than 60 members, the majority of which are producing companies from the ophthalmic industry, handicraft enterprises and opticians. Other cluster members represent research institutions, universities and actors from the public (local and regional) administration. While its forerunners exist since 1999, the present optic alliance brandenburg berlin - oabb was founded in 2007. Objectives of oabb are to enhance innovation in products and processes, to develop new markets and to promote the sector. Another crucial and so far successfully achieved aim of the oabb management is internationalization, exploring relationships especially with Eastern Europe suppliers and customers and establishing of own foreign representation offices.

Main competence fields of the oabb membercompanies lie in the fields of

- Lenses and special lenses
- Vision aids
- Spectacle Frames
- Construction of ophthalmic optical devices
- Workshop equipment
- Interior fittings for showrooms

In order to enhance innovation and improve the cluster's competences the cluster management continuously develops a so called "roadmap", a document plotting out the overall innovation strategy of the cluster. As a part of that strategy the optic alliance brandenburg berlin cooperates intensely with five regional universities, two non-university R&D institutions and other actors like guilds, chambers, public stakeholders and service centres.



C-Plus is aided by the European Regional Development Fund in the framework of the Central-Europe programme and co-financed by the Brandenburg Ministry of Economics and European Affairs.



INTERREG_B
ZUSAMMENARBEIT. GRENZENLOS.