

2020/21

Cluster Excellence Management Training



EUROPEAN
FOUNDATION
for **CLUSTER
EXCELLENCE**

Fundació Clusters i Competitivitat



European
Cluster Excellence
Initiative



EUROPEAN
FOUNDATION
for **CLUSTER
EXCELLENCE**

Fundació Clusters i Competitivitat



European
Cluster Excellence
Initiative

Programmes of Cluster Excellence Management Training 2020/21

In addition to its flagship programme of Train-the-Trainers, the European Foundation for Cluster Excellence offers two complementary programmes of study for economic development professionals and cluster management practitioners. The new programmes, **The Essence of Cluster Excellence Management** and **Gold Cluster Excellence Manager** focus on value chain development and cluster management excellence and are based on the syllabus and methodology developed through European Cluster Excellence Initiative (ECEI) with significant support and encouragement from the European Commission.

The Foundation's training programmes are built on practical experiences taken from its European partners' in promoting local competitiveness through better value chain development and cluster management. Our training programmes make use of a broad spectrum of learning methods, modules and structures, all carefully selected and put together to work around your busy schedule and other commitments. Whether it is face-to-face learning at the Foundation's HQ located in the centre of beautiful Barcelona, through our web-streamed environment, online one-to-one interaction with our tutors or a combination of different approaches, our programmes are all designed to place you at the centre of a learning environment that is stimulating, engaging and effective.

The sessions are based on case method teaching with significant interaction from the participants who contribute to the discussions with their own knowledge and experience. The cases are selected based on their direct relevance to regional competitiveness and clusters, and have been taken from learning centres of excellence such as Harvard, IESE and INSEAD business schools. Cases also include those particularly developed for the European Cluster Excellence Initiative.

The sessions are delivered by members of our faculty who are

recognized authorities from across Europe and beyond.

Their details can be found on our website at

www.clusterexcellence.org




"The training programme of the Foundation, specially the field project, gave us the tools we needed. Together with our local expertise, that makes a powerful setting to concretely support local companies".

Ekin Taskin, Managing Partner at TABU Solutions, Turkey

The Essence of Cluster Excellence Management

This programme is designed as an entry point for economic development and business support professionals. It comprises a core of five integrated modules, which forms the foundation on which practical skills and knowledge required to support and develop clusters can be built upon. The programme continues with optional electives to customise the training.

THE CORE PROGRAMME

The structure of the core programme is designed to provide an opportunity to gain insight into the practical application of the strategic tools that are introduced during the classroom sessions.

Core of Content		Knowledge Area	Concepts and/or techniques
	Module 1	Cluster Economics	Location theory, Industrial Districts, Clusters, Innovation Systems
	Module 2	Cluster Initiative Screening	Statistical Cluster Mapping, Cluster Initiative Selection (Industry Analysis and Segmentation, Value Chain and System)
	Module 3	Industry Analysis and Segmentation	Industry Analysis (5 Forces), Strategic Segmentation
	Module 4	Value Chain Analysis	Value Chain, Local Value System, Global Value System
	Module 5	Benchmarking and Internationalization of SMEs	Advanced Buyer Purchase Criteria, Key Success Factors, Value Chain Activity Benchmarking

The two in-class weeks of the programme are separated with a period of three weeks where participants return to their home.



Between the parts 1 and 2 you will begin work on a project, applying the tools you have learnt to develop a simulated breakthrough strategy relevant to your regional economy and industries. The Foundations' tutors will be at hand, through on-line interactive sessions, to support you will present the results at the beginning of the part 2 in Barcelona.

WK 1	Wk 2 – Wk 4	Wk 5
Part 1 1 st week in-class training	Return to own regions To work with a local cluster	Part 2 2 nd week in-class training

Who should attend:

Economic development professional with some practical experience and interest in cluster development policies or those who would like to build a strong foundation in theory and practice of professional cluster management.

Entry Requirements

The programme is open to economic development professionals with some practical experience and interest in cluster development policies and practices.

Although no formal qualification are required, you are expected to have a:

- Strong background in Management or Economics
- Advanced command of English language
- Good knowledge of the local economic environment

Duration: 4 days + 4 days over 5 weeks.

Faculty: The programme will be delivered by members of the Foundation's faculty who are recognised authorities on the topic and whose details can be found on our website www.clusterexcellence.org/what-we-do-the-faculty/

Language: English. Requests for delivery of the programme in another European language could be negotiated.

Venue: The Foundation's HQ located in the centre of Barcelona. Request for alternative venues could be negotiated.

Program Fee Guide

The fee for individual participation in the core programme is €4,900 which covers the tuition, reading and classroom materials.

The cost of social activities, break-time refreshments and lunch are not included. Accommodation is not included in the programme fee. If requested we would provide the potential participants with a list of hotels in the vicinity.

Start Dates: Programmes are run twice a year*. The forthcoming programmes are:

- **Autumn programme:** Variable start dates (October – December) depending on demand - please check.
- **Spring programme:** Variable start dates (April – June) depending on demand - please check.

*These dates are currently provisional and subject to variation based on demand.

Note: the course is limited to a max of 25 participants. If the number of registered participants does not reach a minimum of 12 by two weeks before the planned start date, the Foundation reserves the right to postpone and reschedule or combine courses later into the year.

Optional Electives

A selection of elective modules is available. Each reinforces in a practical way the key concepts and principles from the foundation modules. Each module can be taken separately.

Who Should Attend

Economic development professionals with some practical experience and interest in cluster development policies and practice who have completed the programme **The Essence of Cluster Excellence Management**.

"Our country has received a lot of money to support clusters but nothing efficient enough to last. During the training we learnt how we, as the public sector, can dialogue with companies in a local environment in order to understand their problems and challenges and help them increase their competitiveness".



Zorica Maric,
Serbian Ministry of
Economy

Entry Requirements: Completion of the course The Essence of Cluster Excellence Management.

Duration: 2.5 days per module.

Faculty: The programme will be delivered by members of the Foundation's faculty whose details can be found on our website www.clusterexcellence.org/who-we-are-the-faculty/

Venue: The Foundation's HQ located in the centre of Barcelona. Request for alternative venues could be negotiated.

Programme Fee: Individual participation in each of the elective modules is €1,950 which covers tuition, reading and classroom materials. Reduced rates are available for those taking more than one elective module. Costs of social activities, break-time refreshments, lunch and accommodation are not included. Further information can be provided upon request.

Start Dates: The sessions will be run on a demand basis.



Optional Electives

	Knowledge Areas	Concepts and/or techniques
Module 6	Change Management	Individual Behavioural Change, Group Change, Communication Strategies, Presentation Skills, Creativity and Traditional Industries
Module 7	Cluster Organization Management	Organizational structures, Non-profit Organizational Management, Pattern Identification, Governance Models
Module 8	Project Management for Clusters	Project Planning, Project Monitoring, Project Evaluation, Resource Efficiency in Clusters, Key Enabling Technologies
Module 9	Continuous Policy Input	Policy Review, Diamond Analysis, National and Supranational Competitive Framework
Module 10	Cluster Policy Evaluation	Cluster Management Evaluation, Cluster Policy Monitoring, Impact Analysis
Module 11	Innovation Management & Assessment (with IMP ³ rove Academy)	Innovation Strategy, Innovation Organization and Culture, Innovation Life-cycle Management, Innovation Enabling Factors

Note:

Each module is limited to a maximum of 20 participants. If the number of registered participants does not reach a minimum of 12 by two week before the planned start date, the Foundation reserves the right to postpone and reschedule the course or combine with another course later in the year.

Gold Cluster Excellence Manager

This programme is designed for economic development and business support professionals who are responsible for the management of clusters or those who would like to enter this exciting and rewarding profession. It combines classroom-based sessions with the delivery of a practical competitiveness reinforcement initiative in a cluster (that of a field project) over a seven-month period.

The training comprises a core of five integrated modules, which form the foundation on which practical skills and the knowledge required to support and develop clusters, can be built upon. The core is then followed by a choice of three elective modules to ensure participants take away skills and knowledge directly relevant to their day-to-day activities and responsibilities as a cluster manager. The practical field project runs in parallel with the in-class sessions.

Details of the modules are the same as the ones outlined in the Essence of Cluster Excellence Management programme.

In Class Training

The course curriculum for Gold Cluster Excellence Manager is based on materials developed by the ECEI and is taught by many of the professors who developed it. The programme includes 8 learning modules organized around 5 weeks of in-class training sessions spread across the 7-month training period. The curriculum aims to develop expertise in key areas ranging from Cluster Economics, Industry Analysis & Segmentation and Value Chain Analysis to Cluster Policy Evaluation.

Certification

After full participation in the classroom-based training sessions and successful completion of their field project, the participants will qualify as Gold Cluster Excellence Managers. The candidates will be evaluated individually, however in order to qualify for their certificate they will need to complete their field project in teams of up to 3 people.

Participants are required to carry out a practical field project in a real sector/industry of their region. This will be based on the theory modules leading to the design of a common competitiveness and innovation roadmap that will develop into the formulation of a strategic plan (per region or per cluster). The field projects will be closely monitored and guided by the Foundation's tutors (Assistant Professors).



The tasks and workload for the field projects are designed for execution in teams. The recommended time dedication required is around 1.8 full-time equivalent (FTE) hours over the duration of the project. This cannot be effectively achieved per individual person, therefore we urge participants to form teams of up to 3 in order to carry out the field project. In some cases teams of 2 are acceptable, provided they can still dedicate the recommended allotment of time in the delivery of the project. Naturally, the time commitment required per individual participant would be significantly higher.

Who should attend:

This programme is aimed at economic development professionals with practical experience in cluster development policies and practice, and who would like to formalize their knowledge and previous experience.



Programme Calendar

- Wk 1: 1st Week In-Class Training
- Wk 5: Last Day for Field Project Kick Offs
- Wk 6: 2nd Week In-Class Training
- Wk 10: Last Day for Field Project Phase I
- Wk 14: 3rd Week In-Class Training
- Wk 18: Last Day for Field Projects Phase II
- Wk 23: 4th Week In-Class Training
- Wk 23: 5th Week In-Class Training
- Wk 29: Last Day for Field Project Completion
- Wk 30: 6th Week In-Class Training

Material Resources for Participating Teams

Event Organization: Each participating team will require the collaboration of their developing institution in hosting at least 3 to 4 cluster wide meetings and around 9 workshops during each of the field projects.

Local Travel and Fieldwork: Teams should have their own means to conduct field interviews locally (30 to 50 in depth per field project).

Reference Study Visit: The sponsoring institution should cover the cost of at least one international trip to visit advanced buyers or other reference clusters needed for the field project (approx. 1 week).

Office and Administrative Facilities: The sponsoring institution should provide workspace for their local teams (ideally all together), laptop and mobile Internet for the teams.

Entry Requirements: This programme is aimed at economic development professionals with practical experience and interest in cluster development policies and practice.

Although no formal qualification are required, participants are expected to have a:

- Strong background in Management or Economics, an MBA would be ideal
- Two years of experience working with clusters
- Advanced command of English language
- Good knowledge of the local economic environment

Duration: 30 weeks, including 6 in-class training weeks over this period.

Faculty: The programme will be delivered by members of the Foundation's faculty who are recognized authorities on the topic and whose details can be found on our website at www.clusterexcellence.org/what-we-do-the-faculty/

Language: English. Requests for delivery of the programme in another European language could be negotiated.

Venue: The Foundation's HQ located in the centre of Barcelona. Request for alternative venues could be negotiated.

Programme Fee Guide: The final fee per each participating team (of up to three people) will depend on the requirements of the participants such as the alternative venue, or language.

Based on the standard programme we recommend allocating a budget in the region of €22,500 per participating three person team. The fee covers the tuition, reading and classroom materials.



The cost of social activities, break-time refreshments and lunch are not included. Further information can be provided upon request. Accommodation is not included in the programme fee. If requested we would

provide the potential participants with a list of hotels in the vicinity.

Start Dates: Variable start dates depending on demand - please check .

Note: The course is limited to a maximum of 15 participating teams. If the number of registered participants does not reach a minimum of 10 teams by two weeks before the planned start date, the Foundation reserves the right to postpone and reschedule the course or combine with a course later in the year.



Online registration is open for all courses

Further information regarding any course or questions can be obtained by visiting our website at

www.clusterexcellence.org
or by sending an email to
info@clusterexcellence.org