

WHAT	Who	When	WHAT	Who
Cluster Policy & Cluster Portfolio Analysis	<p>SPRI (Implementing Agency), Basque DDEI (Managing Authority).</p> <p>Last Revision in 2013-14 further Aligning Cluster Policy to RIS3 & Horizon 2020. Based on International Benchmarking, resulted on a Cluster Portfolio Analysis (GRID of clusters) according to:</p> <ul style="list-style-type: none"> ✓ The Cluster's Dynamism ✓ The Cluster Association's Maturity  <p>ORKESTRA Basque Institute of Competitiveness</p> <p>Several Reports:</p> <ul style="list-style-type: none"> "Cluster Associations In the Basque Country: Performance & Challenges" "Evaluation of Cluster Policies: The Case of the Basque Country" "El Enfoque Participativo en la Evaluación de Políticas de Impulso a la Colaboración." <p>Some important findings:</p> <ul style="list-style-type: none"> The companies member of the cluster organization present higher performance that those outside, regardless of size & activity (But: Attribution Problem) There is a challenge of further participation of smaller companies and those belonging to complementary parts of the VC. 	<p>Formal Revisions in 2000, 2008 & 2013</p> <p>2009</p> <p>2010</p> <p>2013</p>	<p>SPRI (Implementing Agency), engaging Cluster Liaison Officers + Basque Gov. DDEI (Managing Authority) in Commission.</p> <p>Cluster Association's Action Plan, Including Strategic Plan, Budget, Staff, Composition, Participation, Relevance is assessed every year.</p> <p>Grant is awarded according to Objective parametres:</p> <p>Eligibility Criteria: (at Least):</p> <ul style="list-style-type: none"> Critical Mass Turnover > 1% Basque GDP SMEs Composition > 60% VC of a market or segment Territory Scope (Basque Country) Strategic Areas (Strategy, Technology R&D+i, & Internationalisation) <p>Action Prioritisation</p> <ul style="list-style-type: none"> Action Alignment to the Strategic Plan Funding Adequacy & Sustainability Participation Cluster's Resource allocation <p>Funding Level (at Least):</p> <ul style="list-style-type: none"> Number of Members (fee paying members, SMEs) Membership Fees' income Financial contribution to Actions by Member Participants % Share of Exports of the Member Companies over Turn-over Number of Jobs of Member Companies 	<p>SPRI (Implementing Agency), engaging Cluster Liaison Officers + Basque Gov. DDEI (Managing Authority) in Commission.</p>
	When	<ul style="list-style-type: none"> Ex-Ante: 1st Quarter of the Year Ex-Post: 1st Quarter Following Year (Execution) 		When

"The Voice of the User"

"The Voice of the User" Structure Detail.

Part 2. Assessing Cluster Role & Cooperation Areas Relevance to Improve my Company's Competitiveness.

Indicate the Relevance for my company's competitiveness of cooperating with other companies in each of the Areas indicated below. Using the following scale:

- 1 = LOW or not relevant for my Company's competitiveness
- 2 = POTENTIAL might be important in the future
- 3 = HIGH Relevance and it is urgent that we cooperate with other companies in this area to improve our competitiveness

I also indicate, my Perception on the current role that the Cluster Association plays and the role that I consider ideal, in each of the areas, according to the following scale:

- 1 = DOES NOT INTERFERE: No intervention of the Association or not necessary
- 2 = SECRETARIAT: Occasionally supports/accompanies the companies leading the project
- 3 = FACILITATOR: The Association channels the proposals, facilitates the communication and participation of the companies and agrees.
- 4 = LEADER: The Association takes the initiative, pulls and is key to promote the project.

Cooperation Area	Current Role of Cluster Association	Ideal Role of Cluster Association
1. Technology Watch and Competitive Intelligence	1	3
2. Access to new clients and international markets	1	3
3. Developing the Supply Chain (procurement, production, assembly / installation, distribution & logistics)	1	3
4. Joint Procurement and Buying Centres	1	3
5. Joint Market Solutions/Branding/Marketing, Tendering Consortia...	1	3
6. Research & Development for new processes and products	1	3
7. Sustainability of products and processes (energy efficiency, environmental impact, etc.)	1	3
8. Development and implementation of standards, certifications, regulations	1	3
9. Promote the visibility and knowledge of the cluster towards the outside	1	3
10. Promoting Networking and Interaction for Cluster Members	1	3
11. Attracting talent, developing human resources and specialized training	1	3
12. Attracting investments and specialized financing	1	3
13. Innovation in Marketing, Management and Organisation, Improving Strategy of my Company	1	3

Cooperation Area Relevance

CMO Role:
- Current
- Desired

Cooperation Areas

- 2017: An Evaluation Pilot Project in the Basque Country
- Based on a survey with Cluster Associations' Member companies.
- Designed & Agreed with participating Cluster Associations
- Asking Member Companies about:
 - Their Perception on Current services & added value delivered by the associations
 - Their own Expectations & Interests regarding cluster associations' further services & activities.
 - Overall Policy impact on their own competitiveness.

Goal: to deploy a systematic and internationally comparative evaluation and benchmarking tool, an open source process fed by different inputs like CLUSTERS3 Project and participation in TCI-Network Evaluation Working Group.

"The Voice of the User" Survey Data Exploitation

Cooperation Area	Relevance for My Company	TOTAL Current Role of Cluster Association	TOTAL Ideal Role of Cluster Association	ASSOC. 1 Current Role of Cluster Assoc.	ASSOC. 1 Ideal Role of Cluster Assoc.
1. Technology Watch & Competitive Intelligence (Technologies, Processes, Products, Services & Markets)	1= Low	9	9	3	9
	1= No Intervention	2	2	2	2
	2= Secretary	4	4	1	4
	3= Facilitator	2	2	1	2
	4= Leader	1	1	1	1
2= Potential	26	26	14	24	
2. Access to new clients and international markets	1= No Intervention	1	1	1	1
	2= Secretary	4	4	1	4
	3= Facilitator	20	20	9	19
	4= Leader	6	6	2	6
	3= High	60	60	19	59
3. Developing the Supply Chain (procurement, production, assembly / installation, distribution & logistics)	1= No Intervention	4	4	2	4
	2= Secretary	7	7	3	7
	3= Facilitator	24	24	9	24
	4= Leader	15	15	5	15
	Empty total answers	14	14	14	14

Example: Cooperation Area 1. Same analysis for all 13 areas

56% rank this Area "HIGHLY" relevant and considers that Cluster Associations should adopt a more Active role. 36% that rank this area "POTENTIALLY" relevant considers that Cluster Associations should adopt a more Active role (Facilitator or Leader).

The % that attributes "HIGH" or "POTENTIAL" relevance to this Area is similar to the sample as a whole. In both cases they think that the Association should take a More Active role than the current one.

24%	30%	27%	38%
30%	33%	28%	35%
34%	34%	33%	33%

Challenges

- Engaging Key Stakeholders (Subjects of M&E and Mgmt)
- Data Quality & Accuracy
- Data Comparability at Local & International Level for Increased & Shared Benchmarking & Learning

Success Factors

- Constructive Dialogue with Evaluated Actors (WG)
- Building Together a Harmonised M&E Model/System
- Communicating, Discussing & Acting from Findings & Kn
- Sharing Internationally for Benchmarking & further Learning (TCI-Network, CLUSTERS3 Partnership...)

How do you use the result from the evaluation?

- To Better Know the Relevance, Potential Impact & Sustainability of the Cluster
- To Redefine Cluster Boundaries & Facilitate Convergence Movements
- To Allocate Funding in an Objective & Responsible Manner