

Enterprise and Industry

Lisbeth BAHL POULSEN

SMEs: Clusters and Emerging
Industries unit

Strategic collaboration: Key Success Factors

Stakeholder workshop: "Stimulating Emerging
Industries through a Large-Scale Demonstrator
Approach"

Brussels, 12-13.02.2014

Large-Scale Demonstrator ... tweet

#large-scale demonstrator: real life
test of novel solutions to actual
'problem' driven by *strong partnership*
and strategic use of resources

Strategic collaboration ... is NOT

- ⊘ Just always cooperating with the same known partners irrespective of the issue to be addressed
- ⊘ partners doing their own thing in parallel or isolation & just exchanging good practice
- ⊘ "the more the merrier", i.e. there hasn't got to be a role for everyone

Strategic collaboration ... is

- ✓ mobilising competences & expertise that add value for partnerships to achieve success, i.e. seeing the bigger picture and changing mind-sets
- ✓ sharing a goal or vision and working together towards common objectives
- ✓ building bridges & establishing trust, taking ownership & providing leadership, assuming responsibility and being open to external input



Strategic collaboration ... in other contexts

European Strategic Cluster Partnerships in support of SME internationalisation in third markets

- develop long-term strategic cooperation for mutual benefit
- reach across sectoral boundaries and along value chains

leading to pan-European cluster consortia with joint strategic vision and common goals



European Strategic Cluster Partnerships

1st generation

- 6 **European Cluster Consortia** developing joint internationalisation strategies – 2011
- 13 **pre-existing partnerships** labelled as European Strategic Cluster Partnerships – 2012

<http://www.clustercollaboration.eu/>

Cluster partnership on New Materials and Processes focused on Clean Technologies

2000 SMEs
300 research centers
and universities

8 clusters, 7 EU countries
1 Governmental body
1 innovation agency

USA

JAPAN

BRAZIL

INDIA

WIINTECH

NEPIC

DGCIS

Oseo

PST

Fribourg

Plastipolis

Proplast

Chemie Cluster Bayern

Clusterland

Veneto Nanotech

Poolnet

Plastival



COSME: Cluster Internationalisation programme for SMEs

2nd generation - "*Cluster Go International*" 2014-2020

- A pillar tailored to support the establishment of new European Strategic Cluster Partnerships
 - => Joint strategy and roadmap for implementation
(Preparatory actions)
- A pillar aimed at supporting the further development of the European Strategic Cluster Partnerships
 - => Cooperation building with international partners
(Operational and follow-up actions)