

EUROPEAN CLUSTER CONFERENCE 2024

7-8 MAY 2024, BRUSSELS

#EUClusterConference

Metaclusters

**Building new or reshaping existing
value chains**

Metaclusters

Building new or reshaping existing value chains

Mercedes Delgado, Associate Professor of Strategy and Innovation, Copenhagen Business School

Thomas Röhr, Secretary General, European Automotive Cluster Network

Veerle De Graef, Program Manager, Flanders' FOOD; Established Office, SS4AF

Erasmia Dupenloup, Chairwoman, Silicon Europe Alliance; CEO, MINALOGIC

Silvia de los Santos Trigo, Aerospace and Production Technical Officer, Corporación Tecnológica de Andalucía

Carolina Garces, Clusters of Sweden (Moderator)

European Automotive Cluster Network EACN

Thomas Röhr
sg@eacn-initiative.eu

#EUClusterConference



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OUR VISION

*EACN will be a
cohesive network for all European automotive clusters,
it will create value for members
through cooperation, best practice, insight, and exploiting synergies
that make clusters more resilient and drive European competitiveness*

European Automotive Cluster Network

- Created in its current form in 2021
- Organised as an association
- 31 European clusters from 15 countries representing
 - > 5.500 members/participating organisations
 - > 3.000 SMEs
- Two membership statuses
 - Full members
 - Associated members



Our objectives

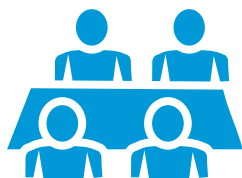
- ▶ **Reinforce relations** between cluster managers and cluster staff from different EACN clusters
- ▶ **Create added value** for EACN clusters through high quality exchange of information and experiences
- ▶ Contribute to **promoting and improving cluster management** excellence
- ▶ **Represent** EACN clusters' point of view at European Commission and at European institutions

Our MISSION

Exchange knowledge and boost cooperation and synergies
between members to secure their long-term success



EACN Activities



Joint
Working Groups
& meetings



Information
exchange



Best practice
exchanges



Partner
search support



Support
to EU projects



Added-value of cluster cooperation

- ▲ Increase cluster excellence
 - Discussion groups, workshops, best practices, newsletter & information, ...
- ▲ Mutual support & joint actions
 - B2B & project partner search, events, joint projects & services, ...
- ▲ Representation of network's vision and insights in European panels, workshops, working groups, ...

But also: Representation and feedback from

- Participation in external working groups, congresses/events, ...
- Active lobbying



Join us & discuss with us
at the

EACN Booth

in the exhibition area

Thomas Röhr, sg@eacn-initiative.eu

The graphic represents the EACN booth for the European Cluster Conference 2024. At the top, it features a banner with 15 flags and the text "15 flags". Below this is a yellow banner with "EUROPEAN AUTOMOTIVE CLUSTER NETWORK" and the hashtag "#EUClusterConference". The main content area includes the EACN logo, a description of the network's mission, a list of member logos, a QR code, and a photo of a group of people. The bottom section features a large graphic with the text "EUROPEAN CLUSTER CONFERENCE 2024" and "7-8 MAY 2024, BRUSSELS".

15 flags

EUROPEAN AUTOMOTIVE CLUSTER NETWORK #EUClusterConference

EACN is an unparalleled cohesive network for European automotive clusters aiming at creating synergies, boosting cluster excellence, and better supporting the automotive industry's competitiveness. EACN members collaborate in joint events, in the development and offer of joint services, in the implementation of joint business development activities for their member companies, or in the collaborative application to calls co-funded by the European Union.

Through the exchange of knowledge and the boost of cooperation and synergies, EACN contributes to secure their long-term success.

www.eacn-initiative.eu
info@eacn-initiative.eu

EACN members

Our MISSION
Exchange knowledge and boost cooperation and synergies between members to secure their long-term success.

EUROPEAN CLUSTER CONFERENCE 2024
7-8 MAY 2024, BRUSSELS

Flanders' FOOD

Veerle De Graef

veerle.degraef@flandersfood.com

#EUClusterConference



EUROPEAN CLUSTER CONFERENCE 2024

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Flanders' FOOD - Spearhead cluster and innovation platform for the Flemish agri-food industry



- Established in 2005, spearhead cluster since 2018
- Member organisation: > 300 companies, 10 universities/RTOs
- **Mission:** to support the Flemish food industry, via research and innovation, in retaining and strengthening competitiveness on both local and foreign markets
- 3 Key words: **innovation, strategy, collaboration**

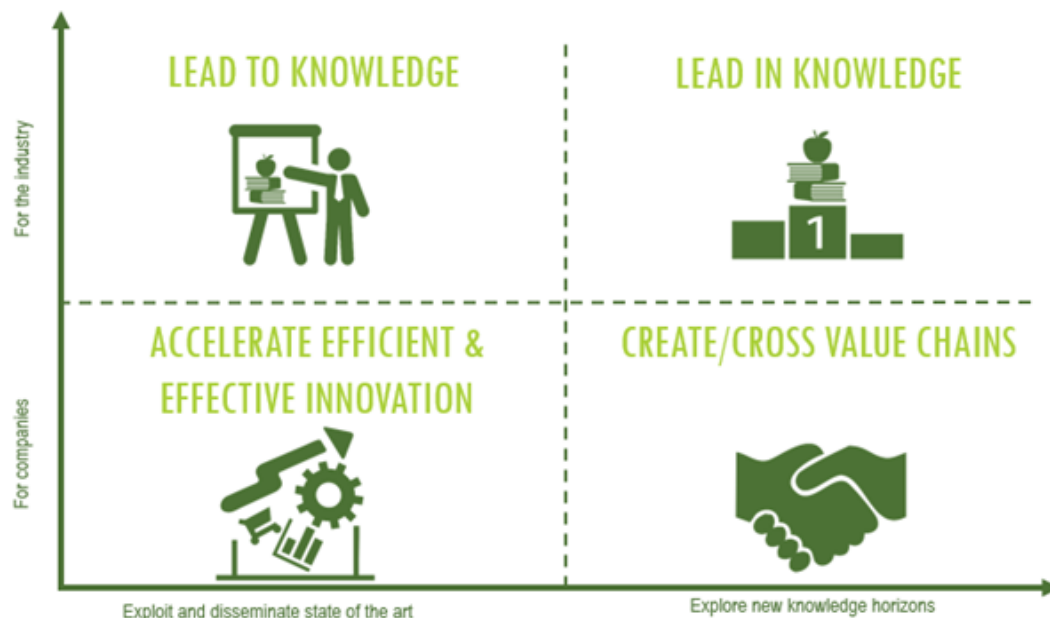


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7-8 MAY 2024, BRUSSELS

Flanders' FOOD - Spearhead cluster and innovation platform for the Flemish agri-food industry

➤ 4 Strategic domains



➤ 4 thematic programs



Resilient and sustainable
agifood systems



Personalised food and
healthy diets



New and shifting
resources



World class food
production

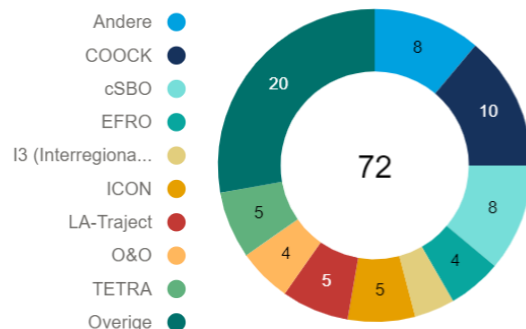
2023

Collaborations:

100+ Flanders

150+ European

Running projects:



4 Pilot Plants:

Food Pilot, FR&D Hall, Fermented Food Pilot Plant & VEG-i-TEC



Food Pilot: **110+**



Ask@: **150+**

Knowledge dissimination:



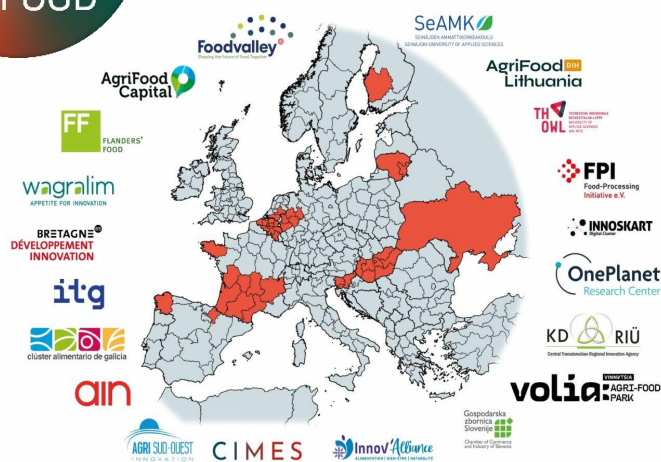
Events & Trainings: **45+**



2.000+

News letter readers

Cluster collaboration on EU scale



Food Packaging



- ✓ Connecting the innovation ecosystem
- ✓ Starting from shared challenges, develop and implement solutions to create impact
- ✓ Knowledge sharing and mutual strengthening
- ✓ Trust zone for collaboration



EUROPEAN CLUSTER CONFERENCE 2024

7-8 MAY 2024, BRUSSELS



Turning Challenges into Smart Solution

- 20+ Partners
- 40+ NUTS2 regions
- 100+ Solutions applied in SMEs
- 1 Ecosystem for Digital Innovation in Food Processing

FACILITATING a sustainable, resilient, and smart agri-food system in Europe
CONNECTING competences across sectors and regions
DEVELOPING and implementing solutions
SHARING knowledge and visions
FOSTERING green and digital transformation in food processing SMEs.

www.SS4AF.com






























METASTARS

#EUClusterConference



EUROPEAN CLUSTER CONFERENCE 2024

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Silvia de los Santos Trigo

Head of Aerospace & Production
Andalusian Technological Corporation



Industrial Engineer from the University of Seville and expert in Environmental Management.

Aerospace & Production Technical Officer of the Andalusian Technological Corporation since 2016. She has more than 19 years of experience in innovation, R & TD & I project management, technological entrepreneurship, knowledge and intellectual property management for the aerospace sector. She also works for the European Commission as expert in the evaluation of R&D projects in different programs, such as Horizon 2020 or Horizon Europe.

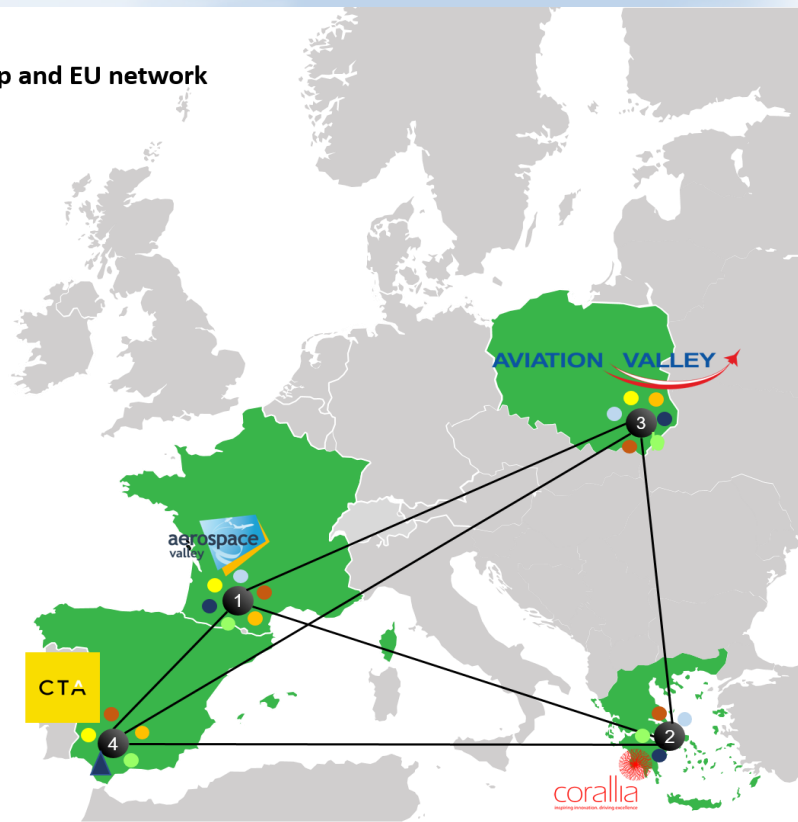
In 2008, she had the opportunity to participate in creation of the Advanced Center for Aerospace Technologies (CATEC), being since its inception, been Head of Knowledge Management and director of its technology transfer office. She has been working on a huge number of national and European projects in areas related to robotic, automation, transport, new production processes and aeronautic and space technologies.

For several years, she has been working in the promotion of the space sector in Andalusia. In 2024, she is coordinating the technical office of the Seville's Presidency of the Ariane Cities.

Consortium Partnership

Map of METASTARS partnership and EU network

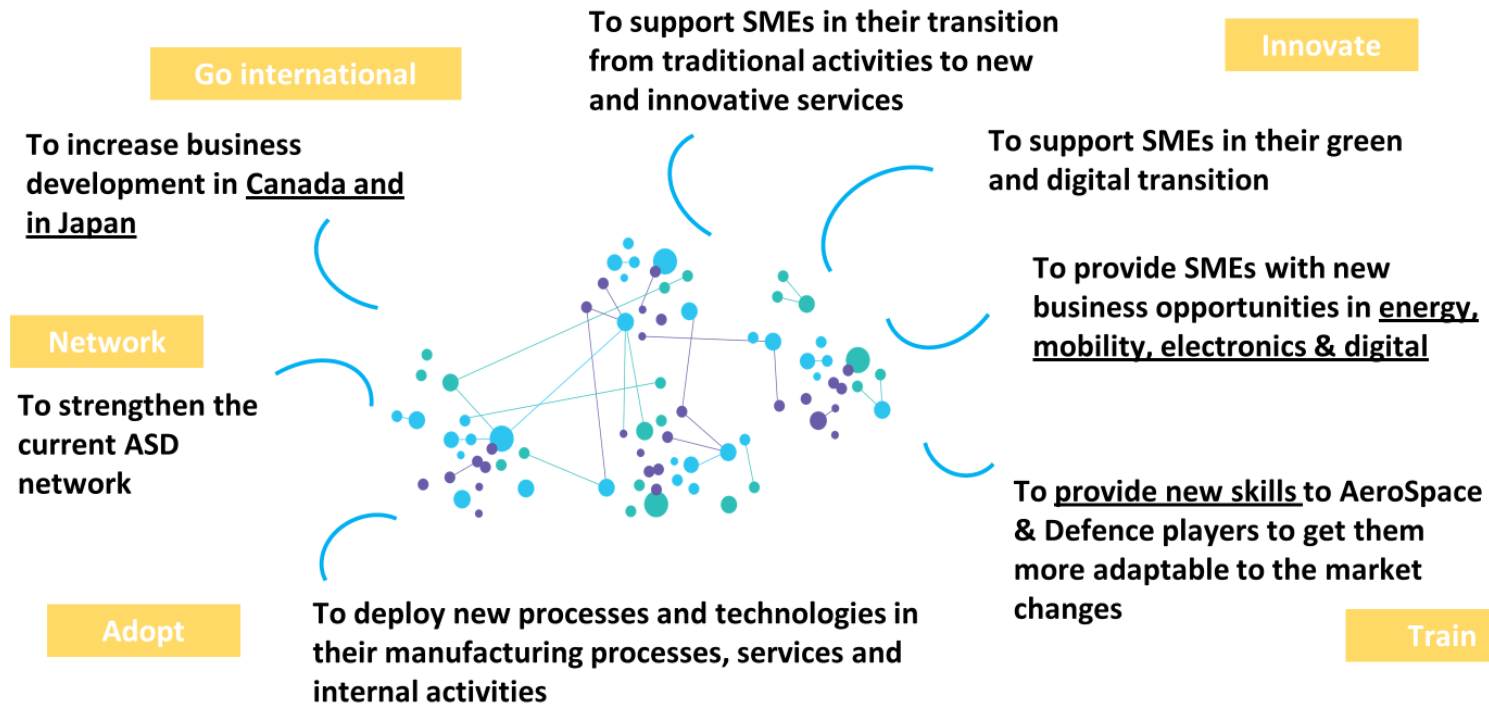
- Clusters localisation
- DIHs
- EACP
- EEN
- EIT
- ENDR
- ESA BIC
- ▲ ESA BIC Application



Associated partner



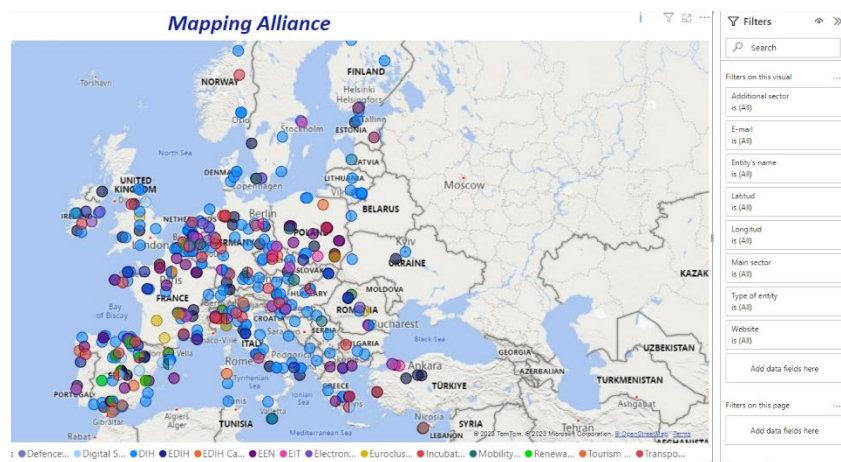
METASTARS' objectives



Network

METASTARS aims to establish collaborations to provide support to SMEs in the framework of the 5 objectives of the EUROCLUSTERS call. This task ensures the generation of links with relevant initiatives and networks identified and the sustainability of METASTARS' objectives.

Result achieved: First mapping of relevant stakeholders with 511 entities (EDIH, DIH, EIT, EEN, eurocluster, cluster, incubators, accelerators...)



Interactive mapping developed under [Microsoft Power BI](#)



This result will be the starting point to generate links with the important initiatives and networks identified in the catalogue.

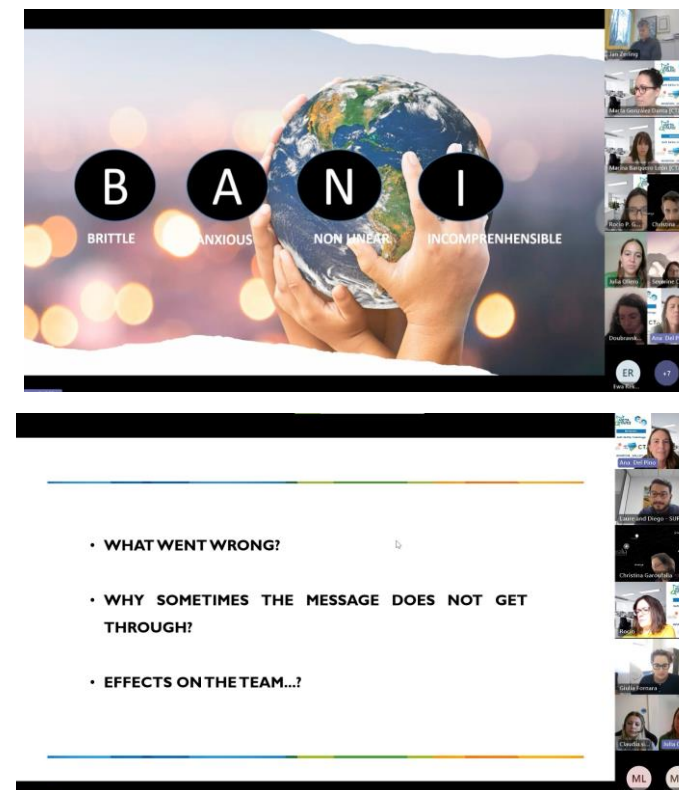


The next step will be to identify common interests between entities and METASTARS, to increase synergies and formalise collaborations with the signature of a MoU.

Train

Result achieved: Soft skills training for clusters on 3 topics
(Attracting talents from Europe and the rest of the world,
Effective communication and persuasion techniques,
Negotiation).

RESULTS	
N° of Different Clusters	33
KPI (N° of employees)	40
Number of employees	55



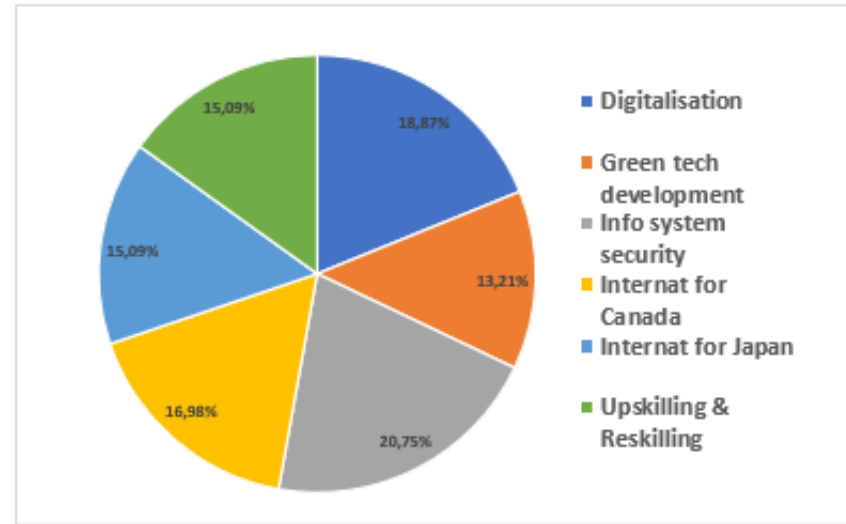
Innovate, Go international & Adopt

Innovation Services:

- Digitalisation
- Green Technology development
- Information system security
- Internationalisation for Canada
- Internationalisation for Japan
- Upskilling and Reskilling

Innovation Projects: to support projects from SMEs active in the Aeronautics, Space, Defence and ICT sectors for the development of value chains interlinkages in the EU Single Market.

- Low-Risk Innovation Projects
- High-Risk Innovation Projects



Call budget requested	2.706.000,00	Call budget granted	680.000,00€
Low-Risk budget requested	1.313.900,00€	Low-Risk budget granted	360.000,00€
High-Risk budget requested	1.392.100,00€	High-Risk budget granted	320.000,00€
No of projects granted	11	No of unique SMEs funded	17

Service type	No of services
Digitalisation	10
Green tech development	7
Info system security	11
Internat for Canada	9
Internat for Japan	8
Upskilling & Reskilling	8
TOTAL	53

Call for Innovation Services: **53 services** granted

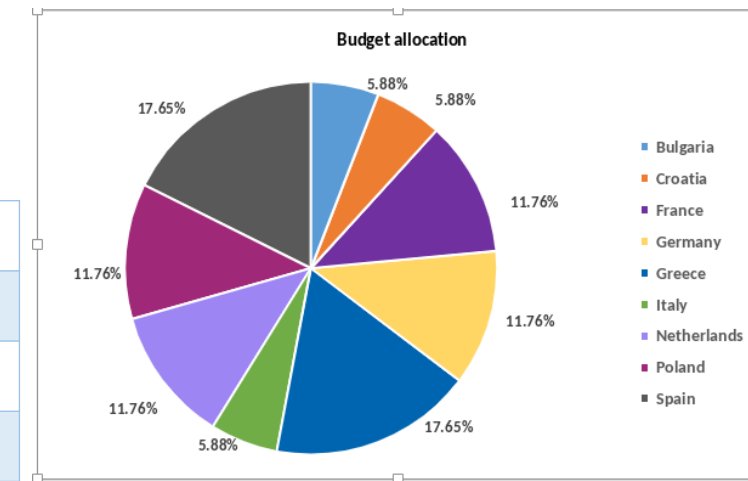


Figure 8. Budget allocation per country

5 innovative projects « high risk »

TRL 2-5

10 months duration

Accelerating Testing of an Air Breathing Electric Propulsion Satellite (ATAB) – Kreios Space & Pulsar Laboratories

Nano-AM In-Space green thruster (InSpaceAM) – AENIUM Engineering & Delta Orbit

Tamper-proof of Satellite Images (TAPSAT) – Bitrezus & Prisma Electronics

Air Plasma Engine Xperiment (APEX) – SYLPHAERO

Microsatellite-compatible Solar Array Rotary Actuator (microSARA) – Revolv Space

6 innovative projects « low risk »

TRL 5-7

12 months duration

DIGItization of the SURFace treatment line (DIGISURF) – Titania Ensayos y Proyectos Industriales

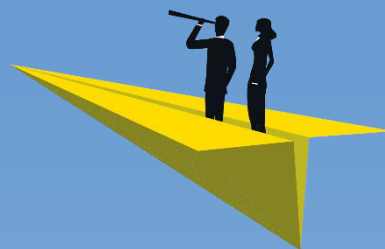
Collision Avoidance System Incorporating Visual Environment Recognition (ACS-VR) – Infinite Orbits & Ecosmic

IDEAMAP (Environmental monitoring drone device) – RESPIBIT & Geosense

Actuated CMC Air Inlet and Flap for Aerospace (ACAIF) – NABLA WAVE & Walter E.C. Pritzkow Spezialkeramik (WPS)

High temp testing equipment – Salloytech Aero Group

Development of REUSABLE SILICONE and POLIURETANE MASKING technology (Reusable masking) – Salloytech



Thank you

silvia.santos@cororaciontecnologica.com
<https://www.linkedin.com/in/silvia-de-los-santos/>

<https://www.dolinalotnicza.pl/en/metastars/>

What can the EU do to support clusters so that they stimulate investments in value chains across national borders?



PARALLEL SESSION 1: METACLUSTERS

-BUILDING NEW OR RESHAPING EXISTING VALUE CHAINS

MERCEDES DELGADO,
ASSOCIATE PROFESSOR OF STRATEGY
& INNOVATION AT COPENHAGEN
BUSINESS SCHOOL

TO UNDERSTAND
METACLUSTERS
YOU NEED TO
UNDERSTAND
COLLABORATION!

NEIGHBOURING
CLUSTERS
ACROSS NATIONAL
BORDERS...

...CAN FORM A
METACLUSTER!

... BUT THEY
COULD BE IN DIFFERENT
INDUSTRIES...

HEALTH!

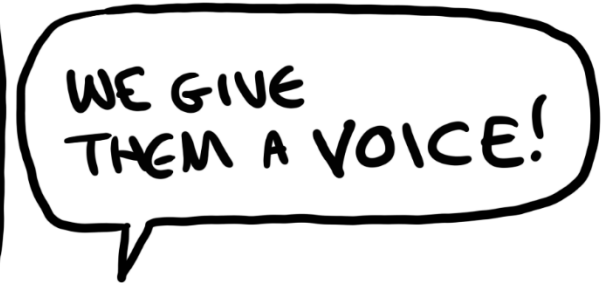
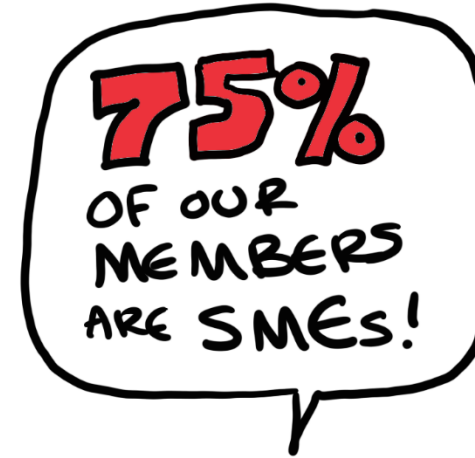
I.T.

PARALLEL SESSION 1: METACLUSTERS

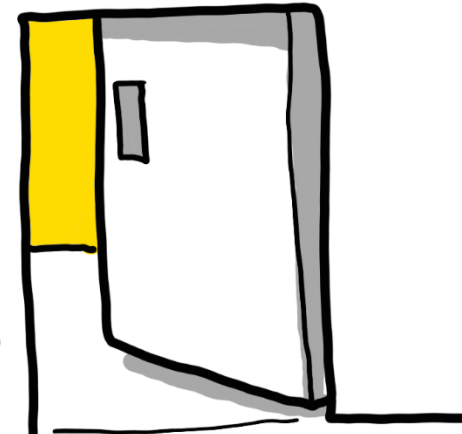
-BUILDING NEW OR RESHAPING EXISTING VALUE CHAINS



...BRINGS TOGETHER
12 CLUSTERS
ACROSS
EUROPE!



... AND
MATCH
MAKING
OPPORTUNITIES



ERASMIA DUPENLOUP,
CHAIRWOMAN, SILICON EUROPE
ALLIANCE, & CEO, MINALOGIC

PARALLEL SESSION 1: METACLUSTERS

-BUILDING NEW OR RESHAPING EXISTING VALUE CHAINS

THOMAS RÖHR,
SECRETARY GENERAL, EUROPEAN
AUTOMATIVE CLUSTER NETWORK

WE WANT TO
BE THE NETWORK
FOR AUTOMOTIVE
CLUSTERS IN EUROPE

WE SHARE
INFORMATION...

...FOR THE
CLUSTERS
TO SHARE
WITH THEIR
MEMBERS!

OUR ACTIVITIES...

- WORKING GROUPS & MEETINGS
- INFORMATION EXCHANGE
- BEST PRACTICE
- PARTNER SEARCH SUPPORT
- SUPPORT EU PROJECTS

ADDED VALUE
OF CLUSTER
COOPERATION!

31 EUROPEAN
CLUSTERS
...IN 15 COUNTRIES!

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PARALLEL SESSION 1: METACLUSTERS

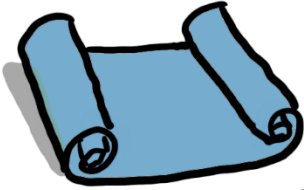
-BUILDING NEW OR RESHAPING EXISTING VALUE CHAINS

VEERLE DE GRAEF
PROGRAM MANAGER, FLANDERS'
FOOD, ESTABLISHED OFFICE SS4AF

3 KEY WORDS...



INNOVATION



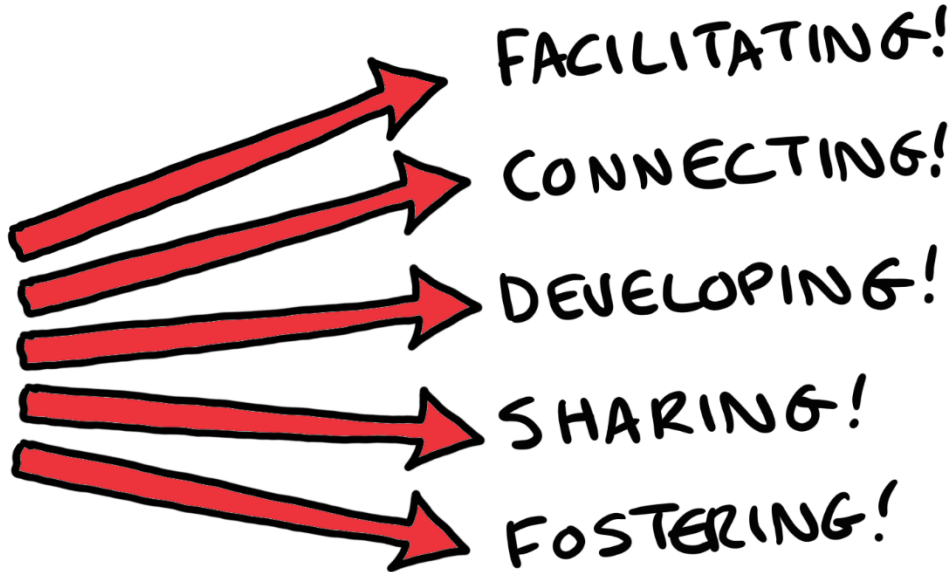
STRATEGY



COLLABORATION

WE HAVE...
100+ COLLABORATIONS
IN FLANDERS,
BUT **150+** IN EUROPE!

SMART
SENSORS
4 AGRI
FOOD!



EUROPEAN CLUSTER CONFERENCE 2024

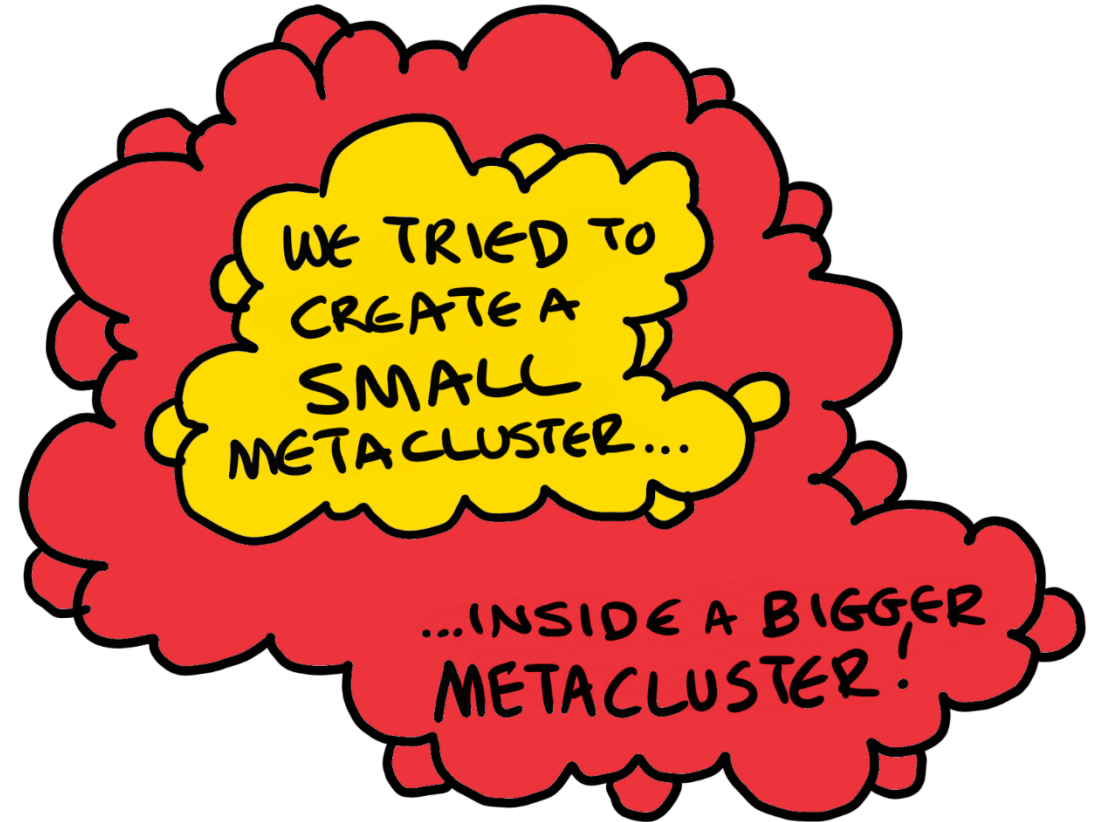
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PARALLEL SESSION 1: METACLUSTERS

-BUILDING NEW OR RESHAPING EXISTING VALUE CHAINS

SILVIA DE LOS SANTOS TRIGO,
AEROSPACE & PRODUCTION
TECHNICAL OFFICER, CORPORACIÓN
TECNOLÓGICA DE ANDELUCÍA



PARALLEL SESSION 1: METACLUSTERS

-BUILDING NEW OR RESHAPING EXISTING VALUE CHAINS

MODERATOR:
CAROLINA GARCES,
CLUSTERS OF SWEDEN

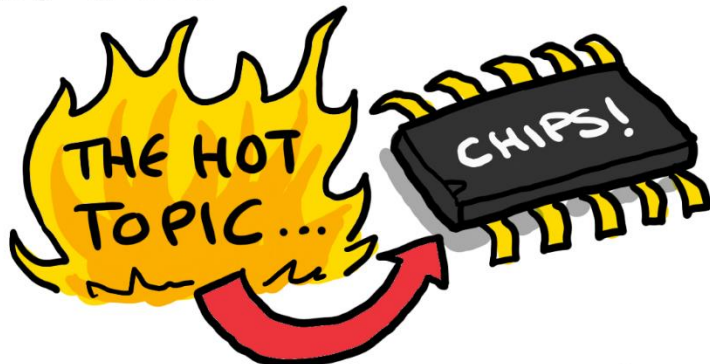
HOW CAN THE
EU COMPETE
WITH THE US
& ASIA?

COMPUTERS
& TELECOMS
CAN'T WORK
WITHOUT
METACLUSTERS!

IRELAND POLAND



SOFTWARE



GOAL: TO INCREASE
CHIP PRODUCTION
FROM **10** TO **20%**!



WE NEED
TO BECOME
STRONGER!

...BUT
DEFENCE
POLICY
IS LOCAL
TO EACH
COUNTRY!

METACLUSTERS
CAN SOLVE THIS ISSUE

WHAT ARE
THE MAIN
CHALLENGES?



PARTS COME
FROM ALL
OVER THE
WORLD!

...BUT
WE NEED
LOCAL
SOLUTIONS!

CLUSTERS
SUPPORT
THE SMEs!

PARALLEL SESSION 1: METACLUSTERS

-BUILDING NEW OR RESHAPING EXISTING VALUE CHAINS

WHAT ARE
THE MAIN
CHALLENGES?

A JOINT
ACTION
PLAN IS
IMPORTANT!

THE
GLOBAL
CLUSTER

MODERATOR:
CAROLINA GARCES,
CLUSTERS OF SWEDEN

THESE
THINGS
TAKE
TIME &
EFFORT!

WE BRING
ADDED
VALUE!

HAS

VERTICALS!

WE ARRANGE OPPORTUNITIES
TO MEET OUR MEMBERS
NEEDS!

THIS IS ALL
VOLUNTEER
WORK BY OUR
MEMBERS!

IT'S A TWO-WAY
PROCESS!

META-
CLUSTERS
MAKE
YOU MORE
RESILIENT!

IT HELPS
IF YOU LIKE
THE PEOPLE
YOU'RE WORKING WITH!

Creating shared value through clusters

Alberto Pezzi, Clusters Senior Manager, ACCIÓ

Elisabetta Bracci, Manager, Clust-ER Innovate

Ola Svedin, Cluster Manager, Swedish Mobile Heights

Mykyta Fisenko, Project Manager, "Molodvizh" Youth NGO and Coordinator of Youth Entrepreneurship Programs, European Youth Capital 2025

Lucia Seel, General Manager, Lucia Seel International Consulting GmbH (Moderator)

CREATING SHARED VALUE THROUGH CLUSTERS: SOME IDEAS FROM CATALONIA

Alberto Pezzi



Generalitat de Catalunya
Government of Catalonia

#EUClusterConference



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AN ONGOING DEBATE ABOUT THE ROLE OF BUSINESS IN THE SOCIETY



A NEW WAY OF LOOKING AT BUSINESS

ALL CONCEPTS ARE IMPORTANT BUT ARE NOT THE SAME..



WHY SHARED VALUE IS DIFFERENT?

BECAUSE IT IS A STRATEGIC OPTION FOR COMPANIES WISHING TO IMPLEMENT NEW BUSINESS MODELS TAKING ADVANTAGE OF THE FACT THAT SOCIAL ISSUES HAVE A LOT TO DO WITH

Social and environmental factors are key for firm competitiveness

- educated, skilled and motivated human resources enhance productivity
- natural resources are limited
- a prosperous local community and a rich business environment are key for long-term competitiveness

Private sector has a great potential for solving social issues

- firms are the main creators of growth and prosperity
- for profit business models are more sustainable in the long term
- firm rivalry is one of the main sources of innovation

HOW IS SHARED VALUE CREATED?



Source: adapted from M.E. Porter and M. Kramer, HBR, 1-2, 2011

CLUSTERS AND SHARED VALUE: COMMONALITIES AND OPPORTUNITIES



Clusters creating shared value with localised approach

James Wilson, Research Director at Orkestra, the Basque Institute of Competitiveness, says there is a big opportunity for sharing value with a more localised approach involving smaller firms.

TCI Network's 20th anniversary publication in 2017 looked to the future of clusters and cluster policies. One of the central arguments was that cluster policy is likely to be increasingly seen as an inclusive tool that is capable of serving a wider policy agenda beyond economic competitiveness.

There is an opportunity for cluster policy to evolve to take on more of a social foundation, in line with the widening of the focus of economic development policy from purely economic considerations (productivity, GDP growth) to include social and environmental considerations (beyond GDP). Indeed, being based on territorially-rooted collaborative relationships, clusters are well positioned to contribute to developing responses to 'grand social challenges'. However, most practised approaches to cluster development leave little explicit space for working on the broader social impacts of clusters in their territories. The notion of creating shared value, introduced by Michael Porter and Mark Kramer a few years ago, offers an opportunity. It goes beyond approaches to corporate social responsibility by arguing that the strategy of the firm can become entwined with that of the territory where it operates, generating value that is shared by both. Until now, this concept has been applied mainly in the context of large multinationals, but there is growing interest among policy-makers and cluster practitioners to explore its relevance in more localised cluster dynamics among groups of smaller firms. Initiatives to explore the shared value of clusters are already underway in Catalonia and the Basque Country, and at Orkestra we are working on conceptual and empirical research to support these experiments. The key question we seek to respond to is 'how creating shared value can be leveraged as a cluster strategy, capable of bridging across SMEs and helping to root the socioeconomic impacts of clusters in their territories?'

Applying shared value to clusters

Alberto Pezzi, Treasurer & Member of the TCI Network Board of Directors, gives a taste of the theme he will be developing at the congress in Sofia.

The notion of Shared Value was introduced by Michael Porter and Mark Kramer in 2011 at the edge of the last economic crisis and in the middle of a strong debate towards the future of capitalism. According to the authors, shared value refers to 'policies and operating practices that enhance the business and the community at the same time'.



The conference presentation will also showcase a pilot initiative currently in progress in Catalonia.

Collective shared value creation as emergent strategy for cluster management organizations

Stephanie Francis Grimbart
Dato Business School, University of Deusto, San Sebastian, Spain
James R. Wilson
Orkestra - Basque Institute of Competitiveness, University of Deusto, San Sebastian, Spain
Xavier Amores Bravo
University of Girona, Girona, Spain, and
Alberto Pezzi
Agency for the Competitiveness of Business, Barcelona, Spain

Cluster management organizations

Received 21 July 2020
Revised 10 January 2021
Accepted 10 December 2021
Available 10 December 2021

Abstract Cluster management organizations (CMOs) have emerged over the past few decades as intermediaries that support the competitiveness of place-based clusters of economic activity. Despite their economic origins, practitioners are now starting to experiment with a broader use for cluster policy that seeks to leverage CMOs to tackle societal challenges in approaches aligned with the concept of creating shared value (CSV). However, there remains a need to conceptualize and ground the role of CMOs in this new paradigm. This paper presents an opportunity for cluster practitioners and policy-makers to account to which environmental and social sustainability are a theme of policy agendas.

Design/methodology/approach - Based on analysis of literature around collaborative approaches to CSV for mitigating transaction costs, the authors define the content of a new conceptual framework for the role that CMOs can play in fostering collective CSV. The authors illustrate how the different components of the framework are reflected in emerging cluster practices in the context of a new wave of European cluster-based projects including CSV elements.

Findings - The resulting framework reconciles the concepts of clusters and CSV by explicitly positioning CMOs as intermediaries for facilitating the CSV strategies of their members. CMOs enhance emergent change making that targets tangible and intangible collective CSV capabilities and addresses collective CSV challenges. Collective CSV can provide a theoretical anchor guiding future cluster policies to fully leverage the transformative potential of CMOs. This conceptual framework opens a promising empirical research agenda, particularly around evaluating the plurality of impact of CMOs.

Originality/value - By assessing the social impact of CMOs alongside their well-understood economic impacts, and by enabling a categorisation of functions that can support the monitoring of CMO activities toward collective CSV strategies, the framework provides a novel basis for inspiring further empirical research into the effectiveness of these roles.

Keywords Collective CSV; Cluster management organizations; Emergent strategy; Collective reputation

Paper type Conceptual paper

Stephanie Francis Grimbart acknowledges the financial support from the University of Deusto research training grant program. Stephanie Francis Grimbart and James R. Wilson acknowledge financial support from the Basque Government Department of Education, Language Policy and Culture ET-1429-23.

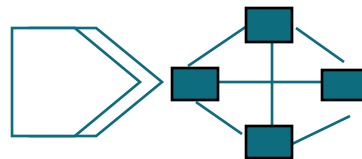


CLUSTERS

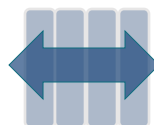
- Presence of different stakeholders with common strategic challenges



- Competitiveness levers: alignment of firms strategy and supportive business environment



- Opportunities from inter-cluster cooperation



SHARED VALUE

- Possible source of CSV mainly from:
 - Value chain optimization
 - Definition of new business model
 - Specific horizontal projects addressing societal challenges
- Change of mindset as a key element for CSV
- Possible initiatives to be led by community leaders
- Long term vision



KSF IN SHARED VALUE: BUILDING A CONSISTENT METHODOLOGY

F1: Presentation of the program and analysis of trends and problems in shared value of the sector

F2: Identification of sectoral challenges and opportunities for

F3: Identification of individual challenges and opportunities for improvement in VC in the sector

F4: Project closure and wrap-up

ALL CLUSTERS CAN CREATE SHARED VALUE

- Strategic analysis.
- Initial research of good practices and national and international

- Working session I: The generation of shared value in the bioenergy sector.
- 6-8 qualitative interviews with cluster agents.

- Working session II: B Corp movement and the use of the standard.
- Working session III: Governance and Clients area.

- Elaboration of final and executive report on the detected opportunities, international benchmark and the measurement and detection of improvements in social and environmental results.

Working session and presentation of project results with ACCIÓ, Board of Directors, partners, Cluster manager, ...
Internal improvement work

Results:
identification of challenges at firm and cluster level

Descripció del projecte

Creació d'una plataforma online per comprar, vendre o compartir recursos utilitzables per tercers: subproductes, perduts, no usats, etc.

Objectius

1. Millorar l'eficiència en l'ús dels recursos aprofitant les sinèrgies entre les empreses dels diferents clústers de Catalunya, i coordinant la oferta i la demanda de recursos re-utilitzables.
2. Aplicar de forma pràctica el concepte d'economia circular.
3. Crear marcs de col·laboració i aliances inter-clústers.
4. Unificar el discurs sobre reciclabilitat i sostenibilitat del sector

Risc social i/o ambiental adreçat

- Malbaratament de recursos
- Manca d'informació sobre la demanda i oferta de recursos utilitzables per tercers

Mètode del projecte

B) Desenvolupament de models de negoci competitius que integrin la dimensió social i la conservació dels ecosistemes.

Agents involucrats

- ACCIÓ
- Clústers de Catalunya
- Membres integrants de la cadena de valor productiva dels clústers
- Recicladors i recuperadors de recursos
- Consumidor final (o entitat medidora amb aquest agent)

Altres projectes identificats

- Iniciativa #21
- Iniciativa #38
- Iniciativa #40

Reptes estratègics del sector català del packaging

Sostenibilitat i Economia Circular

Optimització del cicle de vida de l'envàs

Nous models de negoci

Creació de Valor Compartit

Valor Social:

- Sensibilitzar a les empreses sobre el procés participatiu d'avançar conjuntament cap a una economia circular.

Valor Ambiental:

- Impulsar el teixit industrial català envers un model industrial més circular i basat en aliances i col·laboracions.
- Creació de sinèrgies per a la optimització de recursos i materials.
- Impuls per la gestió activa de recursos reutilitzables i reciclables per part de les empreses dels clústers

Valor Econòmic:

- Reducció de costos derivats de gestió de residus i/o compra d'inputs.
- Augment de la competitivitat.
- Enfortiment de la base industrial catalana.

PASSOS PREVIS

- Selecció dels clústers interessats, a través d'un procés de consulta.
- Reunions preparatòries amb els representants dels altres clústers de Catalunya interessats en participar.
- Mapeig preliminar de possibles inputs i outputs al llarg de les cadenes de valor dels clústers.

Reptes ODS adreçats



PACKAGING CLUSTER

ambit
LIVING SPACES CLUSTER

Modacc

EWP
Catalan Aviation Partnership

CEEC 10 anys
Clúster de l'Energia Eficient de Catalunya

Mav

INNOVI
Clúster Vitivinícola Català

in-move
Clúster de Mobilitat i Logística Multimodal by Hologic

LIGHT MOBILITY CLUSTER

FEMAC

CLÚSTER AUDIOVISUAL de Catalunya

CBC
Catalan Bioenergy Cluster

CataloniaBio & HealthTech
Connecting companies

Beauty Cluster

Foodservice CLUSTER

AN HOLISTIC APPROACH TO SHARED VALUE

AWARENESS RAISING

- 48 informative sessions
- 1.500 firms involved
- 1a ed. Cluster Day with over 200 participants
- 1 Guide to CSV
- 2 ed of national firm of the year award based on SV
-

METHODOLOGY DRIVEN TRAINING FOR FIRMS AND CLUSTERS

- 19 clusters analysed
- 100 “finishers”
- + 800 firms involved
- 141 SV opportunities identified

CSV IN PRACTICE

- 52 projects of SVC financed: 22 IRC (cluster level) and 30 NON (firm level)

STAFF TRAINING

- Over 40 professionals trained on SV and B-Corp methodology
- 17 CEO off-side training

PUBLIC RESOURCES DEDICATED TO CSV

- 2.036.000 € budget from the Government of Catalonia
 - 50% to cluster projects
 - 30% to firms' projects
 - 20% to training and structural activities

Source: ACCIÓ, all figures are cumulative and refer to the 2020-2023 period

AN HIDDEN CONCEPT DEEPLY ROOTED IN CLUSTER DEVELOPMENT



Re-use of water and
pollution reduction



Increase of firm
competitiveness through
supply chain re-
organization

New topics had been brought to the attention of cluster managers. One was the **Creating Shared Value (CSV) framework, which gave cluster leaders a tool to think about their impact on society beyond the direct benefits to individual firms. ACCIÓ provided training on CSV concepts**

WHAT'S NEXT?



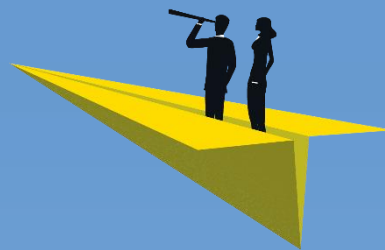
BUILDING RESILIENCE

Rec. # 13

Use clusters to identify and implement shared value initiatives to address societal challenges at a community level.



- **RAISING AWARENESS AMONG CLUSTERS AND FIRMS ON CREATING SHARED VALUES**
- **IDENTIFYING PROJECTS AND PROGRAMMES TO SHARE BEST PRACTICES AND METHODOLOGIES**
- **PROMOTE SHARED VALUE AT EUROPEAN LEVEL BY PRIORITISING PROJECTS AND INITIATIVES WITH SHARED VALUE COMPONENT**



THANKS!



apezzi@gencat.cat



x.com/albertopezzi



linkedin.com/albertopezzi

SHARING VALUE THROUGH INCLUSIVENESS & GENDER CLUSTERS AS VALUE MULTIPLIERS

Elisabetta Bracci
Manager Clust-ER Innovate Emilia-Romagna Region

#EUClusterConference



EUROPEAN CLUSTER CONFERENCE 2024

7-8 MAY 2024, BRUSSELS

The image is a horizontal collage of six vertical strips, each featuring a close-up portrait of a person's face. The individuals are diverse in age, gender, and ethnicity. The text "TO BE A MULTIPLIER" is centered across the middle of the collage in a white, sans-serif font. The background of each strip is a soft, out-of-focus portrait, with the eyes and nose being the most prominent features. The overall tone is positive and inclusive, emphasizing the concept of being a multiplier in a diverse environment.

TO BE A MULTIPLIER

Benefits for companies

- More profit and success
- Less absences due to sickness
- Increased well-being
- Reputation: positioning as an important actor for society
- Increased innovation by taking advantage of different perspectives
- Strengthened employer branding
- Retain and attract talents
- Be prepared for the EU's new legislation regarding a sustainable work environment

GDP is a poor way of assessing
the health of our
economies and we urgently
need to find a new measure

Stiglitz American economist
winner of the Nobel Prize in Economics in 2001.



The Global Gender Gap Index

It's an annual publication by the World Economic Forum

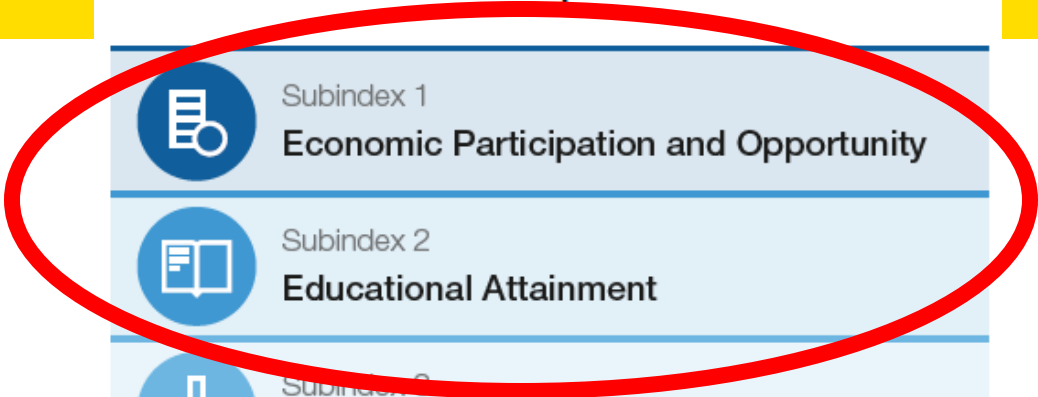
It's the longest-standing index tracking the progress of many Countries' efforts closing the gender gaps over time since its inception in 2006

Is a publication of the Wellbeing Research Centre at the University of Oxford, with several international partners. It reflects a worldwide demand for more attention to happiness and well-being as criteria for government policy

The World Happiness Report

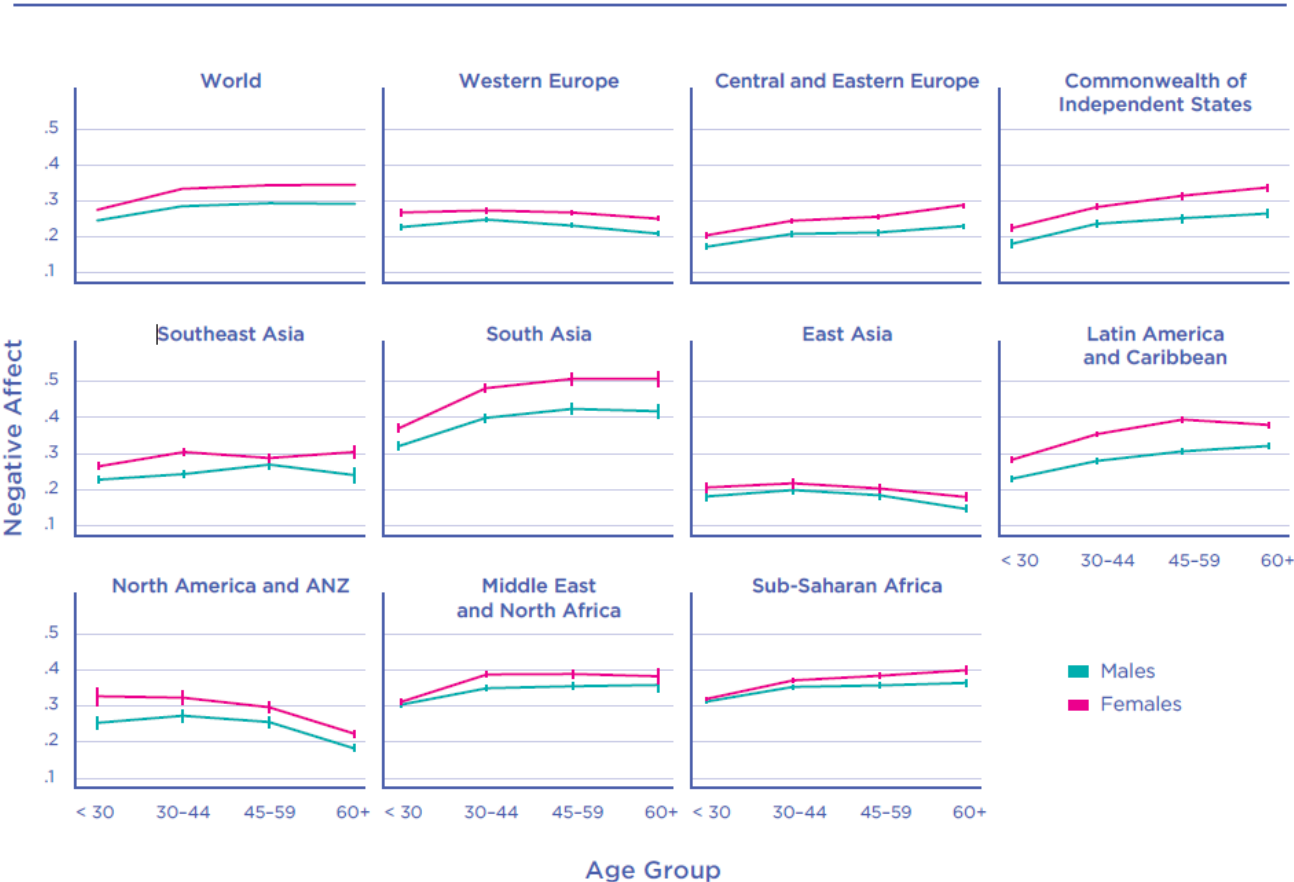
The Global Gender Gap Index

The Global Gender Gap Index Framework



The World Happiness Report 2023

Figure 2.7: Negative emotions by gender and age, 2021-2023



SHARE VALUE THROUGH INCLUSIVENESS AND GENDER AWARENESS IN ICT

ICT ATTRACTIVENESS

LONG TERM IMPACT

SCHOOL & CITIZENS

WOMEN UNDER 20

TWO WAY DIALOGUE

CAREER GUIDANCE

HAVE A DIRECT RELATIONSHIP WITH YOUNG TALENTS

- Local and national projects (e.g., Ragazze Digitali, YOUZ)
- Projects with Universities (e.g., UniFe)
- Hackathons
- Role modeling & mentorship

STAKEHOLDERS

- ART-ER and Regional Departments
- Agenda Digitale (regional organization for digital citizenship)
- Middle and High Schools, Universities
- Influencers

ICT PRODUCTIVITY

SHORT TERM IMPACT

INDUSTRY & SERVICES

WOMEN OVER 20

ATTRACTION

RETENTION

HAVE A DIRECT RELATIONSHIP WITH COMPANIES AND POLICY MAKERS

- Committee of Law on Attraction and Enhancement of Talents
- Multi-stakeholder table "IT-ER"
- Cultural and methodological support to Members
- National and international projects

STAKEHOLDERS

- ART-ER and Regional Departments
- Clust-ER's members and local companies
- International network
- Policy makers

COMPETITIVE ADVANTAGE VS SOCIAL ISSUE

Less inequality → more well being, more happiness

Less talent shortage → more turnover, more competitiveness

What it means to us to be a multiplier of value

Connect: two-way amplifier channel between policy makers and companies, especially SMEs

Being a channel for G.E. initiatives – e.g. “**Debuting**” Interreg Europe Project
(11 EU Partners 2023-2027)

Developing Business Through Inclusiveness and Gender Awareness - New Cluster Competences

- Mapping and analysis of **Clust-ER** and **SME** needs
- Collection and exchange of good practices through **study visits** and **workshops**
- Definition, in agreement with the Emilia-Romagna Region, of **actions and measures to improve the identified policy instrument**
- Communication and dissemination activities

What it means to us to be a multiplier of value

Connect: two-way amplifier channel between policy makers and companies, especially SMEs

Being a channel for G.E. initiatives– e.g. “Debuting” Interreg Europe Project (11 EU Partners 2023-2027)

Developing Business Through Inclusiveness and Gender Awareness - New Cluster Competences

- **Mapping and analysis of Clust-ER and SME needs**
 - About 70 projects run by public organization
 - Some international companies → Regional Clusters
 - Next step SMEs → Regional Clusters

What it means to us to be a multiplier of value

We focus on helping and supporting SME and Policy Makers → 2024-25 goal

Our working group Talents & Skills started a project on **promoting competitiveness through equality in SMEs**

- Horizontal equality (by departments)
- Vertical equality (by levels of responsibility)
- Work-life balance measures (flexible hours, remote working, agile working, care leave...)
- Internal equality policies (plans, commissions, training and equality protocols)
- Best practices from other developed EU Regions

We want to design the projects of the next years in the most useful ways on two sides:

- engaging SMEs in implementing best practices
- be a channel with public authorities sharing ideas for territorial attraction

CASE HISTORY MAGGIOLI SPA

360° WELFARE PROJECT : well-being of human resources and the local community

The **family-run company Maggioli SpA** was founded in 1900 as a publishing house operating mainly for public administrations. **The company has 2500 employees of which 60% are women.**

Thanks to **national co-financing** and **regional support**, the company has developed work-life balance actions integrated into the local community

- **Funds:** about 2 Millions € → National 74% and Private (Maggioli) 26%
- **Regional support** through a formal letter
- **Facilitator** : **Centoform**, an accredited company, member of Clust-ER Innovate Board of Directors
- **Clust-ER Innovate role**
 - collection of best practices and lessons learned
 - networking
 - promotion and dissemination

What it means to us to be a multiplier of value

ACTIONS:

CULTURE

training on gender equality and inclusion
training on healthy lifestyles and check-up visits

FLEXIBLE WORKING HOURS

part-time for work-life balance reasons
smart workstations

FAMILY SUPPORT SERVICES

corporate summer camp
corporate nursery

WELFARE SERVICES

corporate butlers
welfare platform

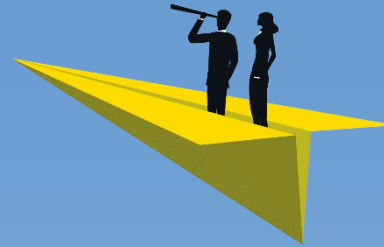
CHALLENGES:

- Cultural barriers
- Rethink processes for flexibility
- Lack of digitalized skills



ACHIEVEMENTS:

- Test on 54 reversible part-time workers
- Hiring of 14 resources to cover the hours
- Implementation of a hybrid and smart working policy applied to all workers
- Analysis of employee satisfaction regarding work/life balance



Thank you

Elisabetta Bracci

elisabetta.bracci@innovate.clust-er.it

Manager Clust-ER Innovate Emilia-Romagna Region

Clusters as Drivers for Gender Equality and Diversity

Ola Svedin
Mobile Heights



#EUClusterConference



EUROPEAN CLUSTER CONFERENCE 2024

7-8 MAY 2024, BRUSSELS

Shared Value and Diversity in a High Trust Society



The Importance of a Strong Diversity Agenda



How to Address Businesses Regarding Gender Equality



Example: The project “Regional Growth Through Gender Equality”

Training cluster managers in gender equality

- Intersectoral and Gender Equality Integration
- Implementation of the 4R Method and Workshops
- Empowerment and Skill Development Through Seminars
- Creation and Use of Practical Tools
- Sustainability and Network Building



Example: FEMMEENGINEERING

Creating shared value by promoting gender equality and simultaneously increasing talent pool

Sigma Group is a tech consultancy company HQ in Sweden

- Only 25% of applicants for engineering programs are women
- Femmegineering aims to get more women into the industry and more girls to choose a technical career

FEMME
ENGINEERING
by Sigma

Example: Pink Programming

Promoting tech with women and non-binary groups

- Non-profit supported by clusters
- Make software development available for everyone
- Reaching thousands with networking activities, code classes and more

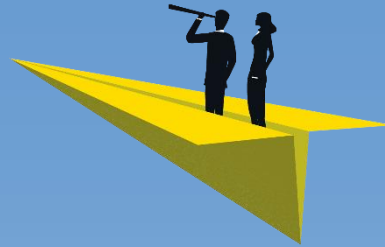


Using readily available tools: A Handbook on Gender Equality for Businesses

*Developed by the employer organisation for tech in Sweden,
TechSverige*

- Promoted to tech cluster members by clusters
- Target to reach 40% women within Tech in Sweden by 2030





Thank you

Ola Svedin
CEO Mobile Heights
ola.svedin@mobileheights.org

LVIV YOUTH MANUFACTORIES

Project that is going to transform the Ukrainian economy

#EUClusterConference



EUROPEAN CLUSTER CONFERENCE 2024

7-8 MAY 2024, BRUSSELS

What we have today

Now in its third year of war, Russia's invasion of Ukraine is a tragedy with far-reaching human and economic impacts. This invasion has caused staggering losses to Ukraine's people and economy, setting back 15 years of development gains and increasing poverty.

Russia's invasion of Ukraine has also had devastating repercussions for the global economy, which is struggling in the face of steep interest rates, record-high debt levels, and a climate of escalating fragility and conflict.



The Lviv Youth Manufactory project is aimed at developing the field of youth entrepreneurship. Molodvizh Youth NGO will establish comprehensive cooperation with institutions of professional technical and higher education, helping students acquire new knowledge and skills for creating their businesses, and apply them in manufactures that will be created in educational institutions. The project will introduce a new model of practical learning and business skills development in institutions of professional and technical education and higher educational institutions of Lviv metropolity.

Our goals

- To inspire youth to self-realization
- To teach young people to create their own enterprises
- To create a network of youth entrepreneurs
- To create new jobs
- To initiate a competitive business environment
- To show an example of youth influence on the economy of Ukraine

CONTACT US



facebook



instagram

Is your organization engaged in or planning to implement shared value creation initiatives?

Yes



No



**What would
help you to
move in this
direction?**

Femac femacorg Success stories Demand
Priority **Good practices** Shared vision
Funding Cases
Norberta Skills **Training** Knowledge
Mentoring Leadership
Training companies Right methodology
Norbert Good practices sharing
board members with understanding of shared value

Do you have gender equality on your agenda (as a cluster manager, policy maker, company, stakeholder)?

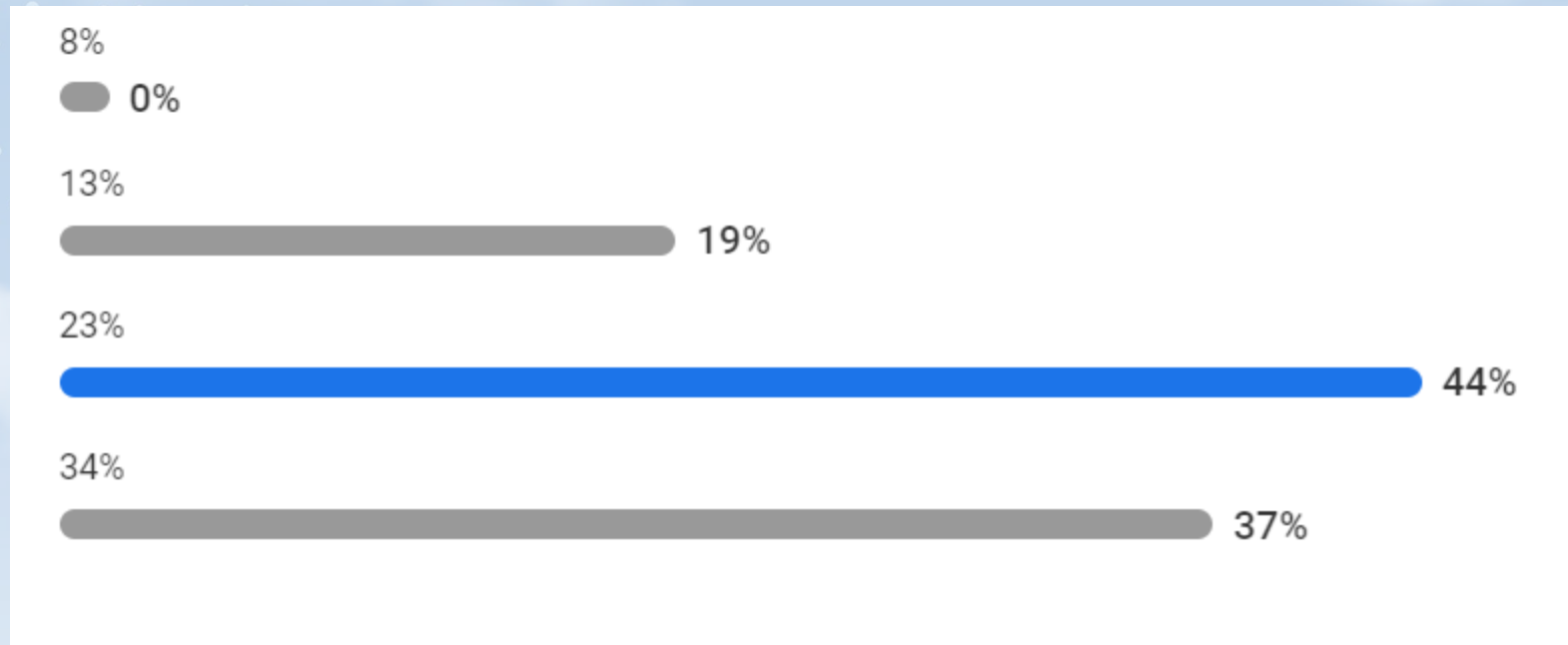
Yes

73%

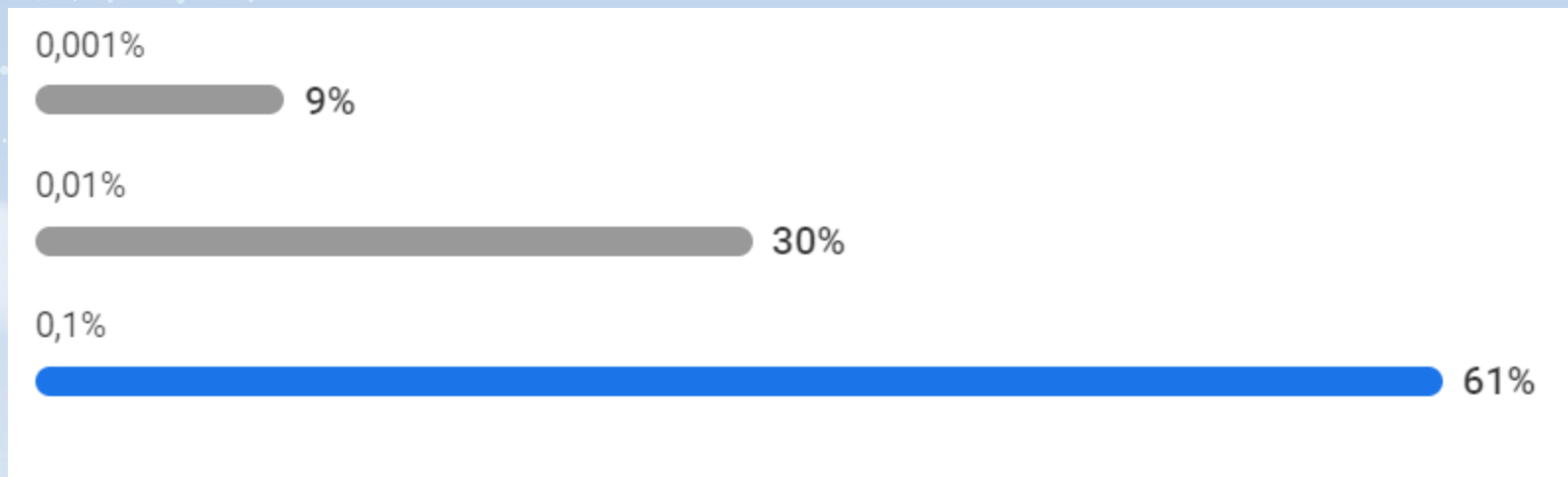
no ☒

28%

What is the wage gap between female and male managers in the EU?



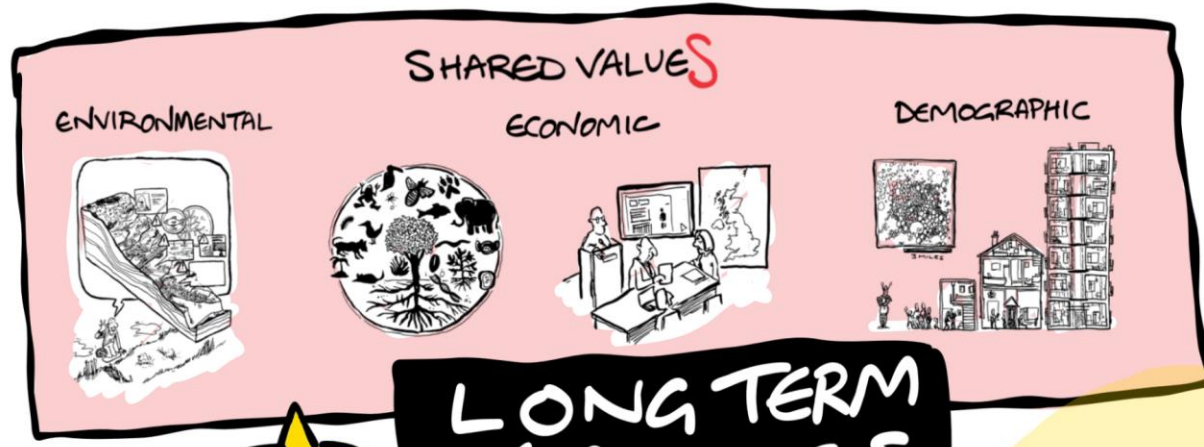
What increase in GDP would result in a 1% reduction in the gender pay gap?



PARALLEL SESSION 2: CREATING SHARED VALUE THROUGH CLUSTERS

-ALIGNING BUSINESS WITH SOCIAL & ENVIRONMENT

ALBERTO PEZZI,
CLUSTERS SENIOR MANAGER, ACCIO



CLUSTERS
AS A NATURAL
VEHICLE FOR
COLLABORATION

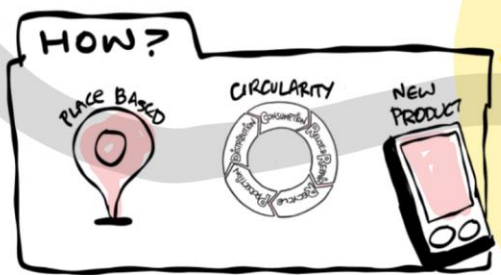
★ EVERY
SECTOR
HAS OPPORTUNITY

CLOTHES
FABRICS

WASTE

TRANSPORT LOGISTICS SUPPLY CHAIN

★ **STRATEGIC OPPORTUNITY**



SOCIAL
ENTREPRENEURSHIP

THE SOCIAL
ACTOR?



Q. **WHAT IS A COMPANY FOR?**

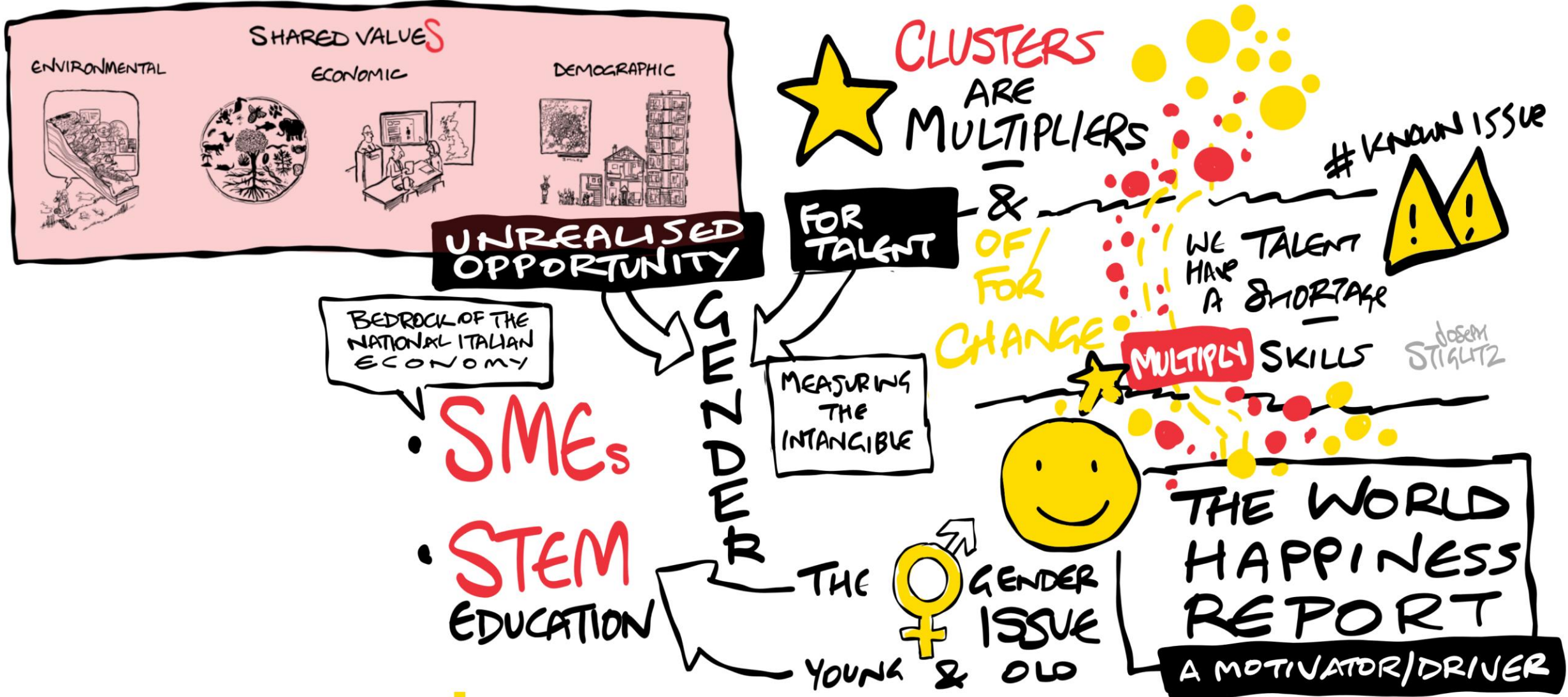
WE CAN DO
BETTER!

CHANGE!

LEGACY FOR
CHANGE

PARALLEL SESSION 2: CREATING SHARED VALUE THROUGH CLUSTERS - ALIGNING BUSINESS WITH SOCIAL & ENVIRONMENT

ELISABETTA BRACCI,
MANAGER, CLUSTER-ER INNOVATE

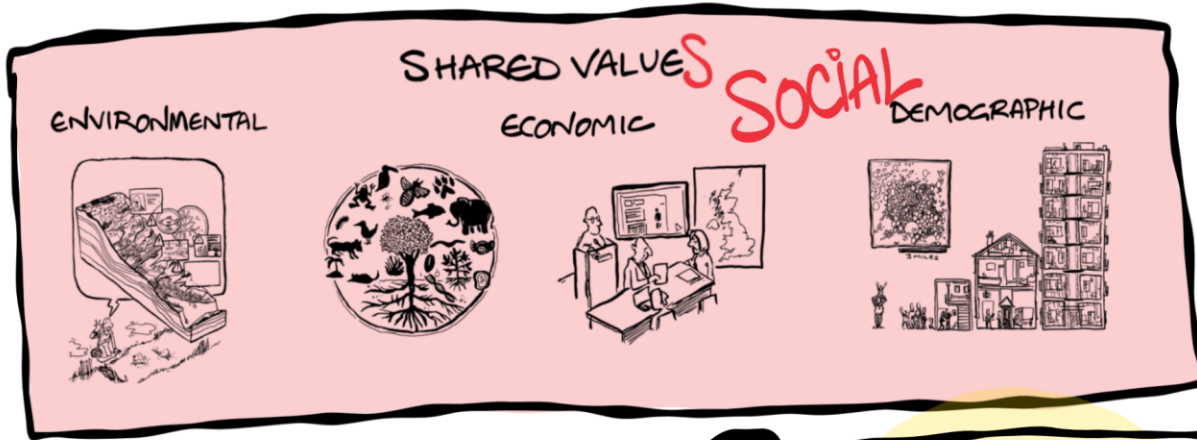


PARALLEL SESSION 2: CREATING SHARED VALUE THROUGH CLUSTERS

-ALIGNING BUSINESS WITH SOCIAL & ENVIRONMENT

OLA SVEDIN,
CLUSTER MANAGER, SWEDISH
MOBILE HEIGHTS

~~GENDER BALANCE~~



★ YOU START-
THAT'S IT.

★ YOU COLLABORATE

★ WORKING
WITH SMEs

EQUALITY

DEI

TALKING
TO BUSINESS?

★ THIS IS
GOOD
FOR YOUR
BUSINESS

RESILIENCE

1 CAPACITY
BUILDING
GROWTH THROUGH GENDER
ACTIVATION

REGIONAL GOVT

2 GENDER
RECRUITMENT
FOR IT

PRIVATE CONSULTANCY

3 INCLUSIVE OPPORTUNITY
FOR CODING
NOT FOR PROFIT ||||000||

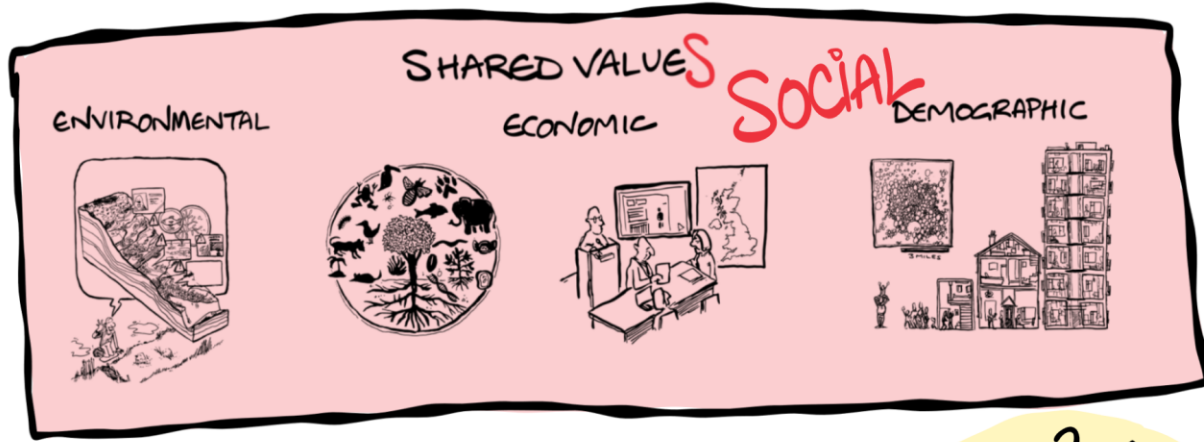
★ WE
PARTNER
WIDELY &
RELENTLESSLY

#PARADHRAS

PARALLEL SESSION 2: CREATING SHARED VALUE THROUGH CLUSTERS

- ALIGNING BUSINESS WITH SOCIAL & ENVIRONMENT

MYKHTA FISENKO,
PROJECT MANAGER, 'MOLODVIZH'
YOUTH NGO & COORDINATOR,
YOUTH ENTREPRENEURSHIP
PROGRAMS FOR EUROPEAN
YOUTH CAPITAL 2025



FAMILY
DISLOCATION

INTERNAL & EXTERNAL
DISPLACEMENT

KNOWLEDGE
EXCHANGE
DISTRIBUTION

★ USING
NETWORK
EFFECTS
INSIDE
UNOCCUPIED
UKRAINE

LVIV
(HOME FOR
NOW)
✓ IN ZAPORIZHZHIA

ACTIVATING
STARTUP
CULTURE

★ CENTRES
FOR
ACTIVITY

• VOCATIONAL
• TECHNICAL

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