

# Clusters driving the Green and Digital Transition

Saint-Ouen (Paris Region)  
22nd-23rd November 2021



# The role of EISMEA in the management of EU programmes relevant for clusters

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Entrepreneurship & Consumers, EISMEA

# Contents

- **EISMEA portfolio and its importance in supporting SMEs through clusters**
- **Joint Clusters Initiative (Euroclusters) – open call**
- **Interregional Innovation Investments (I3) Programme – new opportunities**
- **Conclusions**

# EISMEA Portfolio: Horizon Europe, SMP and ERDF

## European Innovation Council

- Support to innovations with breakthrough and market creating potential

€ 10.5 billion, incl. up to € 500 million for ecosystems

## European innovation ecosystems

- Connecting with regional and national innovation actors

**Pillar 3 of Horizon Europe – Open Innovation:**  
stimulating market-creating breakthroughs and ecosystems conducive to innovation

## Single Market Programme

- Enterprise Europe Network
- **Clusters**
- Erasmus for Young Entrepreneurs
- Standardisation and Market surveillance
- Consumer Safety

COSME  
Pillar  
€ 1 billion

## Interregional Innovation Investments (I3)

€ 570  
million

- Commercialisation and scaling up of innovation projects for the development of Interregional value chains



# The role of EISMEA in supporting SMEs through Clusters

## Under COSME and Horizon 2020

- ✓ European Cluster Collaboration Platform (ECCP)
- ✓ Horizon 2020 “Innosup-01”

### Key figures:

- **120** promoted European Strategic Cluster partnerships, **530** different organisations covering **29** countries
- **340** cluster organisations from over **1000** registered at the ECCP
- **25** partnerships cofounded under the Horizon 2020 Innosup-01 actions

## Under SMP

- ✓ Joint Clusters Initiatives (Euroclusters)
- Call opening: 29 September
- Deadline: 30 November

New opportunities 

## Under ERDF

- ✓ Interregional Innovation Investments (I3)
- Call opening: 23 November
- Deadline: 1 February

# Joint Cluster Initiatives (Euroclusters) – Main features

## WHAT

Help in the implementation of the updated industrial strategy (**green, digital, resilient**)

## FOR WHOM

**Consortia of cluster organisations** or their EU networks teaming up with other types of organisations supporting green and digital transition and building social and economic resilience

## HOW

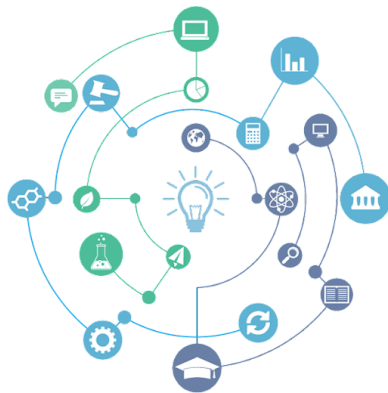
Through creating **vital collaboration networks** at EU-level and developing and implementing supporting measures for SMEs

## HOW MUCH

Total Budget: EUR 42 Million

Max. grant amount: EUR 1,4 Million

Duration: up to 3 years



**30 November 2021**

Deadline for submission



# Joint Cluster Initiatives (Euroclusters) - Objectives

## NETWORK FOR RESILIENCE

- Resilience preparedness/business continuity plans

## INNOVATE FOR STRATEGIC AUTONOMY

- New-to-firm products/services identified

## ADOPT PROCESSES & TECHNOLOGIES TO REINFORCE TRANSFORMATION

- Business process innovations adopted

## TRAIN TO FOSTER UPSKILLING & RE-SKILLING

- Train Cluster managers
- Develop portfolio of services regarding reskilling & upskilling by clusters to SMEs

## GO INTERNATIONAL

- Services portfolio to implement internationalization actions

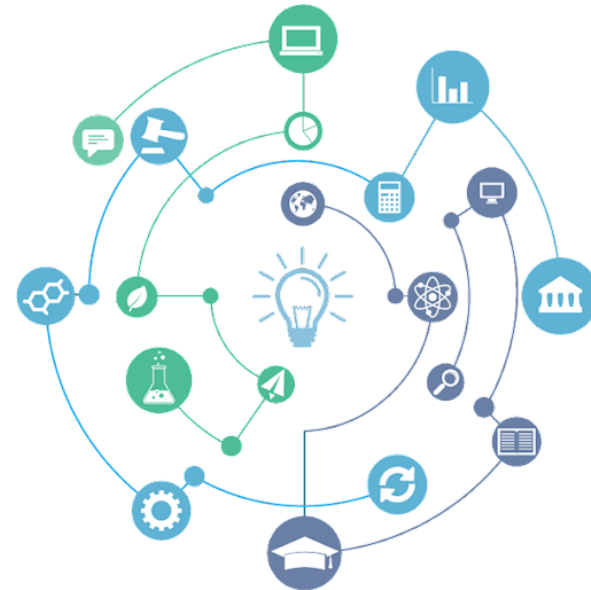
## Communicate

- Communication outreach

# Joint Cluster Initiatives (Euroclusters) – Themes & priorities

Proposals will focus on one of the 15 strands of the Call:

- **Open Strand:** this strand invites proposals focused on cross fertilisation of various industrial ecosystems with no specific focus on one industrial ecosystem.
- **14 Industrial Ecosystem Strands:**
  - Tourism,
  - Mobility-Transport-Automotive,
  - Aerospace & Defence,
  - Construction,
  - Agri-food,
  - Energy Intensive Industries,
  - Textile,
  - Creative & Cultural Industries,
  - Digital,
  - Renewable Energy,
  - Electronics,
  - Retail,
  - Proximity & Social Economy, and
  - Health.





# Interregional Innovation Investment Instrument (I3) - Main features

Main indicators: Interregional, Innovation, Investment, Cohesion/territorial, Value chain

## **Cohesion policy instrument**

Introduces a strand dedicated to less developed regions

ERDF Regulation

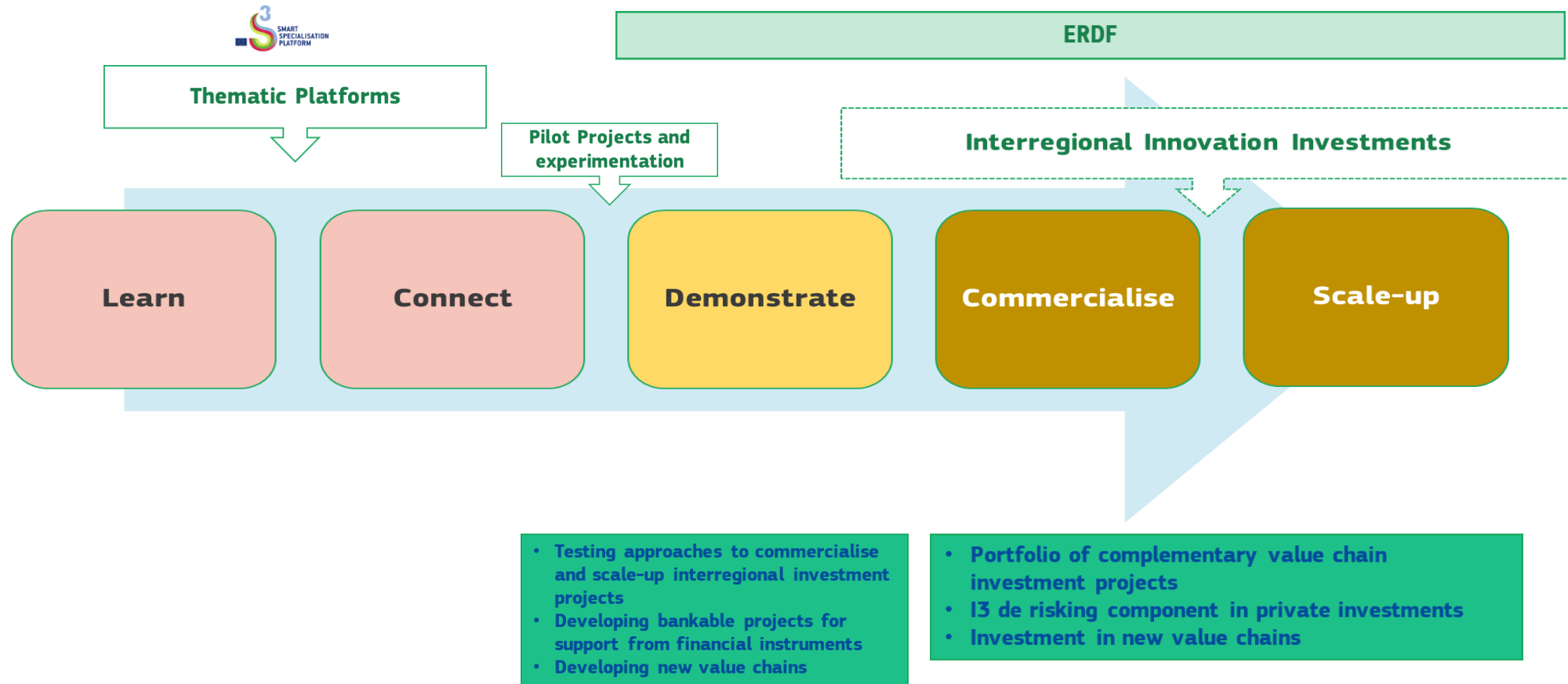
## **Smart specialisation**

- **Placed-based** transformation embedded in the local economy
- Over 180 smart specialization strategies in Europe

## **Interregional approach**

Addresses coordination failure that occurs in commercialising new innovation products & services developed by actors from different regions

# Interregional Innovation Investment Instrument (I3) - Main features



# Interregional Innovation Investment Instrument (I3)

## WHAT

# Commercialisation and scaling up of innovation projects for the development of Interregional value chains



## FOR WHOM

Interregional **Q-Helix ecosystems**:  
**researchers, businesses, civil society and public administrations** involved in **smart specialisation strategies**  
established at national or regional levels



## HOW

Implemented  
under **direct** and  
indirect  
**management.**

EC supported by  
**an executive  
agency**

## HOW MUCH

**ERDF (Art, 13)**  
EUR 570 Million  
(current prices)

# Interregional Innovation Investment Instrument (I3)

**Total budget  
EUR 279,3 M**

**Strand 1:  
Innovation Actions (IA) for  
mature partnerships**

Financial and advisory support  
for investments in interregional  
innovation projects

- **Green Transition**
- **Digital Transition**
- **Smart Manufacturing**

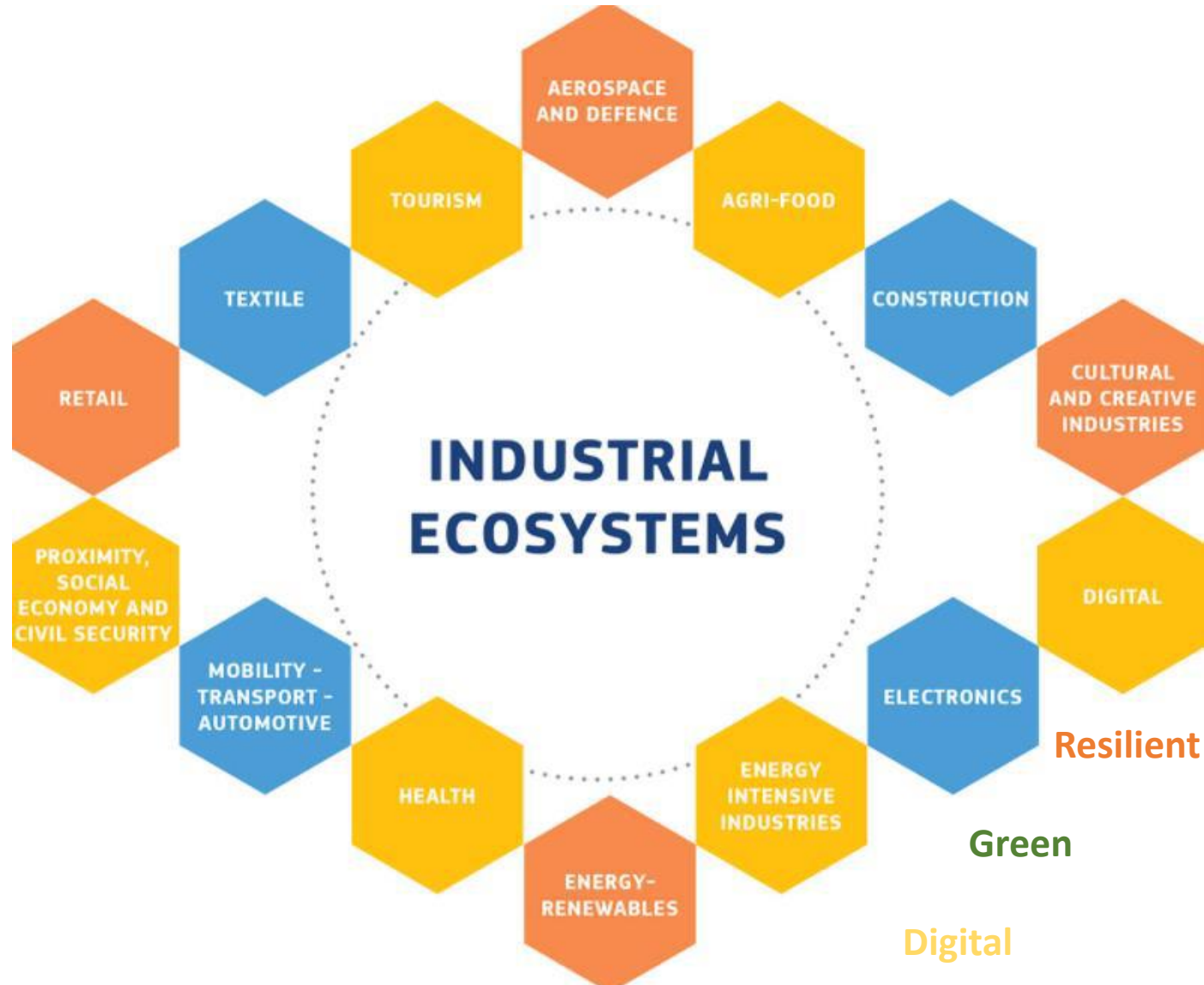
**EUR 250,8 M**

**Strand 2a: Simplified  
Innovation Actions (SIA)  
for less developed regions**

Financial and advisory support  
for the development of value  
chains in less developed  
regions



# Conclusions



## Highlights:

- Alignment with the industrial strategy
- Alignment with the triple transition
- Shared value concept
- Need for digital skills
- STEM, in particular for women
- More knowledge about funding opportunities

# Thank you!

- [https://eisma.ec.europa.eu/funding-opportunities/calls-proposals/joint-cluster-initiatives-euroclusters-europes-recovery\\_en](https://eisma.ec.europa.eu/funding-opportunities/calls-proposals/joint-cluster-initiatives-euroclusters-europes-recovery_en)
- <https://clustercollaboration.eu/>
- [https://ec.europa.eu/regional\\_policy/en/policy/themes/research-innovation/i3/](https://ec.europa.eu/regional_policy/en/policy/themes/research-innovation/i3/)
- [https://eisma.ec.europa.eu/programmes/interregional-innovation-investments\\_en](https://eisma.ec.europa.eu/programmes/interregional-innovation-investments_en)
- [https://eic.ec.europa.eu/eic-funding-opportunities/european-innovation-ecosystems\\_en](https://eic.ec.europa.eu/eic-funding-opportunities/european-innovation-ecosystems_en)



# Cluster policy instruments to foster green and digital transition and build capacity

## European Expert Group on Clusters

*22 November 2021*

Marek Przeor & Peter Czaga, Unit D2, DG GROW, European Commission

# 15 Recommendations of the European Expert Group on Clusters

b

## Leading the green transition

- 1) **Use clusters as drivers of change, accelerators and enablers of the green transition** through mobilising and facilitating cooperation among stakeholders in industrial ecosystems.
- 2) **Use clusters to develop and implement circular economy strategies and action plans**, detect opportunities for circular solutions and bring circularity in the business processes.
- 3) **Recognise clusters as essential contributors to European alliances and missions** relevant for the green economy mobilising their members and engaging in sustainable development.
- 4) **Develop capacity-building programmes to help clusters provide sustainable advisory services** and convince business about the importance of the green transition.
- 5) **Use clusters as intermediaries to support the green transition** and channel expertise and financing to SMEs for becoming more resource-efficient and carbon neutral.

## Accelerating the digital transition

- 6) **Mobilise clusters to participate in digital and green skills related initiatives** such as the EU Pact for Skills and embedding them to local education and training structures while promoting STEM.
- 7) **Increase cluster capacity to provide advanced business services** shifting from knowledge-based intelligent manufacturing to data-driven/knowledge-enabled smart manufacturing.
- 8) **Make clusters an integral part of Digital Innovation Hubs** through incorporating clusters into their governance and operations in a continuous collaboration on the digital transition.
- 9) **Use clusters to initiate new and to reinforce existing Public-Private Partnerships (PPPs)** for boosting digital and advanced technologies value chains and technological platforms.
- 10) **Use clusters as strategic agents for the implementation of European digital policies** and development of initiatives reaching out to SMEs and other users of digital solutions.

## Building resilience

- 11) Use the collective intelligence of EU clusters to make value/supply chains more resilient, creating synergies and cooperation with SME and employer organisations to anticipate risks and prepare for new opportunities and challenges.
- 12) Develop an active role of clusters in local labour markets through building their capacities for reskilling and upskilling and participating in the implementation of the Pact for Skills.
- 13) Use clusters to identify and implement shared value initiatives to address societal challenges at a community level.
- 14) Reinforce activities to develop a strategic approach to international cluster collaboration and build a critical mass of SMEs, businesses and researchers to enter global markets.
- 15) Initiate cross-sectoral, interdisciplinary and transnational cluster collaboration to develop new products/services, which guarantee EU companies critical inputs and technology.



# European Expert Group on Clusters

## 2021 activities: how to operationalise 15 Recommendations?

- 3 working groups: Green, Digital, Resilience
- 15 webinars (one on each recommendation) were held to discuss advice for implementation measures and good practices (March-May)
  - **Actions for policy makers (intelligence, networking and business services)**
  - **Actions for cluster managers (intelligence, networking and business services)**
  - **Examples of good practices**
- Harvesting Report commented and updated (June-October)
- Adoption of work deliverables at the Expert Group meeting on 09 December

# Work deliverables in 2021

- Cluster Policy Toolkit (set of good practices for policy makers/cluster managers – ongoing)
- European Cluster Panorama Report (location and characteristics of clusters and regions they are in)
- [Cluster Mapping tool](#)
- Smart Guide on Capacity Building (recommendations for cluster managers)
- [Toolbox on interregional investment and case studies](#) (a result of the Technical Assistance Facility for Industrial Modernization and Investment)
- Country factsheets including Advanced Technologies for Industry [ATI](#)
- Discussion papers on:
  - Cluster business models fit for accelerating the twin transitions
  - Developing EU cluster capacities to manage shock
  - Building strong clusters in structurally weak regions
- [Euroclusters call](#)
- Evaluation of 2014-20 COSME/INNOSUP cluster initiatives

# Leveraging clusters for resilience, green and digital transition: ECCP Policy Toolkit

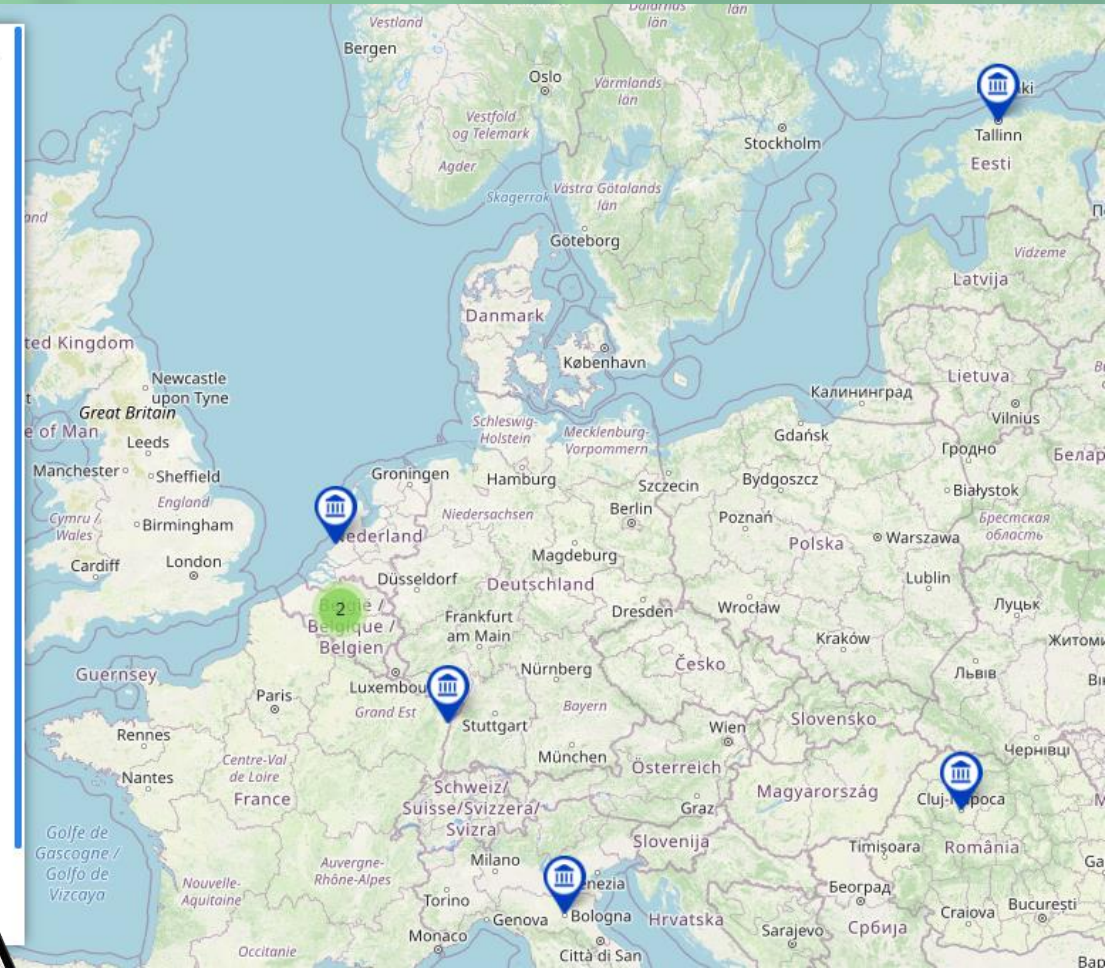
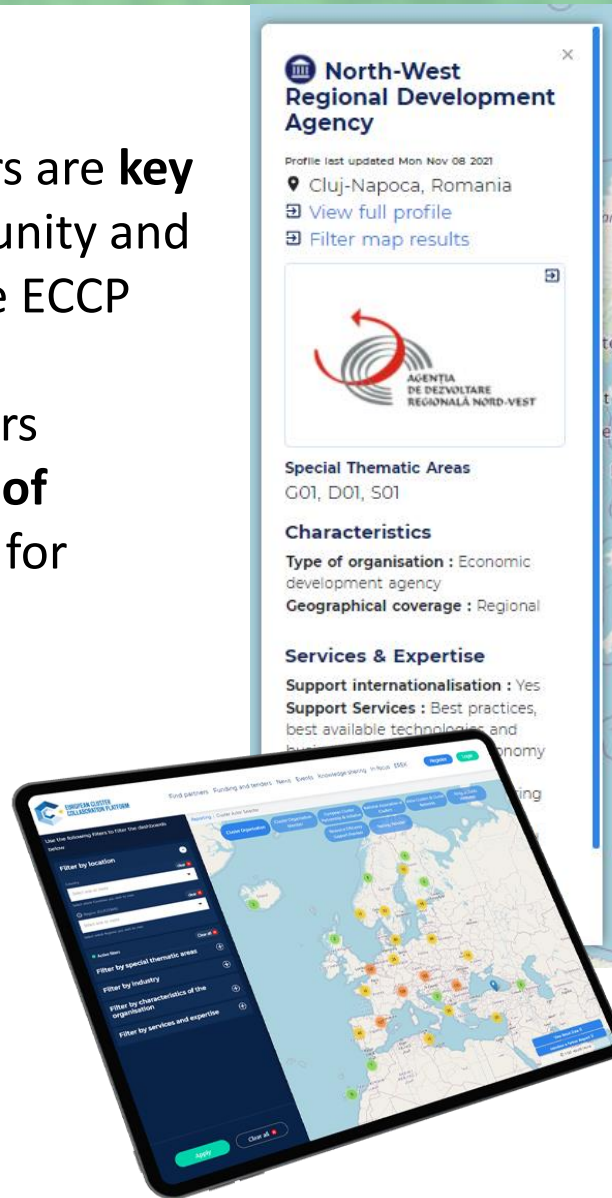
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Pierre Hausemer | VVA & ECCP

James Wilson | Orkestra, Deusto Business School & ECCP

# Policy Institutions on the ECCP

- National and regional policymakers are **key stakeholders** in the cluster community and can now profile themselves on the ECCP
- The ECCP aims to help policymakers **leverage the collaborative power of clusters** by creating an **idea space** for exchange and innovation
  - ✓ Policy information
  - ✓ Funding calls
  - ✓ Good practices
  - ✓ Capacity building
  - ✓ Knowledge exchange



Go to [www.clustercollaboration.eu](http://www.clustercollaboration.eu)  
to register a profile!



# Country Factsheets: A key ECCP Resource for Policy Makers

- 53 factsheets published on the ECCP + summary report
- Hot off the press: Factsheets now updated for 2021
- Factsheets now integrated into ECCP interactive mapping tool



**Out of 53 countries analysed, 29 have cluster policies** (out of which, 17 are in the EU <sup>1</sup>), **either at national, regional or both levels.**



**National and regional cluster policies** in Europe follow a very similar approach, focusing mostly on cluster competitiveness and development of cluster excellence or on the development of cluster organisations.



**Policy objectives:** National cluster policies focus on the development of existing cluster organisations, showing the advanced state of the cluster ecosystem.



**Policy instruments:** The policies identified for this report are implemented through financial instruments, technical assistance or a mix of both types of instruments.



**Budget for cluster policies:** In total, the 53 countries provided an estimated overall budget of EUR 10.2 billion for cluster policies, of which approximately EUR 4.3 billion was provided by EU countries and EUR 5.9 by third countries.

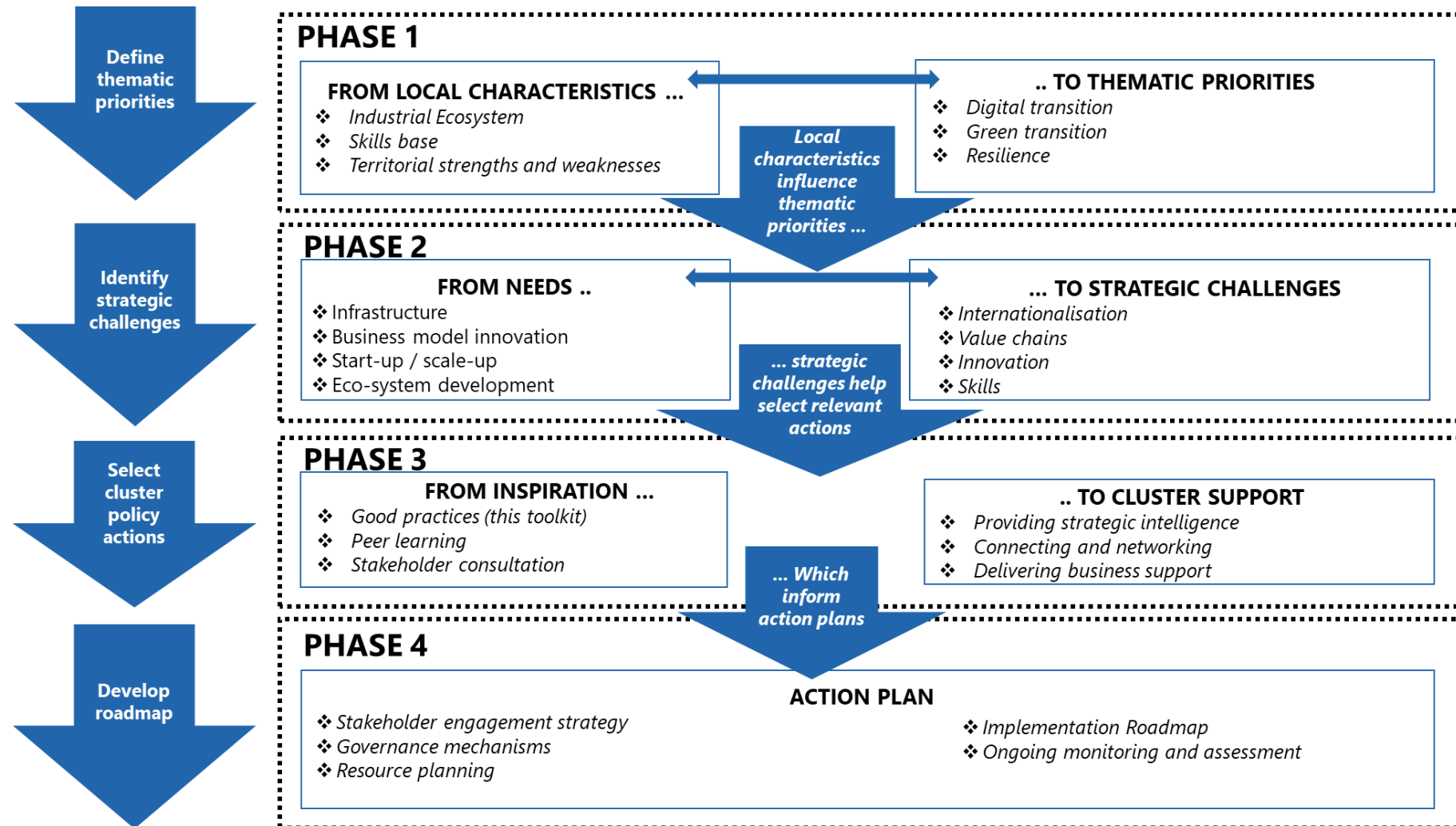


**Policy results:** the results of cluster policies are overall positive. However, there is room for further improvement, especially by increasing collaboration, better promotion of results and diversification of support instruments.

# Why a Cluster Policy Toolkit?

- **Why:** Help policymakers leverage power of clusters through identification, design and implementation of effective cluster policies that can lead to systemic change
- **What:** Dynamic searchable database with inspiring examples of cluster policies from 53 countries
- **How:** Structured with needs of policymakers in mind and can be searched by theme, by strategic challenge by type of cluster support or by type of territory

# The toolkit is a roadmap to cluster policy action



# The toolkit helps address strategic challenges

The toolkit is structured around four strategic challenges that regions face in the twin transition and where clusters can play a major role:

- **Innovation** – bringing together local stakeholders to develop new ideas and make them a reality
- **Skills** – leveraging existing skills in the local territory more effectively and build the skills required in the future
- **Value chains** – connecting local actors to build an ecosystem that covers entire value chains
- **Internationalisation** – expanding networks beyond the confines of the local territory to leverage on global innovation, skills and value chains

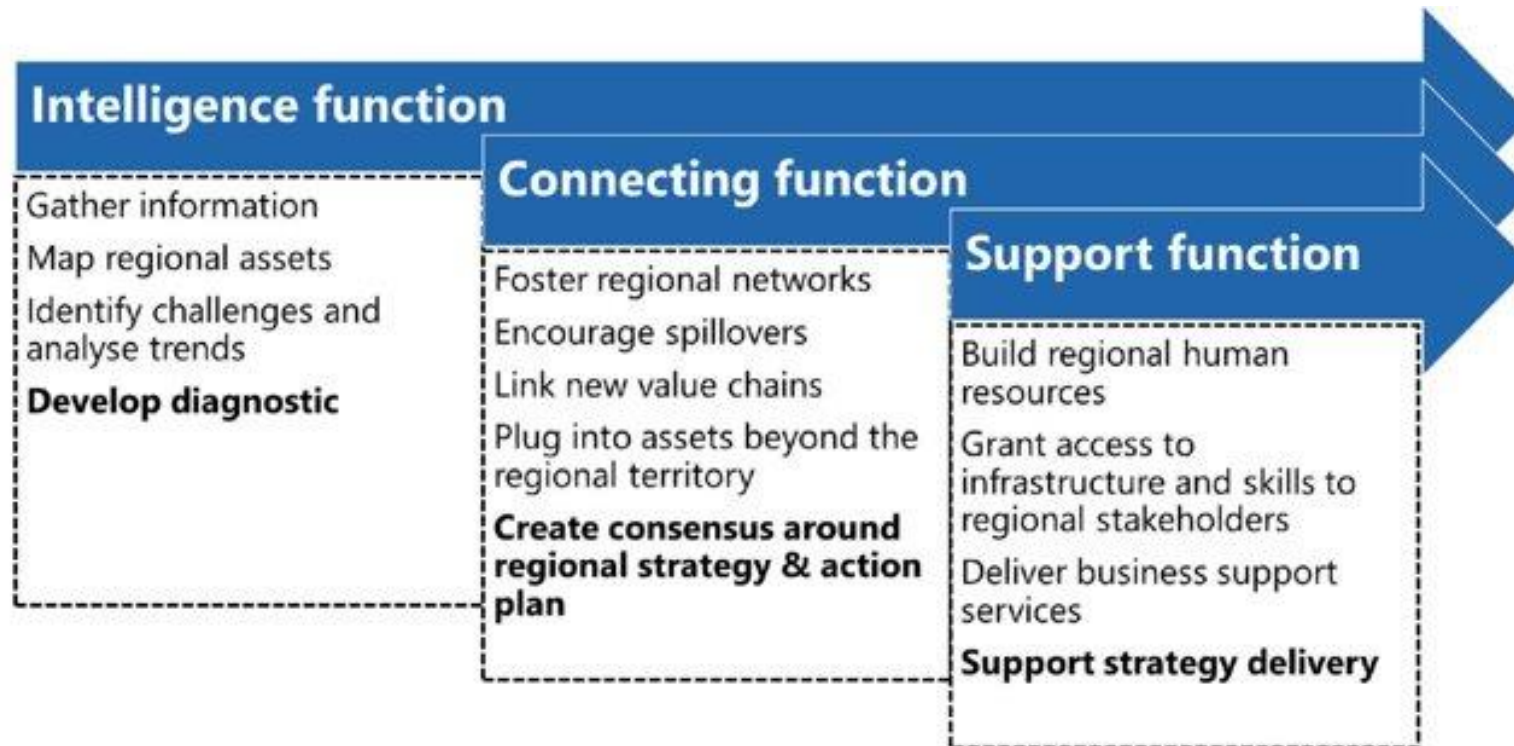
Policymakers are best placed to analyse the strategic needs of their territories. They can use the toolkit to identify inspiring practices from other places for each of these challenges

# The toolkit builds on the key functions of clusters

Clusters are a tool for the transformation of the industrial system through three primary functions. They are:

1. Sources of market (and non-market) **intelligence**
2. Brokers of collaborative stakeholder **networks**
3. Providers of business **services**

Effective cluster policies are targeted to supporting cluster organisations in the delivery of these functions



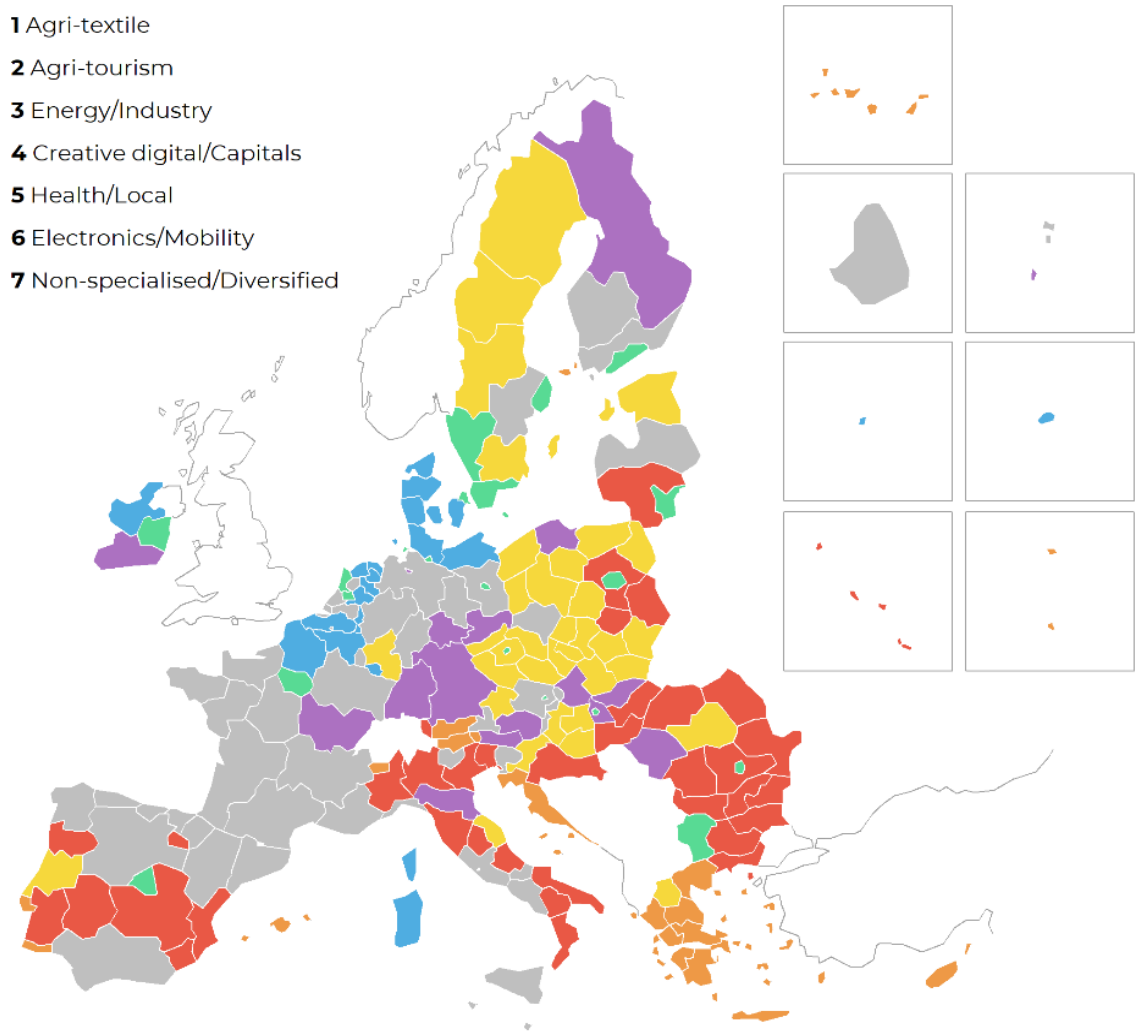
## 2. Region Type

- Statistical data on employment highlights different specialization profiles across EU-27 regions
- The forthcoming European Cluster Panorama presents a typology of 7 groups of regions that share similar specialization profiles in industrial ecosystems

- ✓ **Agri-textile** (37 regions)
- ✓ **Agri-tourism** (22 regions)
- ✓ **Energy / industry** (35 regions)
- ✓ **Creative / Digital / Capitals** (19 regions)
- ✓ **Health / Local** (21 regions)
- ✓ **Electronics / Mobility** (17 regions)
- ✓ **Non-specialized / Diversified** (50 regions)

### Group

- 1 Agri-textile
- 2 Agri-tourism
- 3 Energy/Industry
- 4 Creative digital/Capitals
- 5 Health/Local
- 6 Electronics/Mobility
- 7 Non-specialised/Diversified



Source: Forthcoming European Cluster Panorama Report



# ECCP Policy Toolkit Beta Version

- Searchable database of inspiring examples of policy practice related to clusters that will complement existing ECCP tools and resources
- Currently 164 examples
- Conceived as a living tool that can be continually updated
- Users can combine filters to find examples relevant for them
- [LINK](#)

Keywords

Territorial validity  
- Any - ▼

Strategic challenges  
- Any - ▼

Thematic Priority  
- Any - ▼

Type of cluster support  
- Any - ▼

Typology name  
- Any - ▼

[Apply](#)

## Policy Toolkit Database



[A\\*STAR Partners' Centre \(A\\*PC\)](#)



[AgroHub](#)



[AI for the Netherlands](#)




[Alliance Free Economic Zone \(Alliance FEZ\)](#)

# Policy Toolkit Demonstration

- I am looking for examples of policies that seek to tackle green transition through addressing skills
- 21 of the 164 examples are tagged with both green transition and skills, giving me a targeted list to browse and select from

## Policy Toolkit

Displaying 1 - 10 of 21



Keywords

Territorial validity

- Any -

Strategic challenges

Skills

Thematic Priority

Green transition

Type of cluster support

- Any -


Typology name

- Any -

Apply


### Policy Toolkit Database

Green Transition




[Circular Economy Project Management System](#)

Green Transition




[Circular Flanders](#)

Resilience, Green Transition



Green Transition



# Circular Economy Project Management System

## Original title

Standard XP X30-901

## Description of measure

The CEPM has been developed by the French Standardisation Association (AFNOR). Its objective is to help companies to grasp the circular economy concept and implement circular economy projects. The main beneficiaries are companies, who can purchase it for around EUR 260. The document proposes a 3 x 7 matrix covering 3 dimensions of sustainable development (environment, economy, society) and 7 areas of action of the circular economy. The main success factor is the collaborative approach followed by the working group composed of 50 stakeholders (associations, companies, policymakers, clusters). The International organisation for Standardization has approved the creation of a technical committee on the subject (ISO TC 323), under French leadership, to develop an international standard, which represents for France an opportunity to lead a strategic issue.

## Country

 France

## Territorial validity

National

## Thematic Priority

[Green transition](#)

Recommendations of the EU expert group on clusters

 [LEAD GREEN TRANSITION: Use clusters as intermediaries to support the green transition](#)

## Strategic challenges

 [Innovation](#)  [Skills](#)

## Type of cluster support

 [Business services](#)

Link to further information (original language)

<https://www.afnor.org/en/news/practical-guide-circular-economy/>



# Policy Toolkit Demonstration

- Now I want to refine the search a little more to find examples that are focused on the intelligence function of clusters
- This narrows down the results to 7 examples that can be explored

## Policy Toolkit

Displaying 1 - 7 of 7

Keywords

Territorial validity

- Any - ▼

Strategic challenges

Skills ▼

Thematic Priority

Green transition ▼

Type of cluster support

Intelligence ▼

Typology name

- Any - ▼

Apply

## Policy Toolkit Database



[Circular Flanders](#)



[Innovation Networks Denmark](#)



# Innovation Networks Denmark


## Original title

Innovationsnetværk Danmark Programmet

## Description of measure

Launched by the Ministry of Higher Education and Science, the aim of Innovation Networks Denmark is to create platforms for companies and research institutes to exchange knowledge and enter into collaboration project. The Innovation Networks have different set of skills and activities which include: matchmaking and creating collaboration between companies, researchers, the public sector, technological service providers and other partners; initiating specific development projects within the relevant professional field of the network; arranging conferences, seminars and workshops on themes of interest for the members of the network; helping with fundraising and with the preparation of applications for funding; publishing newsletters and other types of information about trends, research results, etc.; hosting internationalisation initiatives, e.g. study trips. Total grant is about EUR 10 millions per year allocated under a 4 year grants with possibilities of extensions and about EUR 0.5-0.7 millions per network per year. This measure does not directly target clusters but has the potential to facilitate the growth and collaboration among organisations that are cluster members (SMEs, research institutes and other innovation actors).

## Country

 Denmark



## Territorial validity

Regional

## Thematic Priority

[Resilience](#) [Green transition](#) [Digital transition](#)

## Recommendations of the EU expert group on clusters

-  [BUILD RESILIENCE: Use the collective intelligence of EU clusters to make value/supply chains more resilient](#)
-  [LEAD GREEN TRANSITION: Recognise clusters as essential contributors to European alliances and missions](#)
-  [ACCELERATE DIGITAL TRANSITION: Mobilise clusters to participate in digital and green skills related initiatives](#)

## Strategic challenges

 [Internationalisation](#)  [Innovation](#)  [Value chains](#)  [Skills](#)

## Type of cluster support


 [Business services](#)  [Networking](#)  [Intelligence](#)

# Policy Toolkit Demonstration

- Alternatively, I could start by looking for examples that might be especially relevant for my region, which is a capital region, specialized in the creative industries

## Policy Toolkit

Displaying 1 - 8 of 8



Keywords

Territorial validity

- Any -

Strategic challenges

- Any -

Thematic Priority

- Any -

Type of cluster support

- Any -


Typology name

Creative digital / Capitals

Apply


### Policy Toolkit Database

Resilience, Digital Transition




[Business incubation and entrepreneurial support for recovering from COVID-19 epidemic - NewCo Helsinki](#)

Resilience, Green Transition, Digital Transition




[Cluster Excellence Denmark \(CED\)](#)

Resilience



Digital Transition





# NewCO Helsinki

## Original title

Yritysten ja yrittäjyyden vauhdittamiseen, digitaalisten palveluiden kehittämiseen ja koronaepidemiasta palautuminen - NewCo Helsinki

## Description of measure

The City of Helsinki has invested EUR 9.7 millions for enterprises to recover from the impacts of the COVID-19 pandemic, and boost entrepreneurial activities for the years 2021-2024. The NewCo Helsinki service aims to improve people's general understanding of the coronavirus situation's effect on commerce as well as come up with concrete actions to provide immediate assistance to business owners in distress. Although this policy is not directly targeted at clusters, it constitutes a support to cluster beneficiaries (SMEs) and can open doors for collaboration with clusters on business support services.

## Country

 Finland

## Territorial validity

Regional

## Thematic Priority

[Resilience Digital transition](#)

## Recommendations of the EU expert group on clusters

 [ACCELERATE DIGITAL TRANSITION: Use clusters to initiate new and to reinforce existing Public-Private Partnerships \(PPPs\)](#)

 [BUILD RESILIENCE: Develop an active role of clusters in local labour markets](#)


## Strategic challenges

 [Skills](#)  [Value chains](#)  [Innovation](#)

## Type of cluster support

 [Business services](#)  [Networking](#)

## Region

 [FIIA](#) (Helsinki-Uusimaa) - Creative digital / Capitals

# Clusters driving the Green and Digital transitions

Saint-Ouen (Paris region) | 22nd – 23rd November 2021



# Thank You

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**Your feedback is extremely welcome!**

# PANEL DISCUSSION - Clusters, cities and regions acting for the green transition

**Moderator:** Merete Nielsen, *Cluster Excellence Denmark*

## **Panellists:**

- **Antonio Novo**, *European Cluster Alliance*
- **Yann Wehring**, *Île-de-France Region's Vice President in charge of ecological transition*
- **Laurent Monnet**, *Deputy Mayor of Saint-Denis in charge of ecological transformation, Delegate Territorial Counsellor of Plaine Commune in charge of Nature in the City*
- **Augustin Becquet**, *CEO of Recommerce Group, President of EUREFAS (The European Refurbishment Association)*
- **Marline Weber**, *Institut National de l'Economie Circulaire, EU Circular Economy Stakeholder Forum coordination group*
- **Ulla Engelmann**, *Acting Director of the Networks and Governance directorate, European Commission, DG GROW*

# Clusters driving the Green and Digital Transition

Saint-Ouen (Paris Region)  
22nd-23rd November 2021

Breakout session 1





# Session Overview

**The aim of this session is to deepen our collective understanding of the ways in which clusters can contribute to green transition through fostering circular economy initiatives**

- Clusters and green transition in Europe: Framing of the session  
*James Wilson*
- Insights on clusters and circular economy transitions: Towards a new greener normal  
*Merete Daniel Nielsen*
- Sharing of practical and policy experiences of supporting circular economy transitions through clusters  
*Cluster organisations and policy makers participating in the session*
- Discussion
- Summary: Key lessons



# Clusters driving the Green and Digital transitions

Saint-Ouen (Paris region) | 22nd – 23rd November 2021



## Clusters and green transition: Framing the session

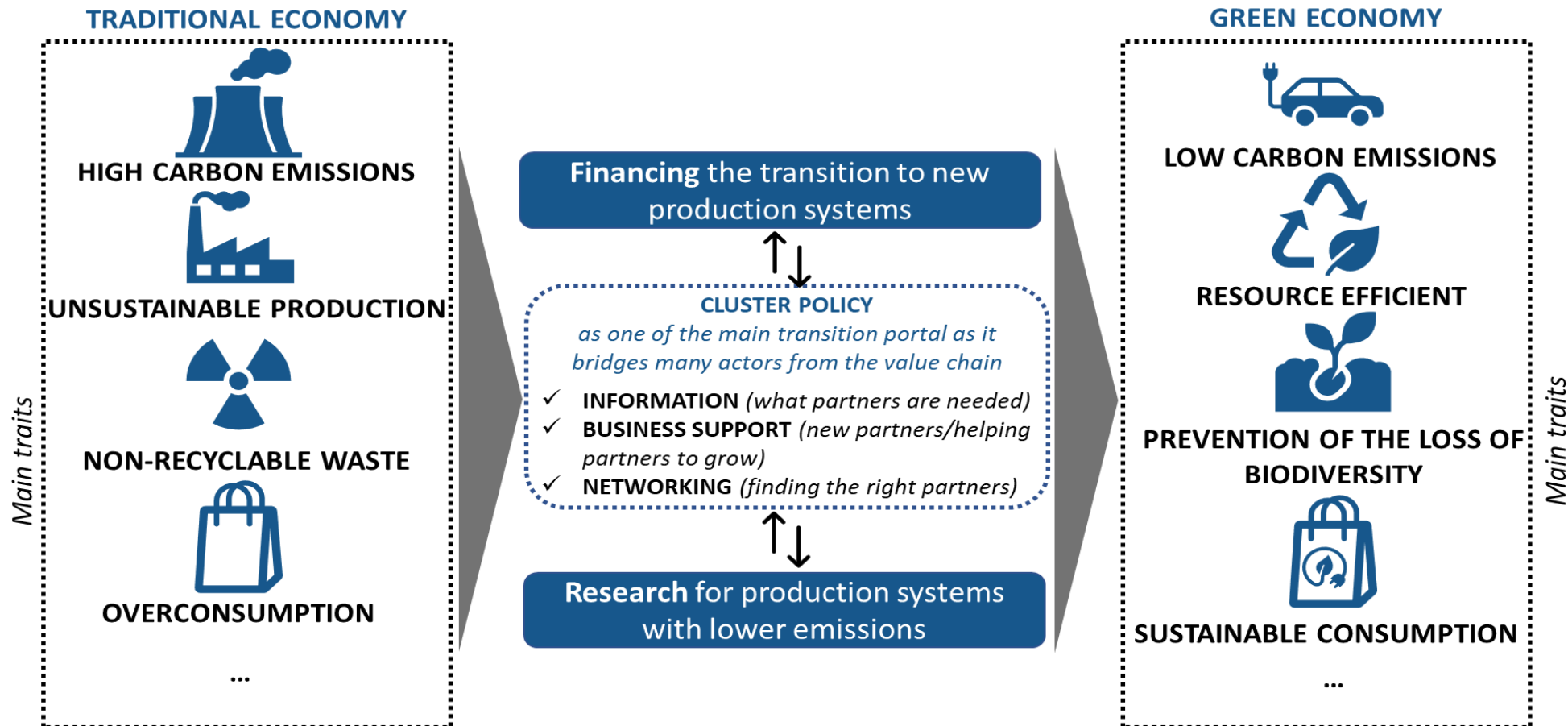
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James Wilson | Orkestra, Deusto Business School & ECCP



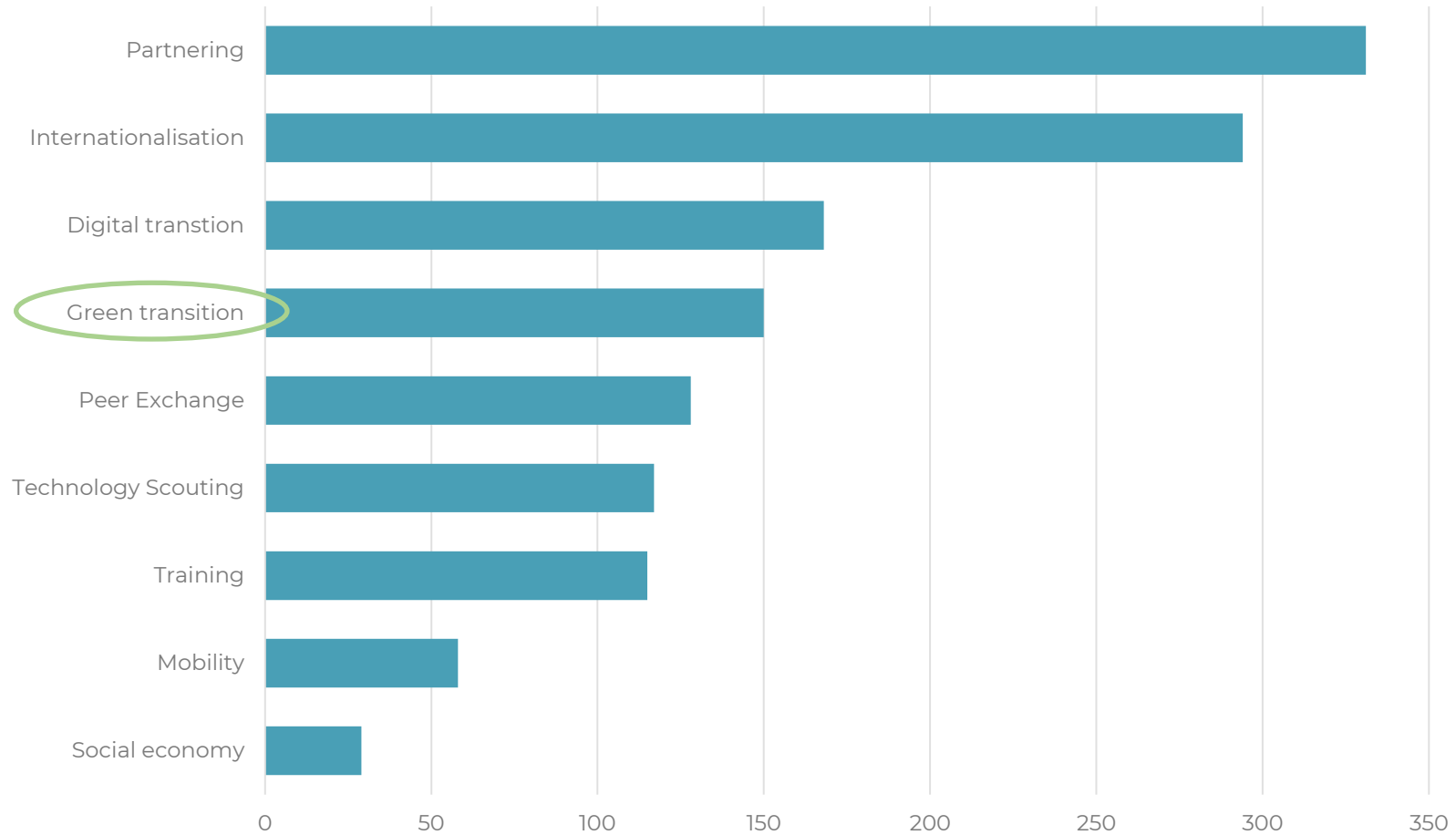
# Why clusters are key for green transition

As hubs of collaboration between large and small firms, research organisations and the public sector, cluster organisations can play a central role in catalysing the transition towards new, more sustainable value chains



# Green transition is on the radar of European clusters

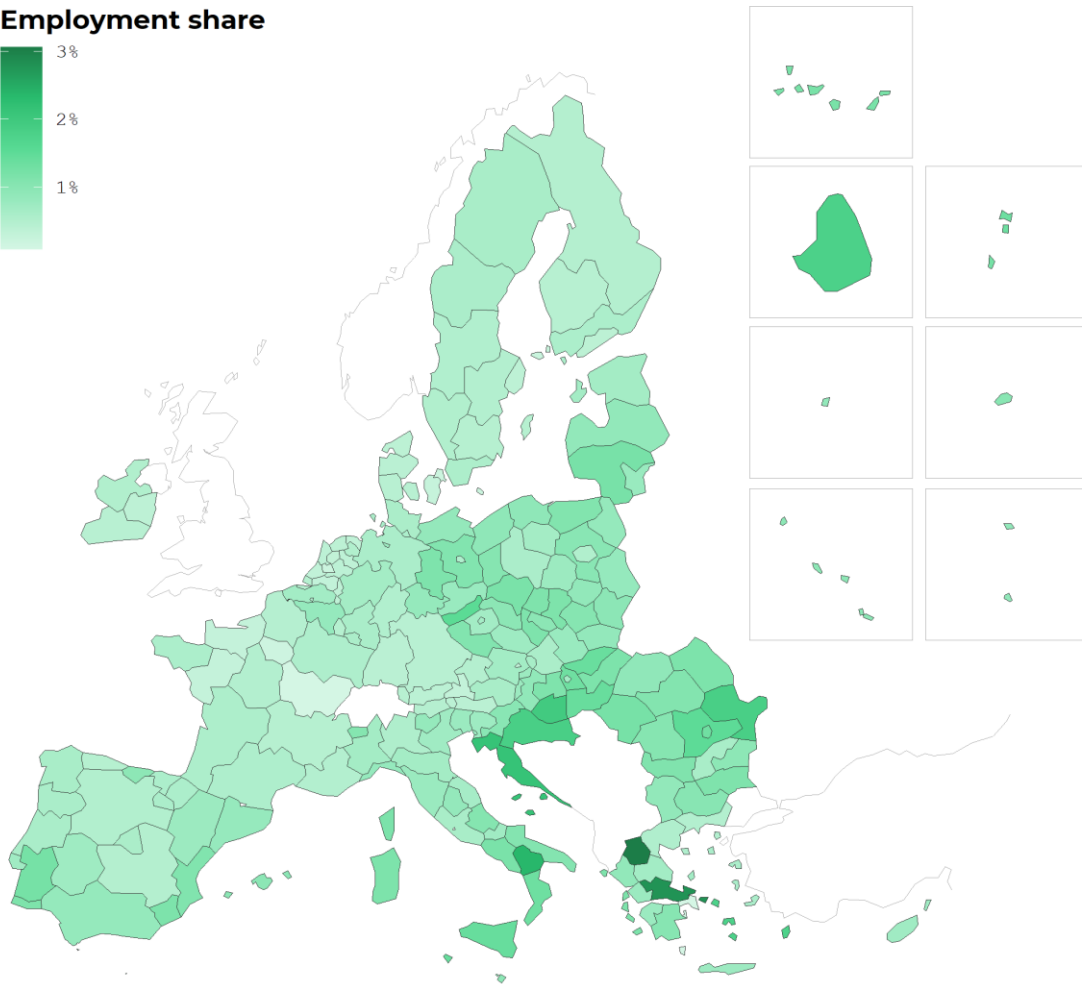
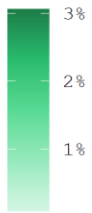
## Collaboration interests of EU-27 cluster organisations



Source: ECCP data from cluster organisation profiles

# Green transition is a transversal cluster issue

Employment share



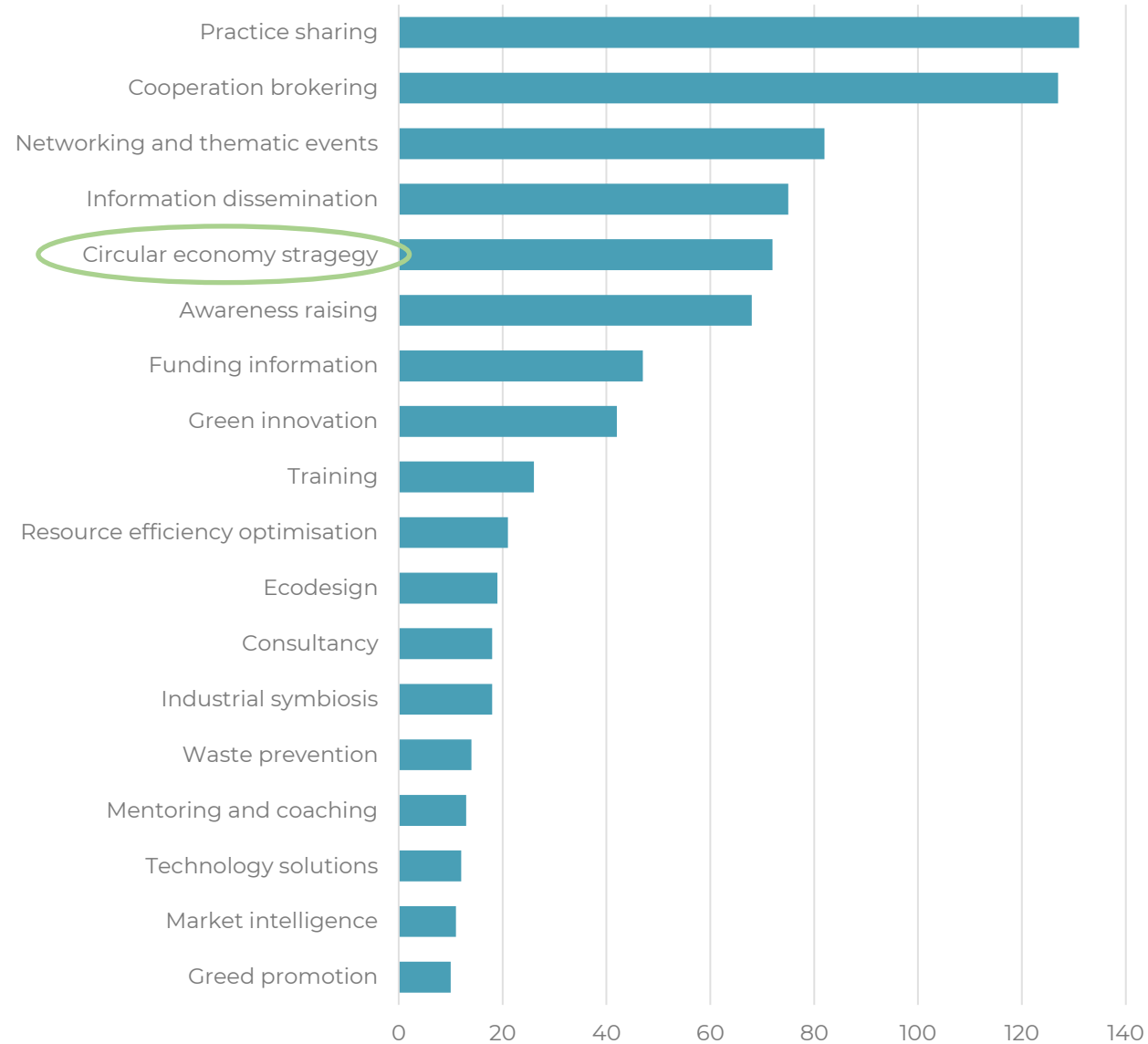
Source: ECCP, based on data from Eurostat and national statistics offices

- The share of employment in sectors classified as 'green' is relatively low across Europe (0.7% on average)
- But almost 40% of cluster organisations registered on the ECCP work in green sectors and/or technologies
- And over 60% say that they support companies to be green ...



# Circular economy is on the radar of European clusters

## Top 15 resource efficiency services provided by European cluster organisations



Source: ECCP data from cluster organisation profiles

# Clusters driving the Green and Digital transitions

Saint-Ouen (Paris region) | 22nd – 23rd November 2021



## Insights on clusters and circular economy transitions: Towards a new greener normal

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Merete Daniel Nielsen | Cluster Excellence Denmark & TCI Network



# IS CIRCULAR ECONOMY A POSSIBILITY DURING A PANDEMIC?



How the pandemic has changed priorities around green transition

Global survey (done together with TCI Network) with almost 50 cluster organisations from 17 countries responding

Cases (done together with ESCA) from Russia, Germany, Spain, Sweden and Denmark to show how clusters are working with green transition in different sectors and with different methods.

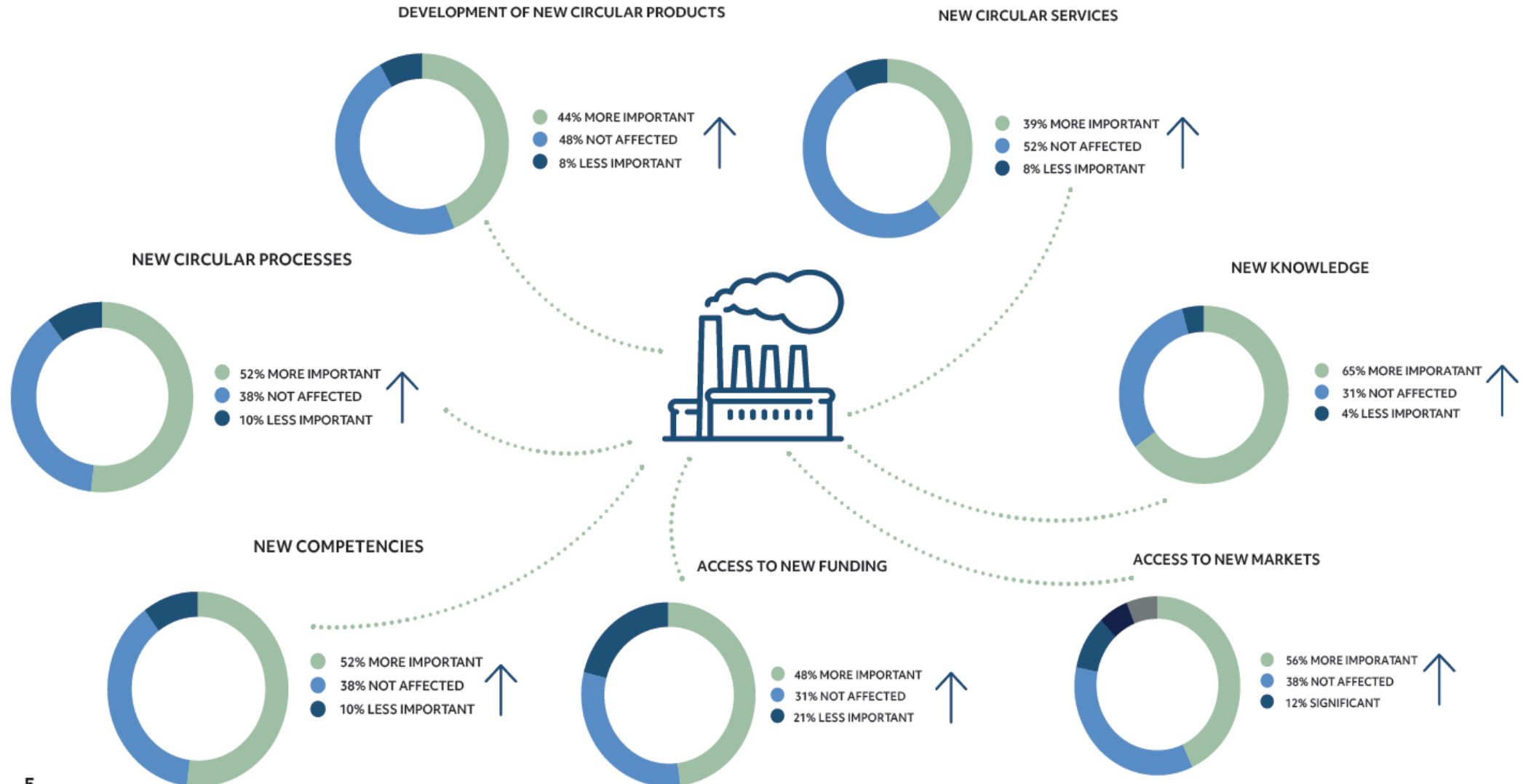


[www.clusterexcellencedenmark.dk/Files/Images/Filer%20til%20direkte%20visning/circular%20economy%20in%20times%20of%20covid-19.pdf](http://www.clusterexcellencedenmark.dk/Files/Images/Filer%20til%20direkte%20visning/circular%20economy%20in%20times%20of%20covid-19.pdf)

**IN YOUR EXPERIENCE: CAN CIRCULAR  
TRANSITION OF SME'S HELP REIGNITE THE ECONOMY?**



# HOW HAS THE PANDEMIC AFFECTED SME'S NEEDS FOR CIRCULAR SUPPORT?



# WHY GREEN TRANSITION ALSO CAN BE GOOD FOR BUSINESS



BETTER USE OF RESOURCES



A MORE SECURE SUPPLY CHAIN



NEW MARKETS AND PRODUCTS



ACCESS TO FUNDING



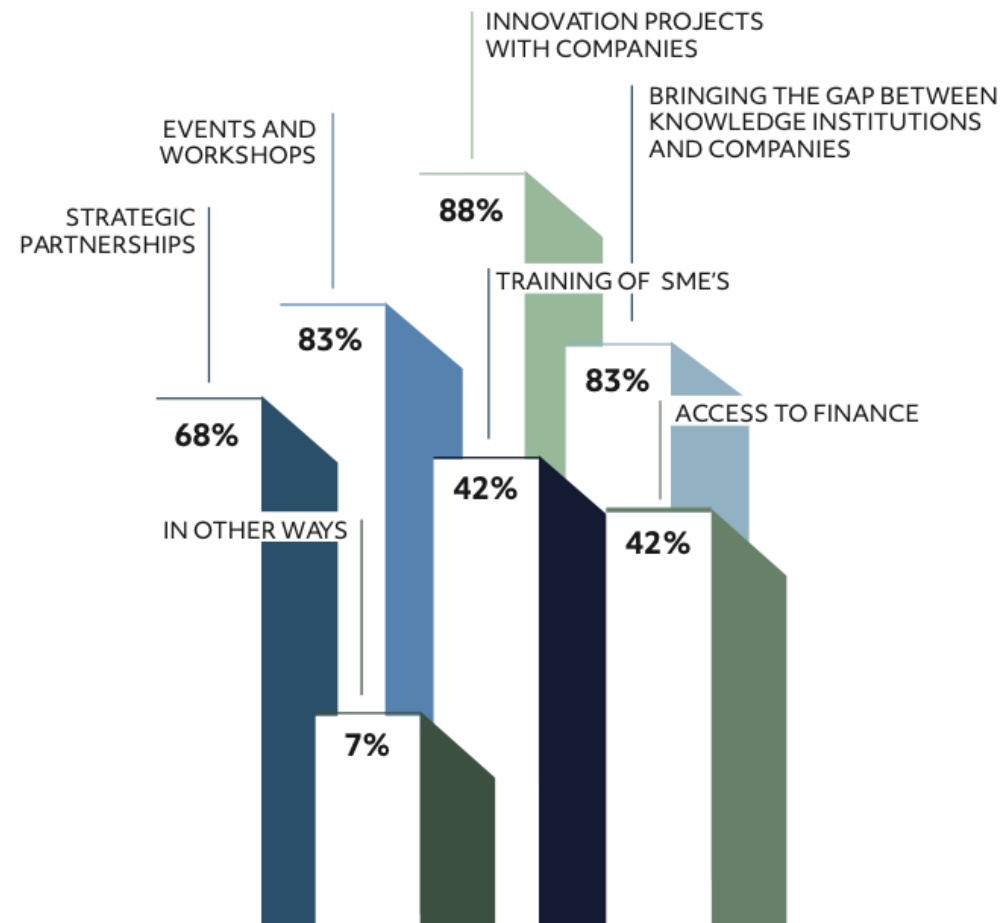
DIGITAL OPPORTUNITIES



UP- AND RESKILLING

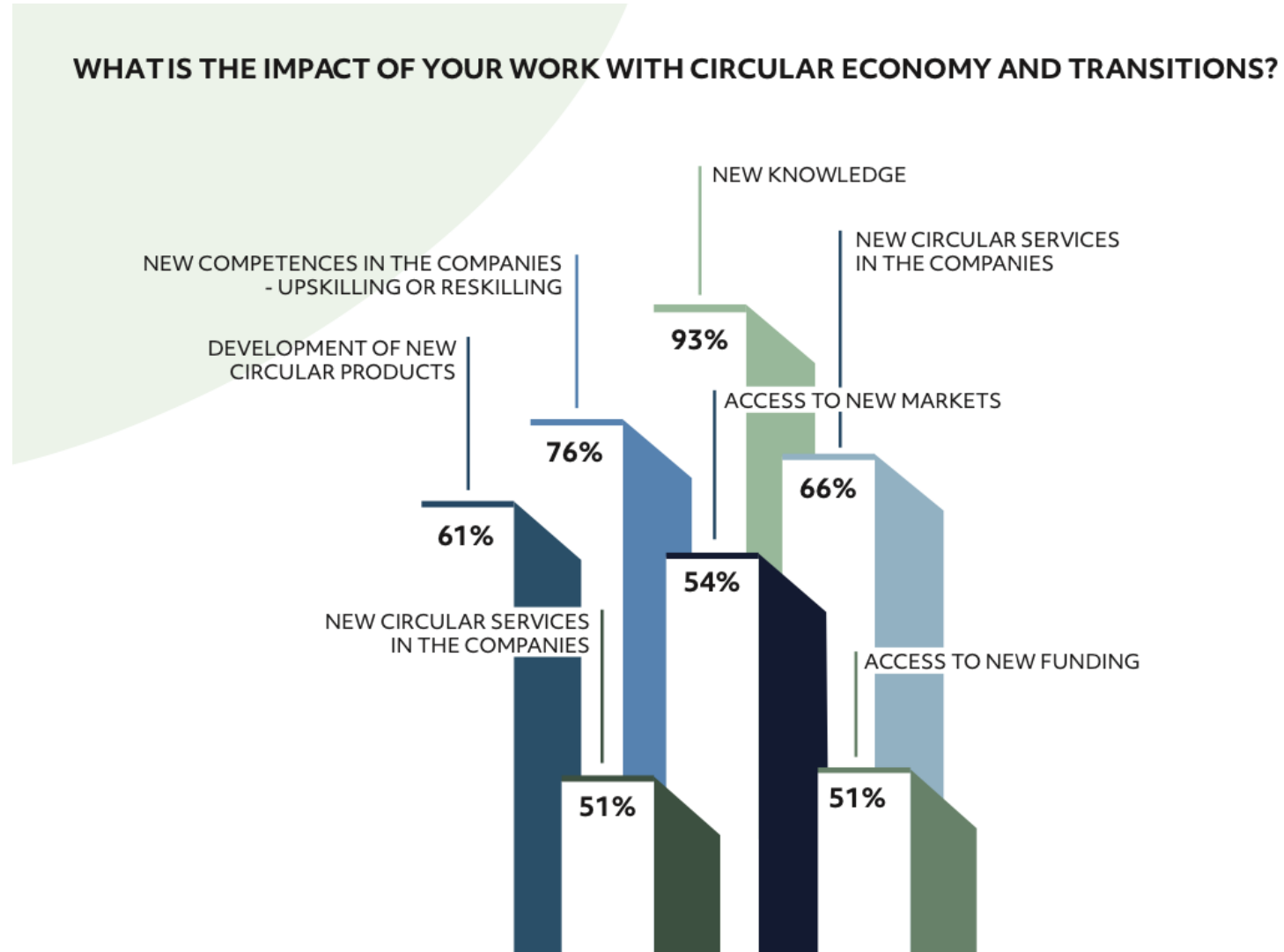
# Key activities

## HOW DOES YOUR CLUSTER WORK WITH CLUSTER ECONOMY AND CIRCULAR TRANSITION?





# Impact of clusters on green transition



# Clusters driving the Green and Digital transitions

Saint-Ouen (Paris region) | 22nd – 23rd November 2021



## Practical & Policy Experiences

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Bron Innovation, Sweden | Lars Persson Skandevall

Tuscany Fashion Cluster, Italy | Enrico Venturini

Agency for Science, Innovation & Technology, Lithuania | Vidmantas Vaitulevičius

Ministry of Development, Labour & Technology, Poland | Marta Mackiewicz

Slovak Innovation and Energy Agency, Slovakia | Artur Bobovnický

Matériaupole, France | Arnaud Bousquet

# bron.

GovTech Sweden

Sustainability Industry













SWEDEN'S  
MOST  
BEAUTIFUL  
CITY



# HÖGA KUSTEN

THE HIGH COAST OF SWEDEN

*Established 10,000 years ago*





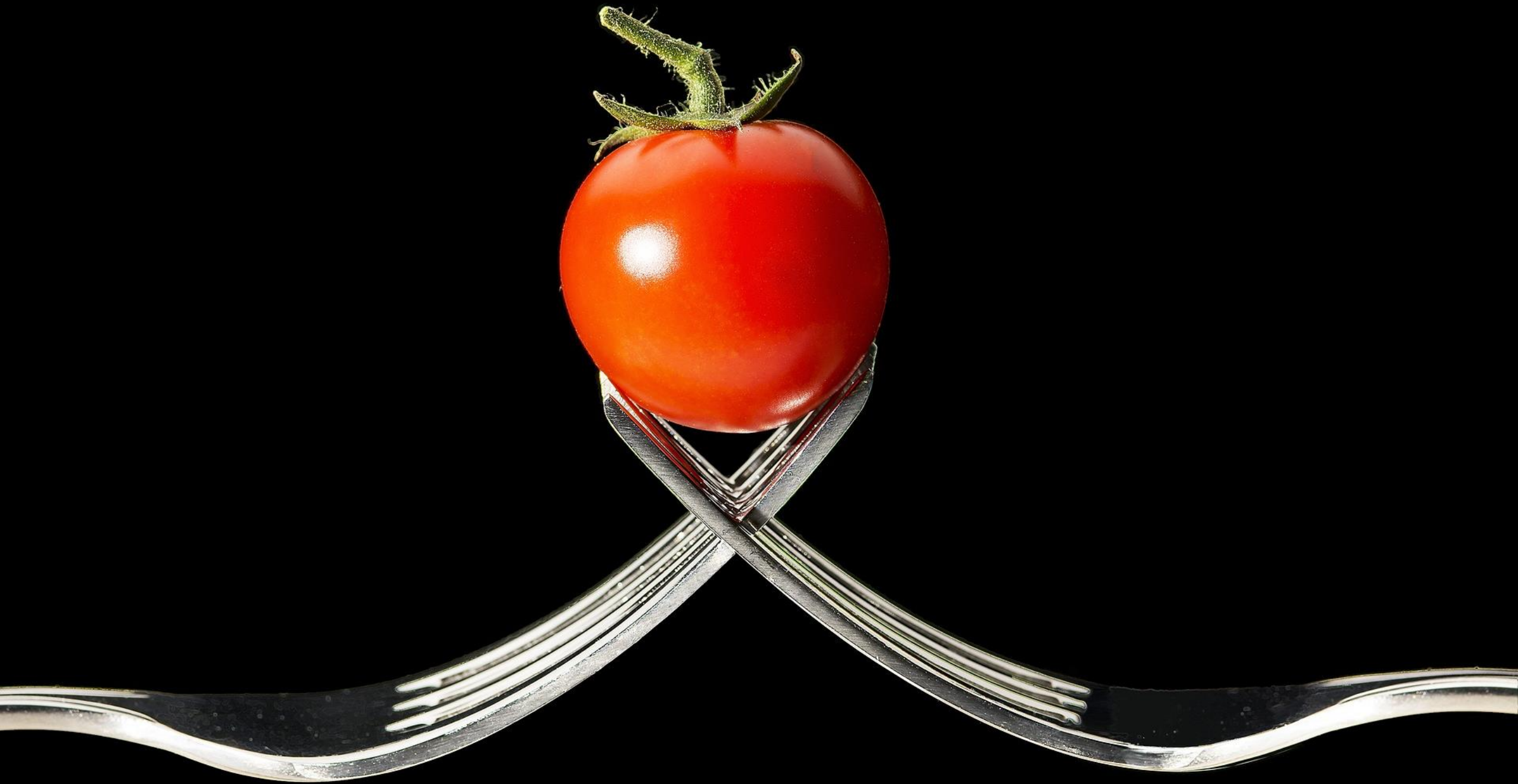




# Combining AI and Bio Economy

- Refining – Maximixe value
- Farming – Minimize climate impact
- Logistics – Reduce transports
- Innovate – From a tree to...







# bron.

[www.broninnovation.se](http://www.broninnovation.se)



Region  
Västernorrland



EUROPEISKA  
UNIONEN  
Europeiska  
regionala  
utvecklingsfonden



**NEXT**  
**TECHNOLOGY**  
TECNOTESSILE  
SOCIETA' NAZIONALE DI RICERCA R. L.



## ***OTIR2020-Tuscany Fashion Cluster***

*The cluster for the fashion and textile system to support the development of collaborative activities and R&D diffusion among companies in the fashion sector.*

***Next Technologg Tecnotessile*** is the managing body of **OTIR- TFC**

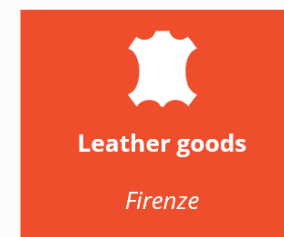
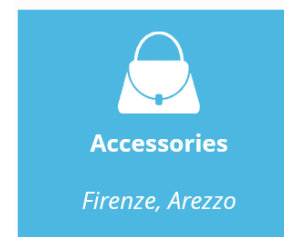
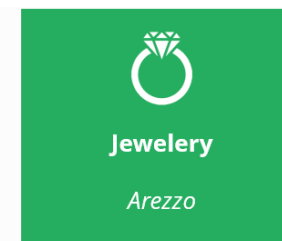
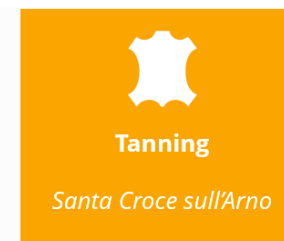
More than **450 members** active in the fashion sector of Tuscany Region

### ***OUR ACTIVITIES:***

- ☐ Support and strengthen the regional **technological transfer** and the exploitation of new sustainable technologies, products and services
- ☐ Support **R&D** collaborative activities
- ☐ Support the cooperation between companies and between companies and the system of research, both public and private
- ☐ Organization, sharing and dissemination of **strategic information** in favor of businesses, with a view to economic intelligence
- ☐ **Provision of technology transfer infrastructures** in the District: industrial and applied research laboratories, technology demonstrators
- ☐ Organization of **seminars and conferences** to facilitate **sharing of knowledge**, networking and transnational cooperation



### ***Main industrial sectors included in the cluster***



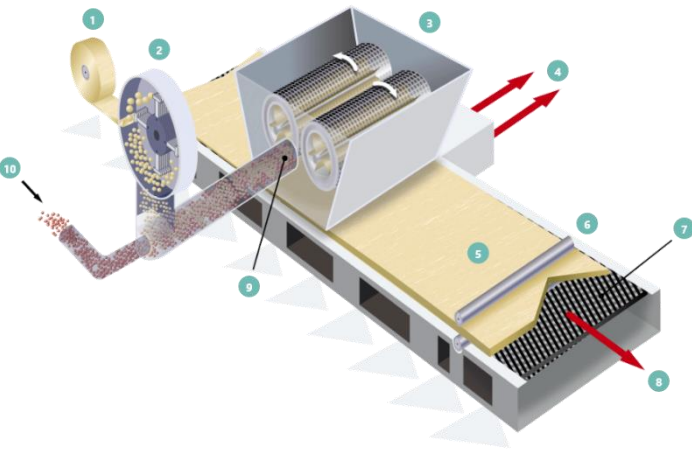


# International Partnerships

## Circular Process for Eco-Designed Bulky Products and Internal Car Parts

<https://www.ecobulk.eu/>

**ECOBULK** through a large scale demonstration effort will contribute to “closing the loop” of composite products in the automotive, furniture and building sectors by promoting greater re-use, upgrade, refurbishment and recycle of products, parts, and materials.



**TECHNO***plants*  
technologies for non woven

The Cluster has involved **Technoplants**, an important company of in the technologies for non woven sector within the ECOBULK project

<https://www.youtube.com/watch?v=iOLER8eYZ8Y&t=2s>

# International Partnerships

EXTRATEX European TEXTile-TRANsport Sustainability  
paradigm for industrial clusters Excellence in cross-sector  
innovation

[www.extratex.eu-vri.eu](http://www.extratex.eu-vri.eu)

**EXTRATEX** brings together clusters from textile, automotive, plastic and Safety and Security in industry. Within the **ClusterXChange** scheme a virtual exchange to Slovakia (SPK) and a physical exchange to Czech Republic (CLUTEX) have been implemented.

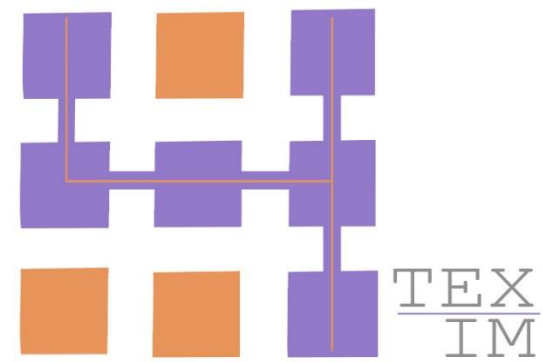


The Partnership has focused the first virtual exchange to SPK on **new materials, advanced plastic processing, biodegradable materials, recycling**

The Cluster has brought companies to the second physical exchange to Czech Republic which focused on **advanced technologies and production, smart materials, cross-sector collaboration development**







# International Partnerships

TEX4IM Textile Cluster for Industrial Modernisation

[www.tex4im.eu/](http://www.tex4im.eu/)

**TEX4IM** set up a sustainable incubator and accelerator system for the generation of joint investment projects in TC and other related or cross-linkable sectors.

The partnership through the TEX4IM system was able to gather 24 project proposals (5 from Tuscany region), developing new ideas regarding **advanced textile materials, circular economy, new business models for TC value chains**

*Example of the ideas from the cluster*

Recycling cashmere with brushing technology

Innovative technology system to realize green and natural fur

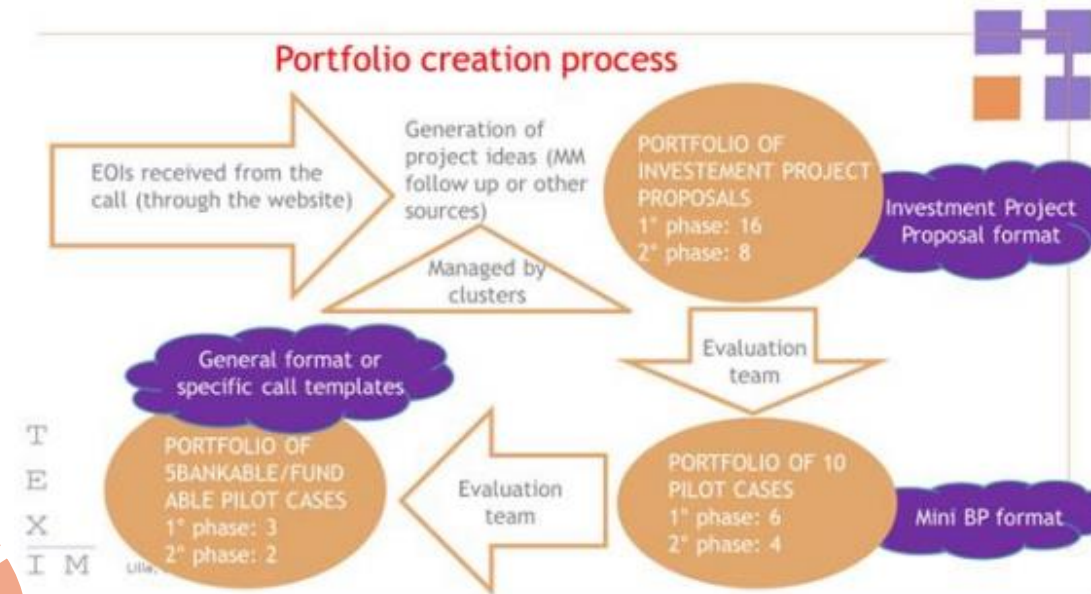
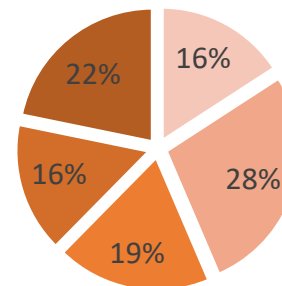


Fig. 2 - TEX4IM Portfolio of investment projects selection process

**FINAL RESULTS:** 10 mini business plans, 5 full business plans prepared for the best project proposals

- Circular economy
- Industry 4.0
- Digital technologies
- ATM

# *Thanks for your attention!*

**Contact:** Enrico Venturini

**E-mail:** [enrico.venturini@tecnotex.it](mailto:enrico.venturini@tecnotex.it)

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Italy  
Tel. +39-0574-634040  
[www.tecnotex.it](http://www.tecnotex.it)  
[www.tuscanyfashioncluster.it](http://www.tuscanyfashioncluster.it)



# KEY ACTORS in Circular economy & Clusters: Lithuania's case

Vidmantas Vaitulevičius

MITA

Paris, 2021-11-22

# KEY ACTORS in Circular economy & Clusters

## MITA

INOLINK – clusters

INOSTART - startups

INNOVATION VOUCHERS

## LVPA

ECOINOVATIONS

BIOPOWER PROMOTION

INOKLASTER LT

## APVA

Climate change programme

Environment protection programme

Waste management programme

## Clusters

Biopower plant development cluster

CleanTech cluster

Circular Economy Cluster

# FACTS and Figures

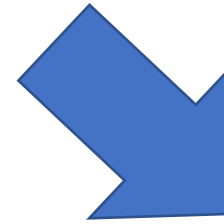
## According to 2018 data:

- ~84,900 business enterprises;
- Less than 800 participate in clusters;
- 57 clusters in total;
- On average – 13 enterprises;  
(including universities) in cluster;

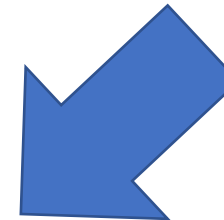


# The Closed circle

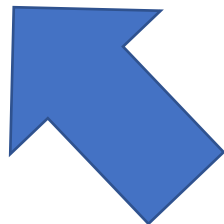
**Too few** companies  
participate in clusters



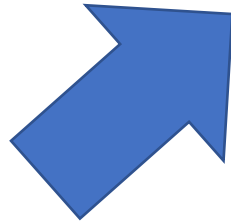
**Too small** clusters



**No impact** to  
decision makers



Clusters **aren't seen** as  
actors in green transition



How to break the circle?

# MERCI!

Vidmantas Vaitulevičius

[vidmantas.vaitulevicius@mita.lt](mailto:vidmantas.vaitulevicius@mita.lt)

+370 600 45944

## Discussion

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Which clusters can best support circular economy transition?

Are cluster organisations doing enough?

What is stopping them from doing more?

What policy actions could help?



# Clusters driving the Green and Digital Transition

Saint-Ouen (Paris Region)  
22nd-23rd November 2021

Breakout session 2



# Clusters driving the Green and Digital transitions

Saint-Ouen (Paris region) | 22nd – 23rd November 2021



## Cluster business models fit for accelerating the twin transition

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Pierre Hausemer | ECCP  
Tahmina Shafique | ECCP

# Agenda

- Cluster business models and the twin transitions: a brief introduction
  - What are the key transition pathways required for the twin transitions?
  - What are the different cluster business models and how are they evolving?
  - What is needed to enable clusters to develop business models that support the transition pathways?
- Examples of cluster business models that have helped accelerate / foster economic transition
- Questions for discussion and exchange

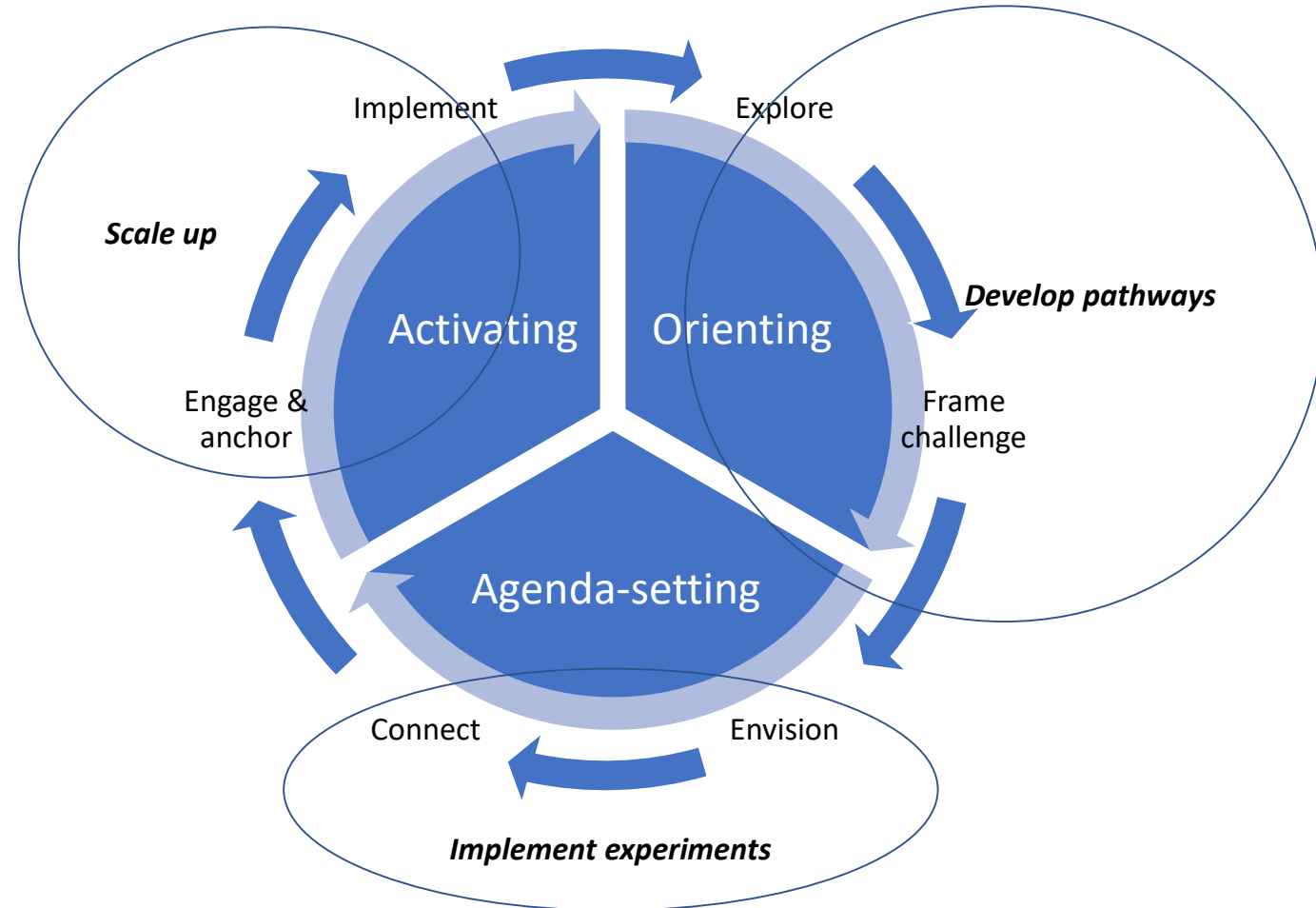
# Why focus on cluster business models?

- The twin transitions require a profound and **systemic transformation** of our economies
- Across all industrial ecosystems, we need to
  - foster **innovation**,
  - redesign **value chains**,
  - develop **skills**,
  - Engage in new **collaborations and ways of doing things**
- Clusters are uniquely placed to support the delivery of these transitions at the level of companies, sectors and ecosystems
- Cluster business models must be fit to support SMEs in:
  - Identifying the actions needed to achieve the twin transitions,
  - Developing tailored action plans for competitive and sustainable industrial ecosystems and
  - Supporting implementation of these plans at systems and company levels.
- Understanding cluster business models to make them fit to support the twin transitions will improve competitiveness and enhance sustainability.



# What are transition pathways?

- A systemic transition requires deep change at different levels acting in parallel
- Steps for managing systemic transition:
  1. Setting up the **transition arena** (a network where stakeholder come together to define current challenges and long-term vision);
  2. Narrowing down the vision into concrete **transition paths**;
  3. Implementing **transition experiments** to explore the transition path;
  4. Anchoring, evaluating and monitoring **results**
  5. **Scaling up** the experiments
- Pathways are place based strategies tailored to the status quo & the context in which they are developed



# What are cluster business models?

- Cluster business models describe the way a clusters monetises the value that it provides
- 3 elements:
  - Funding structure**
    - Private, project, public
    - Evolves over time
    - Varies across clusters
  - Cost structure**
    - Legal form
    - Board and operational team
    - Management of fixed / variable costs
    - Relationships with banks & financial modelling
  - Value proposition**
- Challenges:**
  - Value in long term but funding needs and sources are short-term or time-limited
  - Clusters can generate significant externalities
  - Often too small, too local and too focused on the short term to achieve systemic change

Value added (Rangen)	Function (EOCIC)
Trust-based collaboration platforms	Intelligence (market research, knowledge transfer, consultancy and project management services)
Private-public partnerships, developed by design	Collaboration (networking, linking new value chains)
Magnets that attract talent, capital, researchers, and companies	Business support (incubation and acceleration, central services, internationalisation support, market access services)
Collaboration networks built around the industries of the future	
Solving industry-level challenges and opportunities	
Economic Engine by connecting members and partners	

# Building cluster business models that support transition pathways

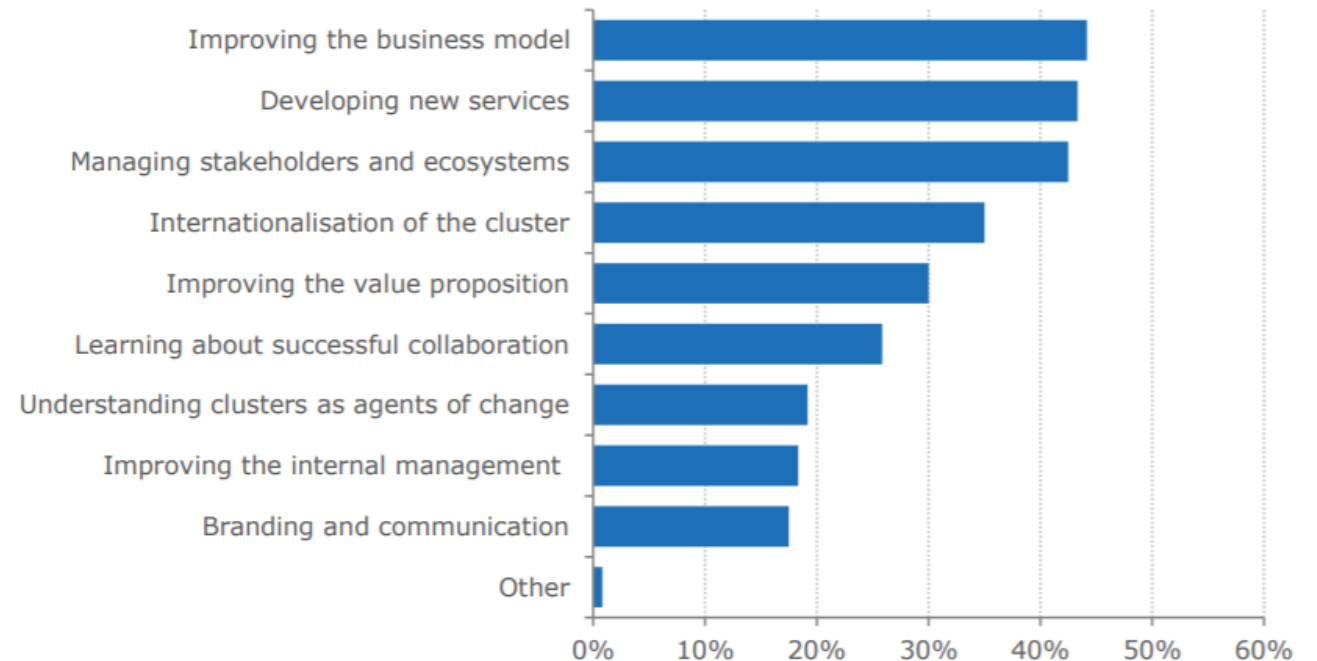
Step in the transition pathway	Business model aspects (function and funding)	Description of the activity
<b>Priority definition</b>	Functions: Intelligence and collaboration Funding: mostly long term public funding	Support policy makers & industry in definition of digitisation and decarbonisation priorities by providing insights on the current state of play of industrial ecosystems.
<b>Identification of strategic challenges</b>	Functions: Intelligence and collaboration Funding: mostly long term public funding; some membership funding for collaborative activities to identify eco-system specific challenges	Focus on key enablers and barriers to digitalisation and decarbonisation of industry, namely economic, socio-demographic, environmental, regulatory and political features of ecosystems.
<b>Development of tailored actions</b>	Function: business support Funding: project-based, with a mix of public and private sources, including from outside the cluster membership itself	Identify feasibility (in short-, mid-, long- term) of targets based on specificities of each ecosystem and value chains in their geographical area. This insight could then be used to design and implement transition experiments with the support of the cluster
<b>Support in the design of twin transition pathways</b>	Functions: Collaboration and business support Sources: mix of public and private with an emphasis on private sector funding	Support transition from on-field experiments, help assess what works, find replication and scale up opportunities and link transition experiments with the overall digitisation and decarbonisation pathways.

# What is needed to enable clusters to develop business models that support transition pathways?

- Cluster business models need to become more mission oriented and aim for systemic change – not just “service providers”
- They need support in
  - Improving short- and long-term funding** structure to enable focus on mission;
  - Tailoring and aligning services** to regional, national and European objectives / needs
  - Training cluster managers** to mobilise managerial / entrepreneurial skills
  - Inter-cluster linkages and investment** to link visions to wider ecosystem / value chains
  - Understanding of value added** as place-based vehicles of systemic change toward the twin transitions.
  - Demonstrating impact** on systemic transitions and on members

→ **What are your needs?**

→ **How can the ECCP support this?**





# Examples of cluster business models that have helped accelerate / foster economic transition

- **Learning from you !**
- Please provide examples of clusters whose business models support systemic transition in practice:
  - Clear mission orientation
  - Sustainable funding models
  - Innovative cost management practices
  - Skilled cluster managers
  - Demonstrable impact
- Why are they successful? How did they overcome their challenges?
- What is needed to lead to systemic change (drivers / obstacles)?

## Q&A

- Where do you see the role for clusters and/or the ECCP in the development of a transition management framework? On which step of the transition pathway should the focus of clusters lie?
- Where does the key challenge lie to help clusters support the twin transitions: funding, costs, the definition of a?
- Where do you see the drivers and obstacles to the successful deployment of cluster business models for transition management in Europe?
- What is the role of place-based characteristics (economic, socio-demographic, environmental, regulatory/legal, political...) in achieving systemic change?

# Clusters driving the Green and Digital Transition

Saint-Ouen (Paris Region)  
22nd-23rd November 2021



# Panel discussion - Clusters, cities and regions leading the digital transition

**Moderator: Marc Pattinson**, Research and Innovation Expert, Interreg Europe Policy Learning Platform

## **Panellists:**

- **Antonio Novo**, President, *European Cluster Alliance*
- **Alberto Pezzi**, *DGI - Acció - Government of Catalonia*
- **Thierry Gautreau**, *Industry 4.0 and companies transformation support, CETIM*
- **Nawelle Nurmukhamedov**, *Project Manager Innovative Mobility, Versailles Grand Parc*
- **Bianca Muntean**, *Transilvania IT Cluster*
- **Thierry Louvet**, *Europe and International Affairs Director at Systematic Paris Region Cluster, partner of Digihall EDIH*
- **Marek Przeor**, *Team Leader – Cluster Policy, European Commission, DG GROW*





# Clusters, cities and regions leading the digital transition

## European Expert Group on Clusters

*22 November 2021*

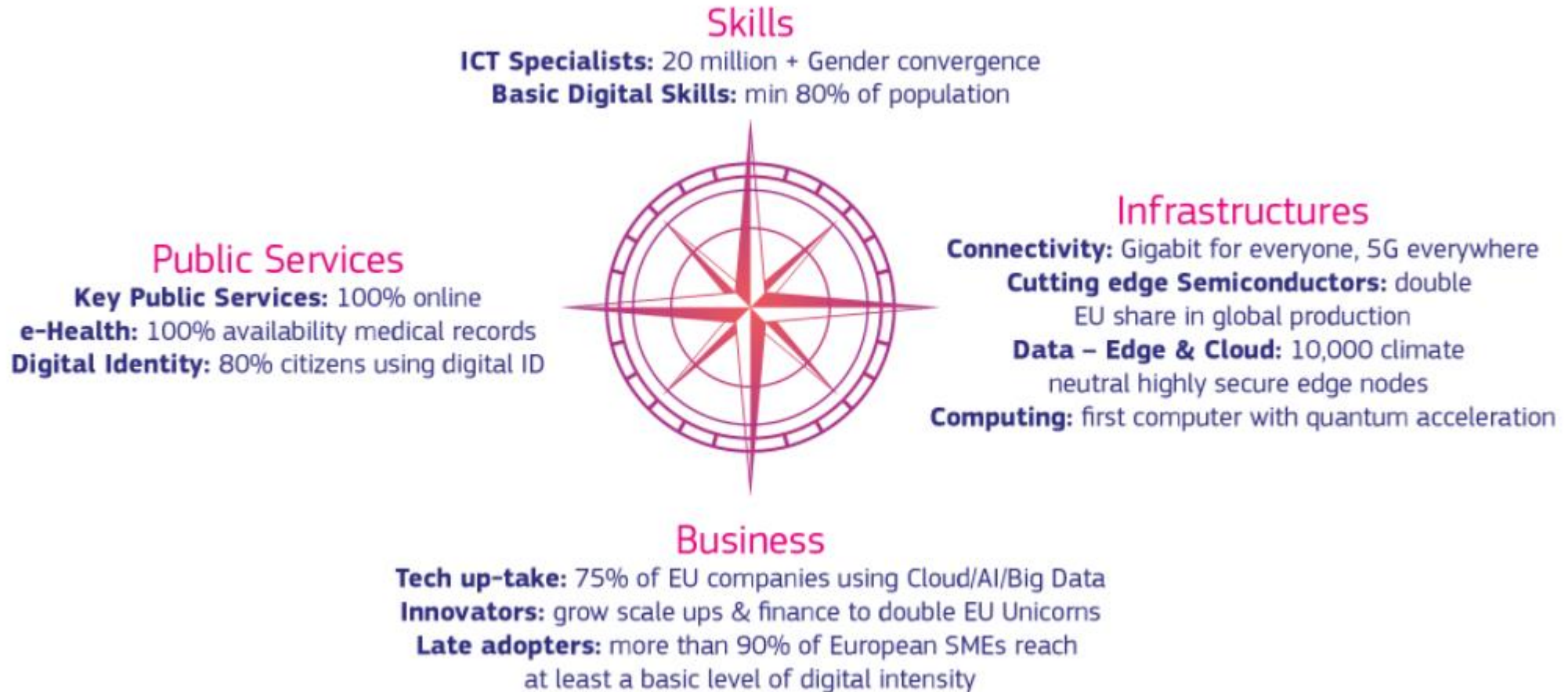
Marek Przeor, Unit D2, DG GROW, European Commission

# 5 Recommendations of the European Expert Group on Clusters

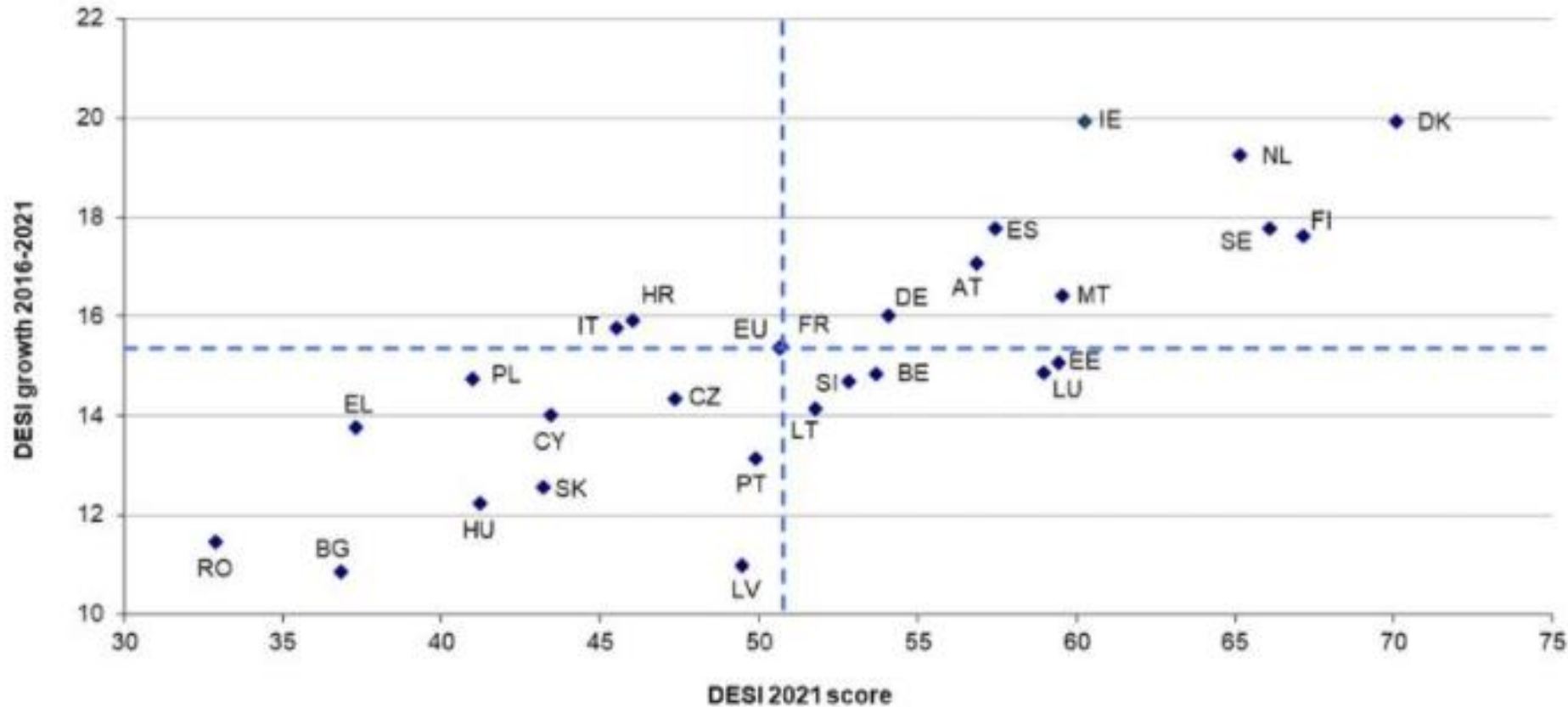
## Accelerating the digital transition

- 6) **Mobilise clusters to participate in digital and green skills related initiatives** such as the EU Pact for Skills and embedding them to local education and training structures while promoting STEM.
- 7) **Increase cluster capacity to provide advanced business services** shifting from knowledge-based intelligent manufacturing to data-driven/knowledge-enabled smart manufacturing.
- 8) **Make clusters an integral part of Digital Innovation Hubs** through incorporating clusters into their governance and operations in a continuous collaboration on the digital transition.
- 9) **Use clusters to initiate new and to reinforce existing Public-Private Partnerships (PPPs)** for boosting digital and advanced technologies value chains and technological platforms. (The portfolio of European Partnerships includes 49 candidates)
- 10) **Use clusters as strategic agents for the implementation of European digital policies** and development of initiatives reaching out to SMEs and other users of digital solutions.

# Digital Compass: the European way for the Digital Decade



# Digital Economy and Society Index – Member States' progress, 2016-2021



Source: DESI 2021, European Commission.



# Funding

- ERDF, ESF+
- Digital Europe Programme
- Horizon Europe
- Invest EU
- 20% of Recovery and Resilience Facility

# Clusters driving the Green and Digital Transition

Saint-Ouen (Paris Region)  
22nd-23rd November 2021

Breakout session 3




## Capacity-building session 3: Implementing Industry 4.0. priorities at local level

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Tahmina Shafique | ECCP Work Package Leader – Capacity  
Building of Cluster Actors

# Objectives of this session



Develop a **harmonised understanding** on need to widen I4.0

Collect and share **lessons learnt** from I4.0 experiences and identify their relevance for update

Identify **factors of importance** for a successful roll-out



# Widening I4.0 – a new concept ‘Industry 5.0’ - ‘From a shareholder to stakeholder value’

- **Vision** that aims **beyond efficiency and productivity** as the sole goals -> reinforces the role and the contribution of industry to society
- **Wellbeing of the worker** at the centre of the production process
- Uses **new technologies to provide prosperity** beyond jobs and growth while respecting the production limits of the planet
- **Complements the existing I4.0 approach** by putting R&I at the service of the transition to a sustainable, human-centric and resilient European industry



# Why widening I4.0?

- Industries active role in providing solutions to challenges for society  
*(including the preservation of resources, climate change and social stability)*
- Integration of benefits for industry, for workers and for society.
- Empowering workers - addresses evolving skills/training needs  
*(increases the competitiveness and attracts talents)*
- Good for our planet  
*(favours circular and more efficient production models)*
- Revising existing value chains and energy consumption practices  
*(increases resilience concerning external shocks)*



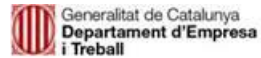
## 15.0 – reflections on the concept from a local level

- Input from Alberto Pezzi / DGI - Acció - Government of Catalonia



# New and old paradigms in competitiveness policy

**Alberto Pezzi**



*Snr Manager Competitive Strategy*



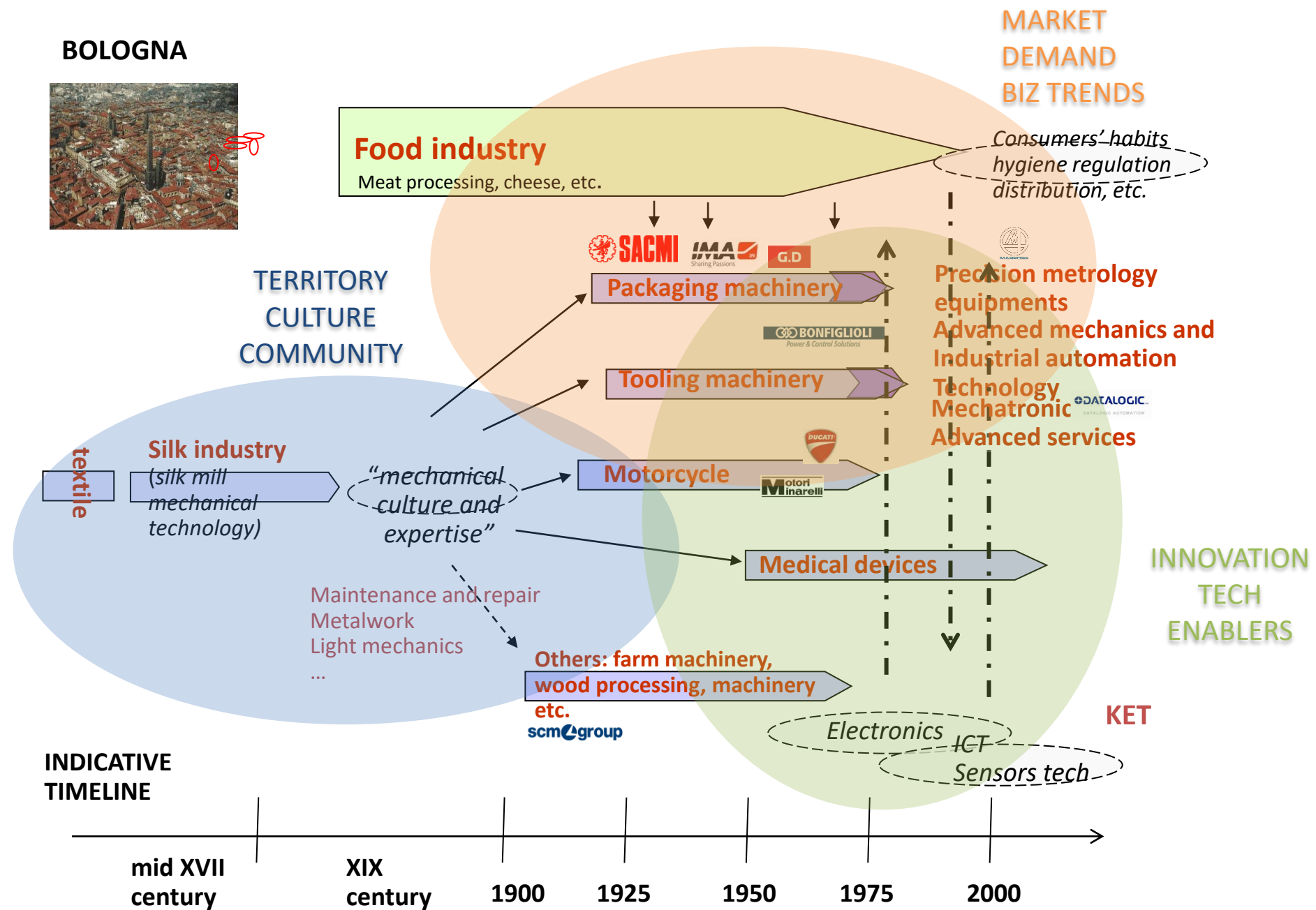
*Member of the Board of Advisors*



*Member of the European Expert Group on Clusters*



# BOLOGNA



# SHARED VALUE CONCEPT



***“... policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates”***

M.E. Porter and M. Kramer, HBR, 1-2, 2011



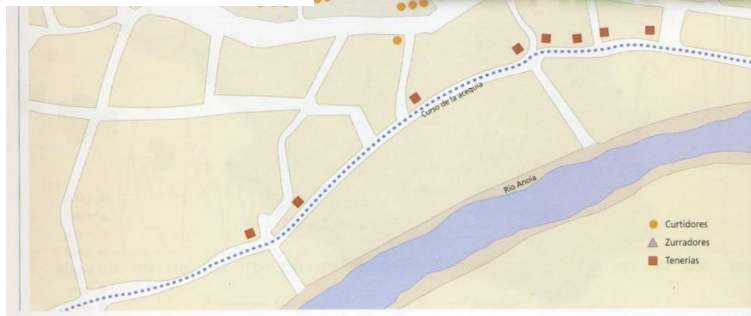
- SV is about creating a common ground for economic and societal values
- SV is not anecdotic, it should be embedded in firm strategy

# A GREAT EXAMPLE OF INTER-CLUSTER COOPERATION PROJECT WITH SHARED VALUE CREATION

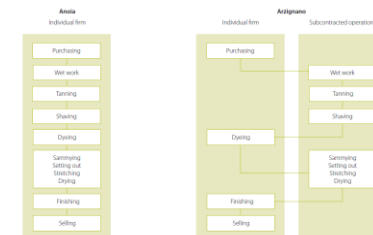
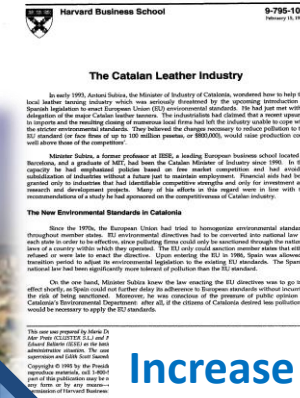
## IGUALADA LEATHER CLUSTER

Improvement of  
local  
environment by  
reducing water  
contamination

Increase of firm  
competitiveness  
through  
economies of scale  
and supply chain  
efficiency



Leather tanning workshops in Igualada (Barcelona) begin XVIII century  
Source: J. Nadal, Atlas de la Industrialización en España 1750-2000, Barcelona 2003



## MÉS INFORMACIÓ / CONTACTE

[apezzi@gencat.cat](mailto:apezzi@gencat.cat)



@albertopezzi



<https://www.linkedin.com/in/albertopezzi>

Additional info on the EUROPEAN EXPERT GROUP ON CLUSTERS :

<https://ec.europa.eu/transparency/expert-groups-register/screen/expert-groups/consult?do=groupDetail.groupDetail&groupID=3636>

Download the RECCOMENTATION REPORT





# Status quo

## Tour de table in the room:

- Name and organisation
- I4.0 strategy: yes/no
- Status of I5.0 within your organisation

## Voting for the virtual audience:

### Question 1: Do you have an I4.0 strategy/policy?

- Yes
- No

### Question 2: What is your position regarding an I5.0 strategy/policy?

- I have not heard about it before this event
- I know what it is, but have not taken action yet
- I am considering to develop an I5.0 strategy/policy
- I have started the process of an I5.0 strategy/policy

# Discussion

## Discussion points for the room:

- Do you see a need for an amendment of I4.0?
- How do industry stakeholders react to I5.0?
- What actions have already been put in place to make amend I4.0 and to strengthen its implementation?

## Questions to the speaker?

# Learnings from I4.0 – reflections from two cases

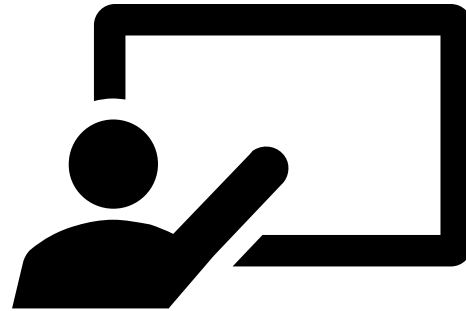
## Guiding questions to the speakers

- What were your **key challenges** in implementing an **I4.0 strategy/policy** so far?
- What would you **do differently** if you could start again?
- What were the **main impacts** of your actions?
- What can we **learn from the I4.0** experience to make a widened I4.0 approach (e.g. I5.0) a success?



# Reflections from clusters

- Input from Luisa Bouzoubaa / Pôle EMC2







# EUROPEAN CLUSTER FOR MANUFACTURING TECHNOLOGIES

Luisa Bouzoubaa



---

Competitiveness cluster  
**since 2005**  
dedicated to **manufacturing  
technologies**

---

Expertise in  
**innovation and  
transformation**  
projects

---

An ecosystem with  
**800 members**  
including 50 % SMEs

---

**Industry-driven**  
Association

FOUNDING MEMBERS

**AIRBUS**  
GROUP



**CHANTIERS  
DE L'ATLANTIQUE**

GRUPE  **BENETEAU**

**NAVAL**  
GROUP



**Present in several  
locations**

**Pays de la Loire**

**Brittany**

**Europe**



# EMC2

## KEY FIGURES

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### Since 2005

- **+800** members
- **+1900** projects supported
- **+650** labelled projects  
(including **+100 european projects**)
- **+360** financed projects representing **+1,7 Mds€** including **800 M€** of public funding

---

### in 2020

- **396** members
- **219** supported projects
- **92** labelled projects  
(including **20 european projects**)
- **39** financed projects



# Focus on INNOVATION AND TRANSFORMATION PROJECTS



Access to a  
**network**

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Access to  
**key technologies**

---



Privileged access to  
**funding**

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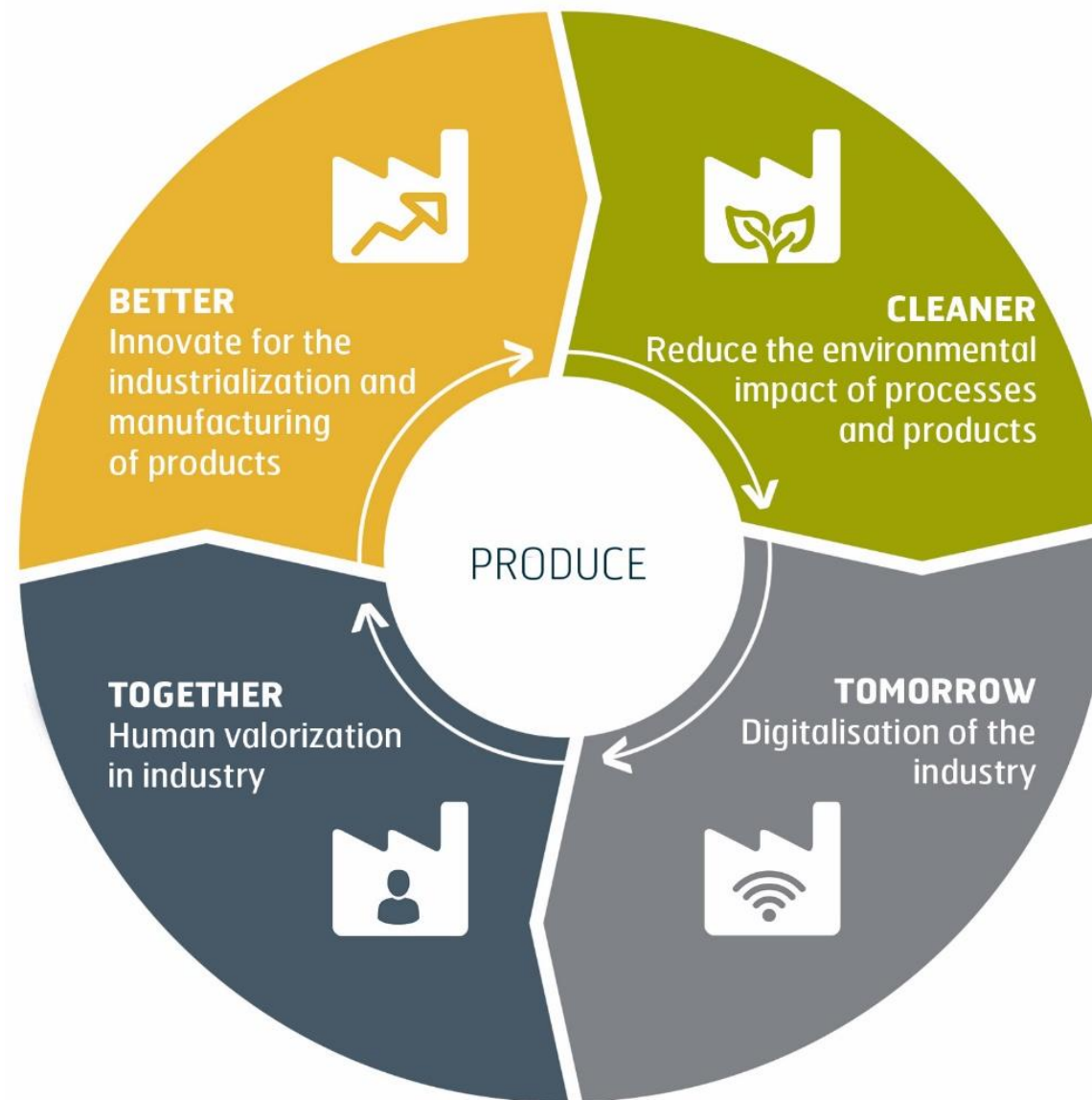


Access to **methodological  
expertise**

---



A technological  
roadmap that meets  
the industry of the  
future challenges



## 4 Strategic Business Units (SBUs)



### SBU INDUSTRIAL PERFORMANCE

- Advanced materials & processes
- Product quality control and improvement
- Automation, flexibility and securing of production systems



### SBU SUSTAINABLE INDUSTRY

- Structures lightening
- Circular economy in the industry
- Energy efficiency of the plant



### SBU DIGITAL INDUSTRY

- Cyber-physical systems
- Data management
- Digital twin of the plant



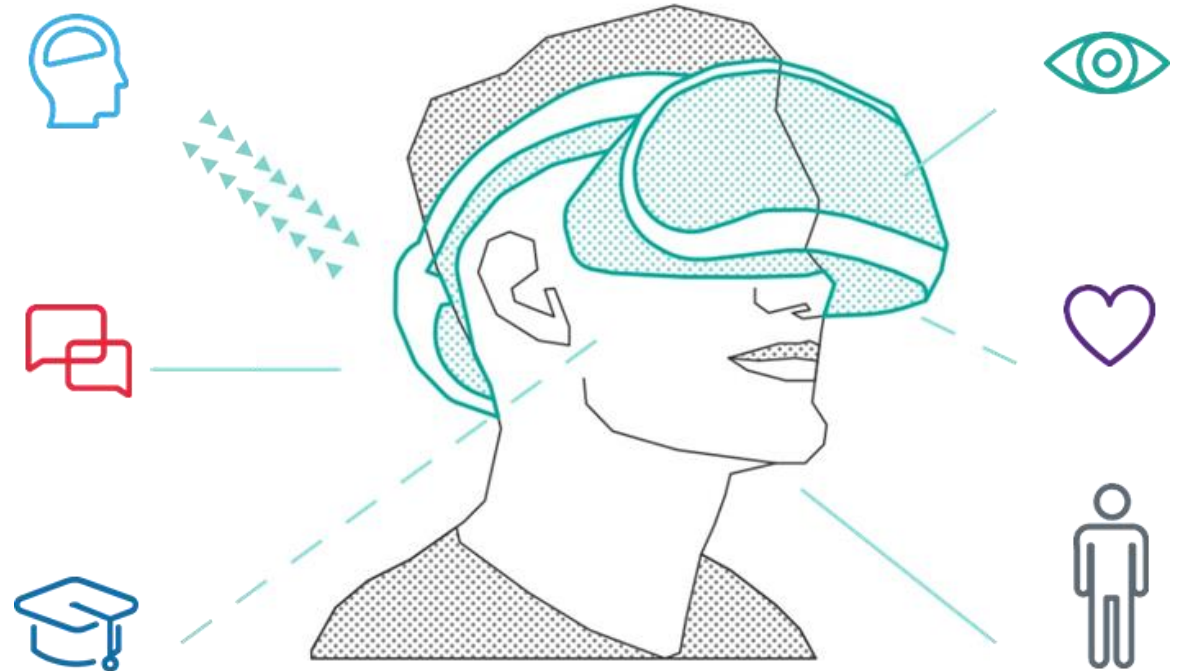
### SBU HUMAN-CENTRED INDUSTRY

- Support to the operator
- Evolution of skills and transmission of know-how
- New methodology and collaborative practices



# THE HUMAN-CENTERED INDUSTRY OF TOMORROW

A practical guide



 **EMC2**

**altran**

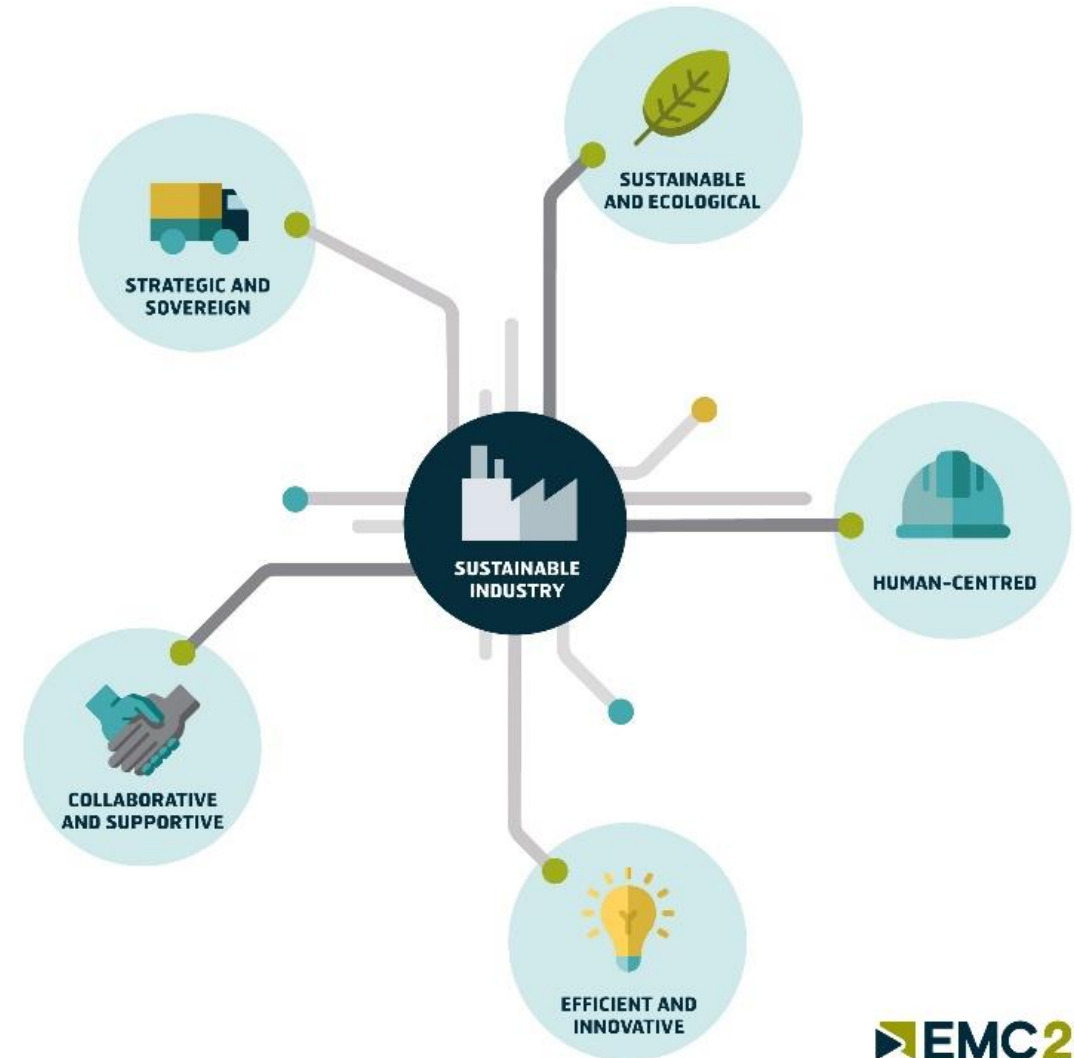
# THE HUMAN-CENTERED INDUSTRY OF TOMORROW

1. HUMANS AS **CREATORS OF VALUE**
2. HUMANS AS **ARCHITECTS OF TRANSFORMATION**
3. HUMANS AS **ACCELERATORS OF INNOVATION**



# ENGAGEMENT FOR A SUSTAINABLE INDUSTRY

WITH A MANIFESTO “for a sustainable  
industry” BASED ON 5 AXES



## ENGAGEMENT OF OUR ECOSYSTEM

- A manifesto launched in July 2020, and **signed by more than 80 companies**
- **Specific conferences and animations** (e.g Matinées Techno) to support exchange and innovation project ideas development
- Support our members in **transformation projects to help modernisation, digitalisation, and to initiate their environmental transition.**

# ENGAGEMENT OF OUR ECOSYSTEM

**NOS PROJETS PAR  
SECTEUR  
D'ACTIVITÉ  
STRATÉGIQUE**



Performance industrielle ► 39%  
Industrie Durable ► 28,6%  
Industrie Numérique ► 23,6%  
Humain au cœur de l'industrie ► 8,8%

**SUSTAINABLE INDUSTRY & HUMAN-CENTRED INDUSTRY**  
represent **37,4%** of the projects supported in 2020

# Boost our members digital transformation



A "TAILOR-MADE" SUPPORT PROGRAMME  
for companies of all maturities and size  
in the manufacturing sectors

**AWARENESS RAISING  
AND DIAGNOSIS**



**IDENTIFICATION  
OF ISSUES  
AND NEEDS**



**DESIGN AND  
DEVELOPMENT**



DIVA has been certified as a *European Digital Innovation Hub* by the European Commission.



# JOIN THE FABTECH COMMUNITY



EUROPEAN CLUSTER FOR  
MANUFACTURING  
TECHNOLOGIES

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*The EMC2 cluster has been awarded the Gold label by the European Cluster Excellence Initiative and is thus ranked among the 60 best performing European clusters*





# Clusters driving the Green and Digital transitions

Saint-Ouen (Paris region) | 22nd – 23rd November 2021



## Capacity-building session 3: Implementing Industry 4.0. priorities at local level

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Ilaria Massari | General Manager, Rei - Reindustria Innovazione

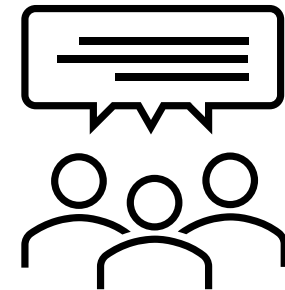
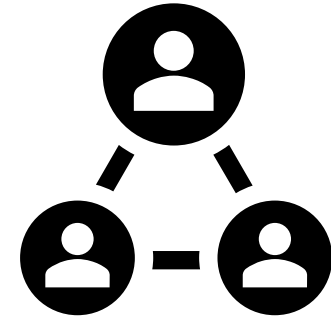




# Learnings from I4.0

## Audience reflections on the key questions:

- What were your **key challenges** in implementing an **I4.0 strategy/policy**?
- What would you **do differently** if you could start again?
- What were the **main impacts** of your actions?
- What can we **learn from the I4.0** experience to make I5.0 a success?



# Next steps

## Tour de table:

- What are you taking from this session?
- What will be your first concrete action after this session related to I4.0 (and/or I5.0) when you are back home?

## Discussion:

- What support would you need from the European Commission in strengthening your I4.0 (or I5.0) ambitions?
- What support would you need from your peers to make I4.0/5.0 a reality?

## Voting for the virtual audience:

**Question: Will you start/continue working on an I4.0 policy within the next three months?**

- yes
- No

**Question: Will you widen your I4.0 policy to incorporate items as per I5.0 concept?**

- yes
- No

# Clusters driving the Green and Digital Transition

Saint-Ouen (Paris Region)  
22nd-23rd November 2021

Thank you !





# Clusters driving the Green and Digital Transition

Saint-Ouen (Paris Region)  
22nd-23rd November 2021

Breakout session 4





# Clusters driving the Green and Digital transitions

Saint-Ouen (Paris region) | 22nd – 23rd November 2021



## Capacity Building Session “Financing the twin transition for & through clusters”

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Patricia Valdenebro | CEO, TCI Network

# Introduction

## **Purpose of the session:**

To identify finance-related challenges and discover new ways of financing the twin transition (digital and green) for and through clusters.

## **Guiding questions**

- Q1. What challenges do clusters identify in financing the twin transition?
- Q2. What new ways of financing are being used by clusters to enable the twin transition?

# An example from Germany

## **Greentech.Ruhr Network (Germany) by Hub Manager Christina Zollmars**

Working to collaboratively strengthen the Ruhr region's green economy, a work that led them to win the EEPA award in the category 'Supporting the Development of Green Markets and Resource Efficiency'

[EEPA 2020 Supporting the Development of Green Markets & Resource Efficiency: Greentech.Ruhr, Germany – YouTube](#)

## Contributions from the physical & online audience

- **VLAIO Flanders, Annie Renders (European Expert Group on Clusters)**



# Connect cluster initiatives to thematic platforms



7 Spearhead  
Clusters



Bottom up

Thematic  
platforms  
Transition domains  
(industry 4.0, circular..)  
Specific gov decisions  
(AI, CS, energy/climate)



- Create environment to **foster discovery** → market: make choices
- '*Entrepreneurial discovery*' driving principle
- NOT: *top down* thematic boundaries, but **join forces around regional strenghts**, within bottom-up landscape
- **Triple helix collaboration**, valorisation

# Good practice



Flemish industries:  
carbon circular and low in CO2 by 2050

- **Ambitious industrial innovation programme**, Flemish universities, research institutes and industries develop breakthrough technologies by 2040 to create new climate-friendly processes and products.
- Innovation will help Flemish industries make the big leap: **carbon circular and low in CO2 by 2050.**
- Coöordinated by Catalisti = **spearhead cluster** Sustainable Chemistry
- 20mio €/y invested since 2019
- Close collaboration **triple helix** (KI, Comp, Gov)
- Current focus on research, **to be transferred to industry**

## Contributions from the physical & online audience

- **TEXTILS.cat, the Catalan cluster of advanced textile materials, Josep Casamada (Cluster Partnership for Excellence)**

*“We have recently launched a paid service within the cluster called “La Ruta” (“the road”) with a set of dedicated joint services to support our members in the twin transition. Participating companies pay an extra annual fee to participate in this service where the key focus is the collaboration and experience sharing.”*

# Outputs

## **Pull of good European practices in financing the twin transition for and through clusters:**

1. Transformational projects
2. Added-value services
3. Mix of public and private funding
4. Public infrastructure projects
5. Cross-regional and cross-cluster funding schemes
6. Services commissioned by governments

## **4 main challenges of financing the twin transition for and through clusters**

1. Lack of continuity of support schemes
2. State aid rules
3. Too dependent business models
4. Lack of experience in dealing with investors
5. Complexity or administrative burden of public support



# Clusters driving the Green and Digital Transition

Saint-Ouen (Paris Region)  
22nd-23rd November 2021

Closing



# Upcoming ECCP activities 2022-2023

- ❑ 19 Matchmaking events (11 physical + 8 virtual)
- ❑ Input papers on administrative arrangements with 3<sup>rd</sup> countries
- ❑ Support Office for ClusterXchange
- ❑ Organisation, moderation and animation of fora
- ❑ Cluster Booster Academy
  - ✓ 1 per year (4 days)
  - ✓ boost collaboration between clusters by enhancing the skills of cluster managers
  - ✓ help clusters become greener, more digital and resilient
- ❑ Online EU Cluster sessions
  - ✓ 26 sessions (1h) per year, every 2 weeks
  - ✓ presentation of key EU developments, trends for the interest of the cluster community
- ❑ Clusters meet Regions
  - ✓ 15 cluster transnational workshops, hosted by Regions to discuss clusters role in regional policy
- ❑ Cluster Collaboration Labs
  - ✓ at least 4 sessions of 2 days to boost thematic collaboration between clusters, to stimulate and scale-up inter-regional cooperation in new cross-border value chains
  - ✓ facilitate investment ideas and prepare roadmaps for joint projects

-> Initiate



EUROPEAN CLUSTER  
COLLABORATION PLATFORM

NEW

Cluster Booster Academy

Online EU Cluster Sessions

Clusters meet Regions

Cluster Collaboration Labs  
(C2LABs)