

Panel IV

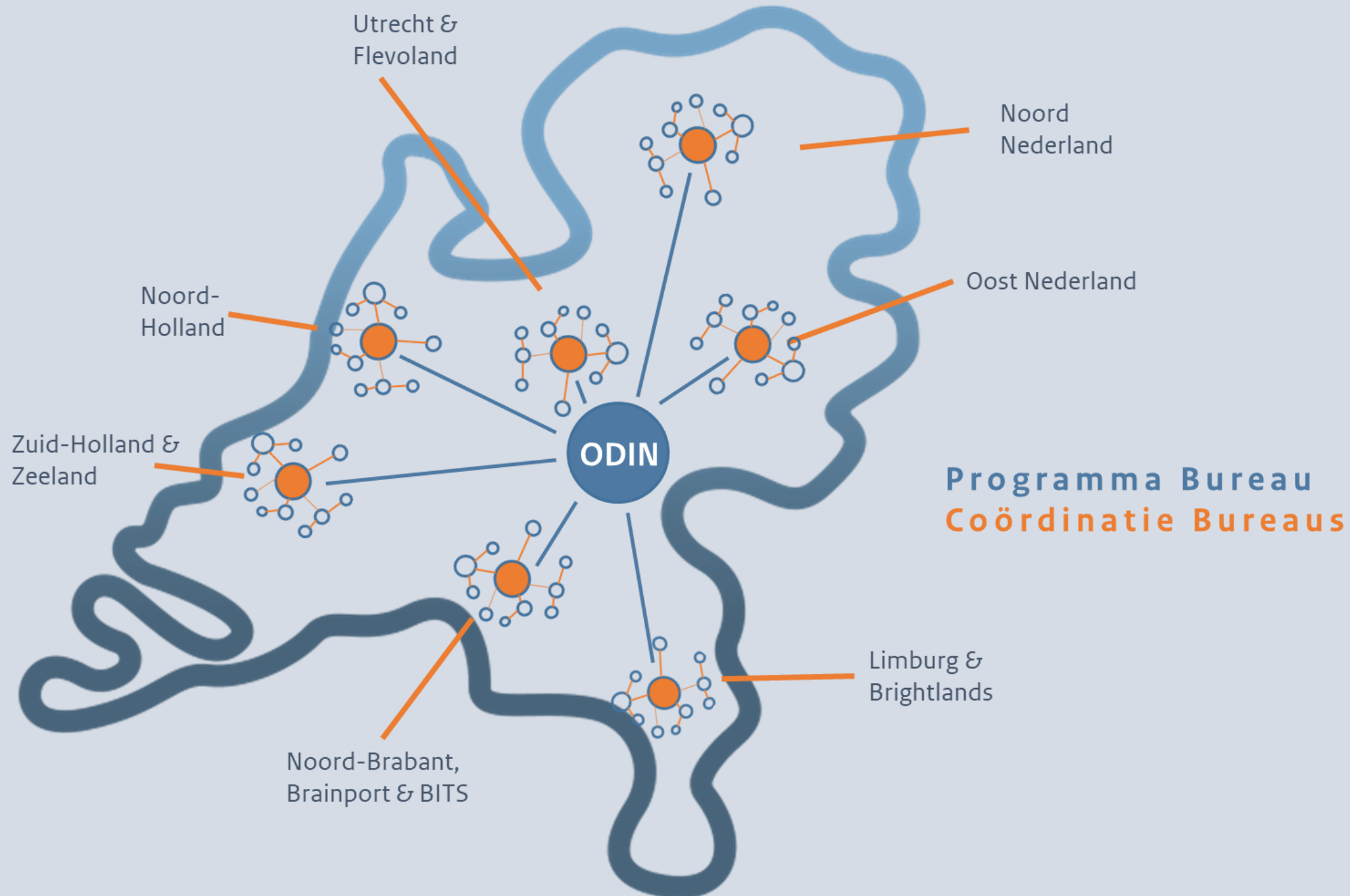
Adapting for success: exploring the diversity of cluster models

Panel IV - Adapting for success: exploring the diversity of cluster models

Hugo Leyte
Innovation Accelerator
Dutch Ministry of Defence

ODIN

Orchestrating Defense Innovation



Partnershiping



- Do we understand the absolute necessity of also creating benefits for our partners?
- Do we accept that our goals are not always aligned
- Do we understand each others goals?

Stop looking for common ground !

It is the respect for each other's interests that leads to the best results and most durable collaborations.

How do we define success?



By defining KPI's / OKR's and Talking results

or

Think big by defining ambitions and a common picture of success

Leverage themes



What do we need to do in order to achieve our common picture of success?

- Build plans?
- Look for Buy in before we start?
- Worry about governance?
- Setting up meetings structures

Or

Define what themes are essential for our picture of success &
agree on how we will work together

START!

Panel IV - Adapting for success: exploring the diversity of cluster models

Norbert Reichl

General Manager, Food Processing Initiative

Mariella Masselink

Head of Unit Industrial Forum, Alliances, Clusters, DG for Internal Market, Industry, Entrepreneurship and SMEs, European Commission

Ákos Szépvölgyi

Managing Director, CTRIA

Renee Westenbrink

Strategy director and Head research policy at General Affairs,
Eindhoven University of Technology

Panel IV - Adapting for success: exploring the diversity of cluster models

Norbert Reichl

- ✓ **Form follows function**

It's not about the organizational model of a cluster that makes the difference, but about the positioning in the ecosystem and the understanding of the cluster's role.

- ✓ **Role of actors in the ecosystem**

If you agree that change is needed, start with the question "how can I contribute?" (from perspective of a cluster manager).

- ✓ **Rethink transfer**

When it comes to transition towards sustainability, we need to rethink transfer from "pilot case" to widely application of innovative solutions.

- ✓ **From talking to doing**

Willing to make an impact, clusters need to translate concepts (talking) into practical actions (doing) even at the risk of failing.

Panel IV

Adapting for success: exploring the diversity of cluster models

Mariella Masselink

**Clusters exist in all forms and sizes –
important is that their model is fit
for purpose and that they provide
quality services to their members**

Panel IV - Adapting for success: exploring the diversity of cluster models

Szépvolgyi Ákos

Precisely shape focus

No predefined roles but more continuous adaptation along quality
Concentrate on main challenges, than define governance

Go on collective reputation

Not the same earnings for all
Shared value creation to compete in a larger scale

Panel IV - Adapting for success: exploring the diversity of cluster models

Renee Westenbrink

Universities are ideal partners to build and orchestrate an innovation ecosystem: they are a gateway for talent and world-wide knowledge in the fields important to an innovation ecosystem. As not-for-profit organizations, they have a strong 'convening power' to bring parties together and stimulate open innovation with contributions to societal challenges. However, to fully play this role, universities need to enhance their strategies with this specific focus.