

STRATINC – Thessaloniki Meeting – 7/8 oct. 2004

ICT workshop

Benchmarking and drafting a design for PSIP

MINUTES

Introduction :

- The meeting held in Thessaloniki was the Coordination Committee n°3, and a general meeting dedicated to the ICT sector on which the Central Macedonia Region is working, and to a first approach of the design of the PSIP, plus a session dedicated to the Methodological Guidebook.
- The meeting was prepared by Urenio and performed in its premises.
- The agenda has been prepared by Urenio and the leader of the project.
- It has been modified as follows :
 - a. Michael Guth provided a short presentation on “Foresight” as a part of Strategic Intelligence, due to his contribution to an European publication “Upgrade, foresight strategy and actions – Blueprints for foresight actions in the regions” (day 1, end of session 1)
 - b. Scientific Committee comments (day 2, end of session 4)

In total, 11 interventions were delivered

See the modified agenda in annex.

1. Session 1 : intelligence for the ICT Cluster

Prof. Komninos
Isidoros Passas
Andreas Bresel-Bofinger
Michael Guth

Prof. Komninos presented a paper on “Regional Intelligence: distributed localised information system for innovation and development”, with an analysis of different regional portals and applications.

He stressed the four main items which are basically the pillars of a Strategic Intelligence system structuring regional intelligence:

- dissemination of research results
- competition analysis and benchmarking the performance of a selected organisation
- market and technology watch

- regional foresight about expected changes in regional markets, technologies and socio-economic conditions

(see. Article to be published, *Int. Journal of Technology Management*, Vol.28, Nos. 3/4/5/6, 2004)

Isidoros Passas, presented benchmarking applications.

Andreas Baresel-Bofinger presented the detailed results of the survey of the ICT sector in Central Macedonia, with an analysis of the SMEs members of the ICT business organisation and highlights of future perspectives of the sector in Greece.

The following discussion emphasised some key points :

- *Outcomes of STRATINC surveys : awareness raising of companies participating to a cluster or a cluster-to-be*
- *Integration of the existing resources in the PSIP : public administration, companies, R&D, etc. PSIP will help territories to have clusters*
- *The process is based on an analysis of the context : regional context in terms of economy, growth, skills, human resources, technological resources, companies, etc.*
- *Face to face relations are important, and a “driver” is needed*
- *A benchmarking tool should be integrated : it is considered that a benchmarking exercise was not completed at regional level (no indicators at regional level)*

Michael Guth – Zenit : “How can we use foresight for cluster building and development ?”

Foresight is in the STRATINC project context a tool aimed at improving innovation policy, shaping decision-making which is different from studies, through a participatory approach, enhancing the regional capabilities and the regional development system. Foresight is implemented through a systemic approach and it cannot start from scratch.

2. Session 2. PSIP PROFILING

Maximiano Martins

Pierre Bourgoigne

It has been asked M. Martins to analyse the triangle “micro-meso-macro” scale approach which got out from the Oslo discussion.

The rationale :

- Public intervention faces different conditions of success in supporting clusters
- It is crucial for a region to organise knowledge management (not only knowledge) and learning process, *beyond the quantitative aspects of human and financial inputs*
- Importance of *physical proximity* because of increasingly *face-to-face knowledge flows; institutional and relational capacity*
- A PSIP tool should act as a catalyst of the process, linked to a method based on communication to reach strategic objectives
- The more an organisation is connected the more it can combine insights and knowledge to get creative breakthroughs

The scales :

- Micro level must provide added value to its members, addressing individual companies needs, aiming at raising awareness of the community (better to be in a cluster than to be alone), and organising a feedback between firms strategies and solutions to common problems which achieve mutual benefits

- Meso level : it is the level of collective efficiency of the cluster due to information and stimulation and mobilising and shared vision of players; building up a forward looking perspective; “federating” different interests. It provides an “innovative agenda” for the regions, related to the relevant information from foresight and constant benchmarking
- Macro level : mainly a future innovation culture shared at regional level, with a strong societal impact, long term jobs growth.

Pierre Bourgoigne insisted on four issues coming out from M. Martins concept :

The concept integrates a time schedule

It is a systemic approach

It takes into account the human dimension

It is linked to co-opetition building related to trust building

The following discussion highlighted some key points :

PSIP concept, key points :

- *It is a tool aiming at regional competitiveness improvement for regional policy-makers, and administrations supporting clusters and companies*
- *To be successful, the criteria is adequate “governance”*
- *It has to be developed through a process of: benchmarking the cluster itself (competition with others, lessons learnt from abroad); identifying priorities at regional policy-makers level; designing new scheme and incentives*
- *Mostly : the PSIP is within the “supply chain” and it must support the changes (flexibility of the cluster, flexibility of its tools)*

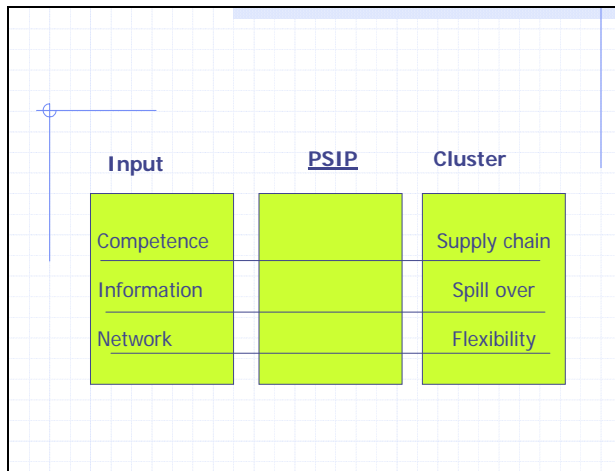
General comments :

- **Regional policy dimension** is the focus of the project : Strategic intelligence used to improve cluster efficiency and to contribute to territorial development
- **Integrate the existing resources in the PSIP** : public administrations, companies, R&D organizations, others
- Create local PSIPs connected to the **global market** and competitive on the global market
- PSIP as a **learning accelerator**
- Integrate the **foresight** (FS) dimension in the design of PSIP : FS drives cluster building and can strengthen the **network building**
- Integrate constant **benchmarking**

Results to achieve :

- *Trust is a target for a cluster (P. Pommier)*
- *Strengthening social capital*

Scheme of PSIP designed by Prof. Komminos :



3. Session 3. Psip Designing

3.1 Needs of the PSIP managers

Caroline Jungers and Stéphane Gorla explained what was expected from the PSIP questionnaire and help participants in filling it.

They will prepare recommendations for PSIP by December 2004.

The benchmarking of software tools is ready and will be sent attached with the current memo. The software listed are indicative and related to what partners could do in the next step.

The following discussion highlighted some key points, considering that PSIP is only a tool :

a) Questions to bear in mind for the PSIP conception :

A cluster has 3 dimensions :

- A cluster is a supply chain : what could do the PSIP for improving it ?
- A cluster is a knowledge transfer process between its members : what could do a PSIP for fostering it ?
- A cluster is based on flexible relationships : what could do a PSIP for reinforcing them ?

b) PSIP must address the three levels

- **Micro-level** : capacity of the project to provide services to clients, SMEs, etc. which will use the information in their own interest (**individual needs**)
- **Meso-level** : to address **collective needs** of companies clustered and clusters. STRATINC may provide a friendly environment through the development of a FS vision (as a stimulator for clustering) and a constant benchmarking of companies and regions.
- **Macro-level** : to improve the **cluster's social capital** and sharing culture.

The human dimension must also be taken into consideration :

- Trust-building
- Knowledge sharing
- Face-to-face meetings

3.2. Communication Plan

Isabelle Letellier (CR Lorraine) presented the Communication plan.
Following the discussion it is agreed :

3.2.1. Types of tool

A. General Documents

Presenting the state-of-the-art of the project corresponding to each project implementation phase (and corresponding to the application form statements).
For everybody.

- A1. The Greek booklet presenting the STRATINC overall objectives, translated in each partner language
 - End of 2004
 - All target groups
 - Common graphic presentation
- A2. SME needs
 - June 2005
- A3. Content ?
 - End of 2005
- + Methodological Guidebook

B. Technical Documents

Presenting the technical issues and methodologies used for the project.
More technician-oriented.

- B.1. Linking Strategic Intelligence and Cluster-building : Towards a PSIP
 - End of 2004
 - All target groups
- B.2. Surveys methodologies and results, including SMEs needs, Clusters managers needs, Tools for PSIP
 - Tenerife Meeting (7-8 April 2005)
 - All target groups

C. Scientific and Academic Papers

3.2.2. Additional Comments from Scientific Committee

- Include the Committee of Regions among the target groups
- A Final Conference in Brussels on Strategic Intelligence with European Commission officials, regional authorities, Committee of Regions, etc. could be organised.

3.2.3. Graphical Charter for the communication deliverables

The same as URENIO leaflet (after verification of no copyright)

4. Session 4. Methodological Guidebook

It is a key issue of the STRATINC project.

4.1. Targets

- A Guidebook dedicated to intermediary organisations (business and regional development agencies, cluster managers, innovation support organisations, etc.) with additional contents oriented towards SMEs in order to demonstrate the interest for using SI tools.

4.2. Contents

General Comments

- be pragmatic
- demonstrate that SI is a good way to improve the awareness and competitiveness of clusters
- what are each partner needs for SI tools ?
- be focused on the concrete use of SI tools and good practices (problems encountered by partners in using SI tools)
- analyse hot topics linked to SI tools : how SI tools deal with trust-building issue, with the need for face-to-face relationships, with knowledge-sharing, with networking

4.3. Methodology of the session : "post it session" (2 answers by question)

The partners had to answer the following questions :

Question	Answer (ranking)
A. Which target group : SMEs, intermediaries (agencies, clusters, innovation support organisations)	1. SMEs 2. Agencies 3. Cluster 4. Innovation supports
B. Which objectives/contents : awareness-raising, dissemination of results, methodology, tools, cluster improvement	1. Awareness-raising, dissemination of results, methodology, cluster improvement 2. Tools
C. Which form : academic, learning book, blueprint, collection of practices	1. Blueprint
B. Open questions	1. Language : national language +English 2. Digital version

4.4. Contents and distribution of tasks :

It was decided that the Guidebook will be articulated along the following pattern:

Chapters	Distribution of tasks	Timetable
1. STRATINC results presentation (dissemination of results)	Lorraine	1st Detailed Plan (2/3 pages) – End of January ↓ February 2005- March 2005 : chapters drafted ↓ 7-8 of April 2005 – Tenerife Meeting : Discussion on chapters drafted
2. Awareness -raising on Strategic Intelligence (linked to competitiveness topic)	RCM Lorraine	
3. Methodologies (for identifying SMEs and cluster needs, for benchmarking, for foresight)	RCM (benchmarking) NRW (Foresight)	
4. Tool (software benchmarking)	Lorraine RCM Murcia Tenerife	
5. Pro-active functioning (social capital, trust, networking)	NRW Murcia	
6. Cluster case studies	All	

Conclusions of the working sessions :

a) Scientific Committee : general comments

Paulette Pommier :

There are different size of clusters and sometimes clusters are weak during its cycle of life. A tool as PSIP, could help to implement a “defensive strategy”, with a “global approach”. Generally speaking, PSIP is not specifically dedicated to build trust among users and members of clusters, but its results (level of satisfaction) have to be measured, in particular its relevance and efficiency in terms of mutualisation of knowledge.

One other question is the management of PSIP in a long term perspective, requiring a “driver” or animator.

Jaime del Castillo :

The management of information is time consuming to be effective.

Concerning PSIP, the question addressed is “why a territory as Mancomunidad Norte de Tenerife” has an interest in Strategic Intelligence leading to a PSIP ? So the design must focused the objectives which can be different from one partner to the other; highlighting the main issues for each, with a useful adaptation of Strategic Intelligence to a regional context; the organisation of a feedback system coming out the opinion of users (SMEs) is of interest

Maximiano Martins :

In a regional development oriented project, the definition of a cluster is not a closed definition, but flexible and not too much academic. Clusters and areas are evolving at different level and context, and face to face relations have an impact where the “digital” is not sufficiently developed.

b) Others issues by J.A. Arocaa

He want to emphasises on the information flow. Which is not sufficient and effective, in particular during the meanwhile of two meetings.

The very good relationship between the partners of the project must lead to a change and a less hierarchical information management.

It is proposed for the next meeting a short presentation of the state-of-the-art of each partner and a presentation of the different aspects of the project.

5. Session 5. ADMINISTRATIVE SESSION

51. Finance

Isabelle Letellier presented the state-of-the-art of the expenses and commitments. Graphs and figures have indicated each partner situation.

Next deadline : December 6, a financial report to Joint Secretariat West

52. Other issues (by Lacave Allemand & Associés)

- Results of the surveys : all the final reports are now available (except Lorraine report still on processing)
- Results from the PSIP questionnaires : the partners have been briefed and the forms must be prepared for end of October
- Web site: it is not enough used by the partners as a tool to exchange results, opinions, state-of-the-art surveys, publications, etc.
 - a) Lorraine will propose by the end of October a procedure to put any documents and presentations on STRATINC website. Following these rules :
 1. Each partner must validate the papers, information, reports, surveys results, etc. before its insertion
 2. After validation by the partner, Lorraine mails to the web master
 3. the web master fills in the web site
 - b) NRW accepts already to disseminate its presentations on STRATINC website.

It is expected :

- An agreement by email regarding the sectoral clusters surveys : each partner gives its agreement to Lorraine to put the reports in the web site
- Each partner gives its agreement to put the “ppt presentations” prepared for the former meetings

- Each partner sends to Lorraine a list of articles and publications relevant for STRATINC project (box "Library")

53. Next meeting :

In Tenerife, April 7-8, 2005

PROVISIONAL AGENDA :

- State-of-the-art of the project : implementation at each partner level
- Template forms for presentations must be prepared
- Software testing : feedback from SMEs

Before the Tenerife meeting, verify :

- modification of the breakdown of the budget : change on lines
- investment line : what is eligible ?

6. TIME SCHEDULE AND WORK TO BE DONE : OCTOBER 2004 – APRIL 2005

	oct-04	nov-04	déc-04	janv-05	févr-05	mars-05	Tenerife - 7/8 april 2005
Communication Plan							
A1 (Greek booklet)							
A2 (SMEs needs)							
A3 (end of 2005)							
B1 (SI and Cluster building)							
B2 (Surveys)							
STRATINC Website							
Procedure proposal for feeding STRATINC website							
PSIP Implementation							
Recommendations from CEIS for the most suitable Software tool							
Guidebook							
Guidebook detailed plan							
Chapters drafting							
1st Discussion on drafts							
Budget Issues							
Clarification of "Investment" category of the budget							
Estimated expenditures by partner							
Modification of the breakdown of the budget by categories							
Interim Financial Report			Dec. 6				