

# STRATINC



## MURCIA MEETING 13 & 14 October 2005 MINUTES

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*The presentations will be available on the Stratinc web site.*

**Thursday, 13 October**

### **OPEN SESSION – Issues concerning the Agrofood sector**

The Welcome address from Murcia has been delivered by the Director of Instituto de Fomento de Murcia, and by the General Secretary of Centro Tecnológico Nacional de la Conserva (CTNC), which was hosting the session.

- 10 technological centres are existing in the Murcia region, of which the CTC Each technological centre was represented in the session through one people at least. These representatives were persons in charge of the “documentation department” and web site. 6 platforms are implemented targeting “technological watch”
- The Centro Tecnológico Nacional de la Conserva is a business-oriented RTD organisation leading the Agrofood industry cluster in Murcia; it provides R&D services and technological tests to the companies, mainly “canned food companies”. Some 180 companies are members of the CTC. It is totally funded by the public sector.

The CTC is the Regional Development Agency partner for implementing the PSIP in the region, which is not starting from the scratch.

The CTC website presents information for its own personnel and for companies such as “scientific articles executive summaries”, regulations and legislation regarding the agrofood sector, new technologies, EU calls, links to EU DGs, etc.

After Pierre Bourgogne’s short presentation of the STRATINC project and of the results it has achieved up today, Stéphanie Boulet, an infomadiary of DECILOR (Lorraine’s Strategic intelligence setup) working at the AGRIA Lorraine technology transfer and innovation centre (CRITT), presents the services which have been developed though AGRIA and Decilor.

Claudia Mulhenfeld (Zenit expert) presents what NRW region has developed for the Agrofood companies in the region (around 1100 companies plus 700 suppliers), and the food processing initiative (see: [www.foodprocessing.de](http://www.foodprocessing.de)).

Knut Halvorsen insists on the methodology which has been used in Oslo within the Life Sciences Cluster, leading to renewed governance. He stresses the importance of face to face meetings and conferences have been used mainly to increase the trust level within the community. The foresight exercise has helped. The PSIP in Oslo has been enlarged (see: [www.scandinavianlifescience.org](http://www.scandinavianlifescience.org)).

Isidoros Passas presented the MetaForesight project.

Mancomunidad de Tenerife presented the Wine portal implemented through Stratinc and the results achieved so far (analysis of the number of connections)

The discussion highlighted that PSIP is a tool among others which must be concentrated on the “core services” in relation with regional needs which appear when using face to face relationships.

Jaime del Castillo, as member of the scientific board of the project, has stressed:

- the need to provide companies not with information but with knowledge;
- the importance of human contact and trust between companies and their intermediaries, for providing companies with knowledge implies a knowledge of their strategies and running projects;
- the need to identify a clear target in order to meet its needs;
- the fact that ICT tools are becoming sometimes becoming too complex for their audiences.

*A Press Conference was organised to which Pierre Bourgoigne and the staff responsible for Murcia Development Agency and CTC have participated. Too press articles have been published in the regional press (also available on the STRATINC website).*

<b>PSIP SESSION</b>
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Region of Central Macedonia: installation and design of software tools.

Lorraine: Epinette has improved its website.

Lorraine has worked on

- the rationalisation of the portals already existing in the wood sector to provide information to the SMEs. The CRITT Bois is the leading organisation and will set up a unique portal to offer a global range of services to the SMEs, including intelligence services;
- a rationalisation of the internal organisation in order to be able to propose knowledge to the SMEs: Engineers will collect and qualify information coming out from the SMEs.

Zenit and NeMa: feedback on the launching of the PSIP.

A meeting with the core group of the platform made appear some scepticism among the participants (70 companies), due to the strong competition between several networks. A person has been hired for contributing to the content of the related PSIP. Events (on innovation, products, etc.) have been planned and organised (‘Materials Days’); they are supposed to contribute to the improvement of trust building with SMEs.

Oslo & Medcoast

The Scandinavian portal is existing, and it presents the activities of the related companies. It tries to combine the satisfaction of SMEs needs regarding the market, with a more strategic information. It has been designed taking into account the results of 15 face to face meetings, seminars and conferences, and promoted through the OT Newsletter (issues such as reminders and advertising of the OT/Medcoast agenda).

#### Murcia and the CTNC

Esteban Pelayo reminded that the PSIP process was very complex in the Murcian context; its implementation is on-going and by the end of the year the first results will be available. The Regional DEvelopment Agency (INFO) objective is to take into account the SMEs needs which are not addressed by the CTs. PSIP must be a “transversal” tool. A common repository will be created, centralising information from all 10 technology centers.

#### Mannorte and Wine-net

*The objective of this session was not to make a state of the art but rather to present the activities run since the last meeting held in Tenerife.*

### CLUSTER SESSION

- From technology to innovation management: the evolution of the strategic framework of a technology transfer centre thanks to progressive introduction of innovation management techniques, particularly Strategic intelligence and Knowledge Management: towards clustering – CRITT Bois Lorraine

The objective of this introduction was to present the evolution of the strategy of the CRITT Bois, the approach of which is fairly similar to the Stratinc one. It has used methodologies and tools of SI and KM to generate trust among the actors of the wood sector and it has led to the identification of a cluster.

***The objective of the following presentations was to present the lessons learnt from the project and the identified related good practices in terms of clustering: the lessons learnt from the survey, the mobilisation of technological and economical intermediaries, the implementation of a support policy, the structuring of the actors’ interventions.***

Presentation 1: Esteban Pelayo (INFO) - The Murcia experience: identification of an emerging cluster in the fruit juice sector

Fruit juice is a traditional activity in the area which is being structured as a cluster, maybe the most innovative, most of the companies are internationalised.

What has been learned: the companies lead a fierce competition to each other, they do not use electronic tools, and they “think the same”.

INFO has launched its PSIP (software selection has been done), visiting the companies and using face to face interviews. The CT has been used as a link to the business milieu.

Presentation 2: Knut Halvorsen - The Oslo experience: the setting up of the Oslo Teknopol strategy at both regional and national levels

Due to Stratinc, Oslo Teknopol has been re-organised in order to connect and inter-relate the five clusters in the area. The Stratinc “group” is “institutionalised” and the LifeSciences cluster is now on the stage as Oslo Bio.

In parallel to a national foresight exercise led by the national research council and the OT, Oslo Bio dedicated activities to a mini-foresight process as many of the Oslo Bio members have also participated to the national foresight exercise. Concrete projects have appeared as outputs of these contacts and meetings. OT has facilitated the whole process through organising periodic meetings on a monthly basis.

- At the end of the day, Pierre Bourgogne introduced the blueprint global approach and its structure: the 20 crucial steps of clustering.

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## Friday, 14 October

<b>BLUEPRINT SESSION</b>
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See Pierre Bourgoigne 20 Questions to facilitate the Blueprint writing down.

The 20 Questions are inspired by “Blueprints for Foresight Actions in the Regions” (Expert Group on Foresight, on behalf of DG Research)

The general discussion helped to clarify each specific point, following principles (presented by Michel Lacave, LA&A consultant)

- The objectives of the project (STRATINC) lead to the definition of a strategy
- Strategic intelligence is an instrument to pilot clusters
- The project participants must give a feedback to the regional actors before the end of the project

### **Discussions on the blueprint approach & structure:**

The blueprint is an exercise based on a practical approach of what is SI within clusters. Its overall objective is proposing a methodology for implementing a SI system related to clusters and SMEs.

Its main target group is: “policy makers” communities.

The 20 Questions are organised under the following headings:

*(Cluster is defined following M. Porter)*

<b>Strategy: Key issues discussed</b>
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- Vision & Commitment: Q. 1 to 4

Introducing the key actors in a cluster approach and their inter-relations

Identifying of targets groups

The process is a long run one, and must deliver concrete results

- Knowledge & Resources: Q. 5 to 8

Mapping of the experiences (“pôles de compétitivité” in France for instance)

Find additional competences when necessary: regional, national, international

Quantify and qualify the needs (RTDI, training, financing)

- Foresight Inputs: Q. 9 to 12

Case studies

Scenarios and their consequences

<b>Objectives: Key issues discussed</b>
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- Practical implementation: Q. 13 to 16

Roadmaps and action plan are related to: policy shaping ⇒ instruments (to implement the related policy) ⇒ products (a set of concrete products)

Strengthening of the networking conditions improving the “social glue” (be careful with too general considerations)

Think local/regional in a pragmatic way

Think of ‘frontier research’ at local/regional level in front of ‘frontier research’ at EU/world level (15)

Governance: Key issues discussed
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- Programme management: Q. 17 to 20

Precise what is intended by ‘task force’

How to select the engines/motors (instead of ‘champions’) who will be the drivers

Who are the “watch dogs for road map and action plan?”

Governance issue is related to “institutional engineering”, procedures, activities and end-products

How to address the issue of the general or global ownership of the project?

The concept of ‘cluster business model’ needs to be précised (profit/non-profit, respective role of public and private sectors, end-products, etc.)

<b><u>SEE BLUEPRINT ANNEXES:</u></b>
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**1. Blueprint Murcia.xls = distribution of task;**

**2. Murcia Introduction to Blueprint.doc;**

**3. Newspaper La Opinion;**

**4. Newspaper La Verdad**

<b>COCOM meeting</b>
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- Report on the activities achieved so far (Mireille L. Allemand)
- Recommendations for promoting the project (Laurence Johannsen)
- Report on the financial issues (Laurence Johannsen)
- Blueprint implementation :
  - i) The questions must be prepared and sent to CR Lorraine within one month (by mid-November at the latest)
  - ii) CR Lorraine and Lacave Allemand & Associés prepare a first draft of the blueprint by December 2005; the Scientific Committee is invited to comment
  - iii) Next meeting in Mülheim : January 12-13, 2006 - Discussion on foresight (one day session), discussion on blueprint
    - Foresight :
      - invite speakers from the Commission and HLEG, plus practitioners (large companies and consultants)
      - focus on methodology
      - discussion on : methods, key domains and scenarios
  - iv) Second version of blueprint by the end of spring 2006 (end of contract as of today)

- Ask for an additional 6 month-period

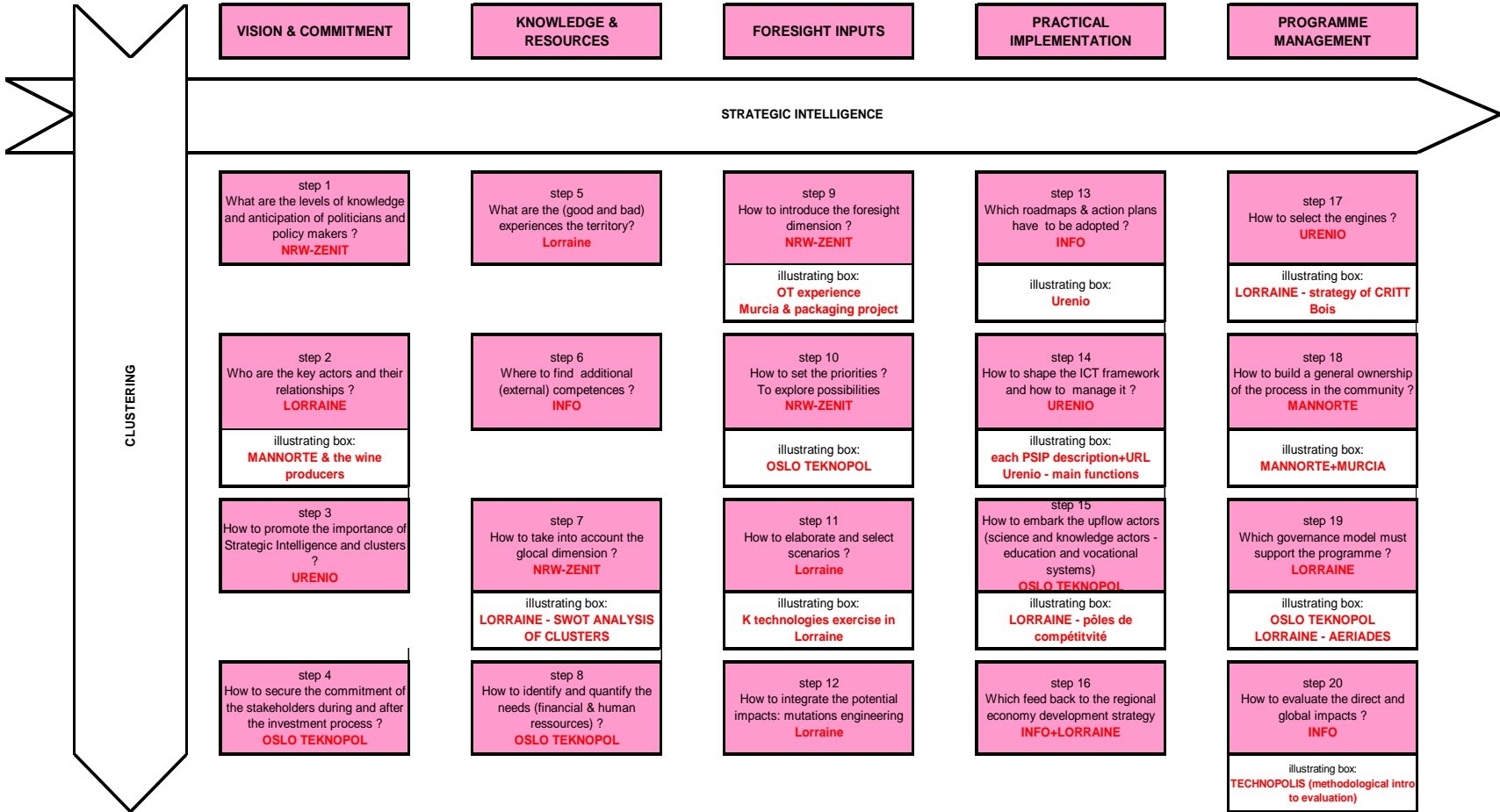
The demand must be introduced in the next coming weeks

If the JTS answer is positive, a meeting in Metz will prepare a final Conference to be held in Brussels or Paris

Metz meeting: will be dedicated to a “training session” on foresight

Final Conference: will be enlarged to EU officials, Committee of Regions (CoR) members, IRE members, etc.

# Annexe 1 – Blueprint: Distribution of the Task



Annexe 2: Introduction to Blueprint

**BLUEPRINT  
FOR  
INNOVATIVE CLUSTER BUILDING  
WITH THE SUPPORT  
OF  
STRATEGIC INTELLIGENCE METHODS AND TOOLS**

# **BLUE PRINT STRUCTURE**

## **INTRODUCTION**

## **CLUSTER & STRATEGIC INTELLIGENCE "DEFINITIONS"**

## **TABLE OF CONTENT**

### **20 STEPS**

**+**

### **BOXES**

**(METHODOLOGICAL INPUTS, if any, CASE STUDIES, EXAMPLE)**

### **APPENDICES (if any)**

Here is a method we propose to deliver the BLUEPRINT on time and with the quality expected by the group.

The task we will undertake during our work dinner will be to exchange and share the methodology of work which will be applied during the day after.

The proposed methodology is as follow.

We will work 6 productive hours that is to say 360' and 18' will be dedicated to each of the 20 steps of the blueprint approach.

The different steps are hopefully clarified by the following documents as questions to be treated and key words to be addressed.

The Blueprint workshop in Murcia will validate the attempts of clarifying of the different steps and check the key words (+ & 6).

The name of the redactors of the different steps will also be decided in Murcia during the same workshop.

At the end of the Murcia meeting, back home with our homework clearly defined and accepted which will consist in writing ONE FULL PAGE (around 3 500 signs, all included) according to the global structure of the BLUEPRINT and satisfying the specific content of the different steps collectively discussed and agreed by the group.

We will have ONE MONTH to write these proposals down and send them to Laurence and Pierre who will chain them and try to homogenise them with the help of M., M. & M. Lacave.

They will do that in ONE MONTH.

During this waiting period, we will have to write the CASES STUDIES (defined at the working dinner).

This MUST lead to a last final collective discussion in Mülheim-an-der-Ruhr on mid-January before the printing and the traduction.

WE COULD HAVE AN OPPORTUNITY TO DISSEMINATE IN MARCH IN PARIS DURING AN EVENT OF EUROPEAN DIMENSION  
(EUROREG)

**It is as simple as that...**

# GENERAL SCHEME

VISION & COMMITMENT		KNOWLEDGE & RESSOURCES		FORESIGHT INPUTS		PRACTICAL IMPLEMENTATION		PROGRAMME MANAGEMENT	
SI	clusters	SI	clusters	SI	clusters	SI	clusters	SI	clusters
step 1 What are the levels of knowledge and anticipation of both politicians and policy makers ?		step 5 What are the experiences the territory		step 9 How to introduce the foresight dimension ?		step 13 Which roadmaps & action plan have to be adopted ?		step 17 How to select the champion	
step 2 Who are the key actors ?		step 6 Where to find additional (external) competences ?		step 10 How to set the priorities ? To explore possibilities		step 14 How to shape the ICT framework and how to manage it ?		step 18 How to build the proactive consensual network ?	
step 3 How to promote the importance of Strategic Intelligence and clusters ?		step 7 How to take into account the glocal dimension ?		step 11 How to elaborate and select scenarios ?		step 15 How to embark the up-flow actors (science and knowledge actors - education and vocational training systems)		step 19 Which governance and business models must support the programme ?	
step 4 How to secure the commitment of the stakeholders during and after the investment process ?		step 8 How to shape the needs (financial & human reSSources) & how to finance them ?		step 12 How to integrate the potential impacts:mutations engineering		step 16 Which feed back to the regional economy development strategy		step 20 How to evaluate the direct & global impacts ?	

STRATEGIC PHASE

ROADMAP  
ACTION PLAN

GOVERNANCE



VISION AND COMMITMENT
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➤ **STEP 1 – What are the levels of knowledge and anticipation abilities of both politicians and policy makers?**

As far as this blueprint targets clusters of SMEs, the public support of clusters building at the early stage is a key success factor.

Are the politicians and policy makers aware of the importance of innovative clusters for the economic development of a territory? If yes, do they have a deeper knowledge of question than just a new fashionable "European" motto?

Do they understand the importance of the anticipation for enterprises and more precisely for SMEs? Do they connect it with the Strategic intelligence and Knowledge management methods and tools?

*Key words: networks, anticipation, economic development, benchmarking of policies, outsider experiences*

INTRODUCE THE BUSINESS COMMUNITY AS POLICY ACTORS?

MICHAEL GUTH

➤ **STEP 2 – Who are the key actors?**

Many key actors, none of them being more relevant than the others: successful entrepreneur, new entrepreneur, large OEM, private/public champion, technological/economical intermediary, group of initial pioneers? How to initiate the first encounters? Who or which organisation is the most relevant on the territory?

*Key words: legitimate players, diversified cultures/origins, pro-active relationships, cross links, flexibility, non exhaustiveness*

USE MICHAEL E. PORTER

+ IMPORTANCE OF ALREADY INTER-RELATIONSHIPS BETWEEN THEM

LAURENCE JOHANSEN

VINE PRODUCERS TENERIFE

- **STEP 3 – How to stress (or promote, awareness raising) the importance of cluster building and/or development? Can Strategic intelligence help?**

CREATION OF A COMMON UNDERSTANDING OF THE NEED FOR A CLUSTER:  
SEMINARS CONFERENCES, STAFF EXCHANGES...

IDENTIFY DIFFERENT TARGETS AND DIFFERENT WAYS OF PROMOTION

*Key words: volunteer decision, necessity: organisation imposed by OEM (original equipments manufacturers), examples*

*ELENA SEFERTZI PLEASE ONLY ONE PAGE (AROUND 3 750 SIGNS)!*

➤ **STEP 4 – How to secure and sustain the commitment of the stakeholders/pioneers/entrepreneurs during and after the investment period/process?**

IMPORTANCE OF THE CONTINUOUS IMPLICATION OF STAKHOLDERS.

SHOW THE POTENTIAL IMPACTS AND SHOW THE INTERMEDIATE CONCRETE RESULTS (VIRTUAL PLATFORMS, INCUBATORS, 1<sup>st</sup> COMMERCIAL SUCCESS...)

*Key words: dissemination, communication, targets, permanence of the policy, staff training, positive attitude/strokes*

KNUT HALVORSEN

KNOWLEDGE AND RESOURCES
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➤ **STEP 5 – What are the experiences in the territory?**

Identify, map and validate the regional expertise on network construction and animation (any kind of network, any kind of experts – Researchers in "hard" or "soft" sciences, economical and technological intermediaries, consultant agencies...).

Identify and analyse the different examples of clustering (or networking) and which contribution of SI could have played if used at the different steps of the cluster life.

*Key words: regional experts, cluster of regional experts, multidisciplinary group, SI needs*

*INTRODUCTION OF THE QUESTION OF SCEPTICISM? RESISTANCE?*

*PIERRE BOURGOGNE*

➤ **STEP 6 – Where to find additional (external) competencies?**

Same as above but not for regional resources: importance of the SI tools.

*Key words: idem*

EUROPEAN CO-OPERATION FRAMEWORK (INTERREG...)  
INTRODUCTION OF DIFFERENT LEVELS OF EXPERTISE (INTERNATIONAL,  
EUROPEAN...)

ESTEBAN PELAYO

➤ **STEP 7 – How to take into account the Glocal dimension?**

This is where the SI (global) & KM (local) are of importance to analyse the actual situation of the enterprises individually and potentially clustered: KM for the internal situation, SI for the external and matching. Intermediate objectives must be identified and introduced in a roadmap.

*Key words: SWOT analysis, strategy, intermediate objectives, roadmap*

MICHAEL GUTH

BOX: CLUSTERS SWO ANALYSIS LORRAINE

➤ **STEP 8 – How to shape (identifying) he needs human resources?**

Collectively elaborate the business plan with the different phases and the role of the public support for each of them. Prepare the progressive autonomy of the cluster which cannot permanently depend on public financial resources.

*Key words: business plan, phasing out*

➤ **STEP 8 bis – How to finance them?**

KNUT HALVORSEN  
PIERRE BOURGOGNE

**FORESIGHT INPUTS****➤ STEP 9 – How to introduce the foresight dimension?**

Usual questions of awareness raising on difficult/new concepts!

Even if it looks obvious that future has to be taken into account to create a potential cluster, the impact of foresight must be clarified either for stakeholder or for the entrepreneurs. One do not shape and monitor a cluster working on a declining market or on a promising market. The use of SI helps in identifying the actual situation of the economic sector (opportunities and theats).

*Key words sensitisation, examples, future dimension, future shaping, future imagining*

***MICHAEL GUTH***

**BOX: OSLO**

**BOX: MURCIA**

## **STEP 10 – How to set the priorities? How to explore possibilities?**

Beyond the question of the glocal approach (see above) the question of the identification of the key domains for a Region (not the key domains for the whole earth !) which will be tricky to face in 10 years (examples: water resources for a project in agro-food, access to rarefying materials for biomedical applications...). Use SI to identify the applied literature and experts.

LEADERSHIPS

PROCESS

*Key words: key domains, studies, experts*

MICHAEL GUTH

➤ **STEP 11 - How to elaborate and select scenarios?**

With the help of the identified experts (above) create groups of regional partners (public bodies, enterprises, intermediaries...) share the possible evolutions of the situation and select the most probable for the region, analyse the potential consequences and imagine sensible potential answers to them. Build the consensus on what is possible to do for what depends on the regional level.

*Key words: scenarios tools identification, consensus building*

PIERRE BOURGOGNE

BOX: LORRAINE KT

➤ **STEP 12 – How to integrate the potential impact (mutation engineering)**

Map ASAP the answers identified above, prioritise them and introduce them in the cluster strategic policy. This question deals with human resources and social capital (adaptation to the future challenges of the existing human capital).

*Key words: ex-ante assessment, priorities, social impacts, mutation engineering*

*PIERRE BOURGOGNE*

AT THIS STAGE IT IS NOW POSSIBLE TO DECIDE OF THE  
GLOBAL STRATEGY

IF CONSENSUS ON THE ANALYSIS OF THE SITUATION

IF CONSENSUS ON THE VISION

IF CONSENSUS ON THE NECESSITY TO ACT COLLECTIVELY

A STRATEGY IS MADE OF A RESTRICTED NUMBER OF  
SENTENCES (3 TO 5) INDICATING THE GOALS THE KEY  
PLAYERS WANT TO REACH TOGETHER

PRACTICAL IMPLEMENTATION
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➤ **STEP 13 – Which roadmap & action plan have to adopted?**

From the shared strategy, decide of the roadmap: around 3 to 5 sentences by the 3 to 5 sentences representing the strategy.

From the shared roadmap decide of the action plan: around 3 to 5 sentences by the 3 to 5 sentences representing the roadmap.

That is to say, for a 3 ways strategy, this is in total around 27 sentences which are to be collectively written (125 for a five ways model).

*Key words: road map, intermediate objectives --- → action plan*

ESTEBAN PELAYO

BOX: CENTRAL MACEDONIA

➤ **STEP 14 – How to shape the ICTs framework and how to manage it?**

ICTs is one of tools which help the communication between the consortium members and between the cluster and the exterior. It must satisfy the different functions dealing with collective and individual needs, with security proof modules, collaborative spaces and outwards and inwards communication facilities. It also must satisfy strategic and knowledge management aspects. But they only are one of the tools supporting the cluster. ICTs are not an end by themselves but could be a mean of aggregation and of consensus building of the consortium.

*Key words: individual and collective ICTs needs and functions, aggregation tool*

*ISIDOROS PASSAS*

*BOX: CENTRAL MACEDONIA (CEIS) + DIFFERENT PORTALS*

➤ **STEP 15 – How to embark the up-flow actors (science and knowledge actors - education and vocational training systems)?**

If a cluster is a set up the main objectives of which being to promote, shape and engineer collective and individual innovation, the up-flow system must be taken into account, the science and technologies providers must be part of the process but not only: "soft" dimensions of management and co-operation (mutations engineering: innovation management techniques, human resources, new kind of networking...).

GLUE-LUBRICANT

Key words: "soft" dimensions, mutations management

KNUT HALVORSEN

BOX: LORRAINE/POLE OF COMPETITIVENESS

OSLO

➤ **STEP 16 – Which feed back to the Regional economy development strategy?**

A cluster or and individual enterprise is part (acting and undergoing) of a local & regional system. The economical, industrial, political situation determines the proximate environment of decision making and managing of the entrepreneurs (cathedral in the desert). Clear regional innovation, economical, social strategies and visions drive the mood of decision makers: importance of institutional communication.

*Key words: clear Regional economical strategy and communication, LOBBYING*

*ESTEBAN PELAYO + PIERRE BOURGOGNE*

## PROGRAMME MANAGEMENT

### ➤ **STEP 17 – How to select the engines?**

A good balance between the "strategic innovators" and "intermittent innovators", "modifiers", "adapters" & "non-innovators" profiles must constitute the first hard core of the system. It must also include political players and external support, as well as communicant.

*Key words: multi profile task force, EXTERNAL AND INTERNAL IDENTITY*

*ELENA SERFETZI*

➤ **STEP 18 – How to build the proactive consensual network? HOW TO BUILD A GENERAL OWNERSHIP IN THE COMMUNITY TO THE PROCESS?**

The consensual network depends on various factors such as quality of listening, non hierarchical approach, empathy and serendipity. This is not easy to reach. This implies a high level of demand from the participants. External support, facilitator, be they permanent or focused helps.

*Key words: high level consensus, INDIVIDUAL QUALITIES*

**JOAN BAEZ**

**BOX: TENERIFE + MURCIA**

➤ **STEP 19 – Which CLUSTER governance must support the programme?**

As every system, a cluster needs an accepted governance set up. This is of importance to operate rapid and reactive decisions and it is of importance for the exterior (clients and suppliers – concrete example in Lorraine for the Aerospace cluster). As far as a cluster is business oriented, it will have to prove its economical efficiency. The public financing will not be permanent. The elaboration of a credible business plan as well as a good animation and management team are key success factors.

*Key words: decision making processes, economical credibility*

PIERRE BOURGOGNE

BOXES: DIFFERENT GOVERNANCE MODELS LORRAINE + OSLO + NRW

➤ **STEP 20 – How to evaluate the direct and global impacts?**

The different levels of impact must be evaluated at each step of the cluster life: *ex-ante*, when elaboration of the cluster project itself and of the following clusters's projects, *in itinere*, if necessary at least for the process evaluation and *ex-post* when any project is completed or periodically for internal (partners of the consortium) and external purposes (stakeholders-financers). The evaluation must target both direct (effects on the situation of the partners of the consortium) and global (effects on the economical situation of the territory concerned as well as effects on the behaviour of the other industrial or services sectors).

**WATCH DOG FOR THE ROAD MAP AND ACTION PLAN**

*Key words: quantitative and qualitative effects, external evaluation, down-flow of the evaluation exercises (evolution of the strategy, processes, governance modes...).*

*Esteban PELAYO*

# Un proyecto permitirá a las empresas obtener información de la competencia

JOAQUÍN CLARES

EFE

■ Las empresas de zumos de la Región dispondrán en seis meses de las herramientas de vigilancia e inteligencia competitiva necesarias para mantener una posición adecuada frente a proveedores y clientes, según informó ayer Juan Antonio Aroca, director de Innovación del Info en la presentación del proyecto europeo 'Stratinc'.

Este proyecto, en el que participa el Centro Tecnológico de la Conserva de Molina de Segura, se marca como finalidad la puesta en marcha de sistemas de vigilancia tecnológica con los que suplir los déficit de información estructurada de los llamados 'claster', asociaciones empresariales con similares problemas y necesidades.

El proyecto en la Región de Murcia se está aplicando en el 'claster' de los productores de zumos en el que se integran una docena de pequeñas y medianas empresas las cuales generan el 70 por ciento de la producción nacional. Las herramientas que se obtengan serán suministradas a estas empresas, para después extrapolar los resultados a plataformas de mayor dimensión como puede ser el sector de alimentación y otros sectores productivos de la Región.



El coordinador del proyecto ayer durante la presentación

El proyecto permitirá el desarrollo de un portal de vigilancia tecnológica con información sobre las empresas de la competencia, patentes, artículos científicos, normas y legislación. El coordinador del proyecto, Pierra Bourgogne, ha precisado que esta iniciativa busca poder ayudar a las pequeñas y medianas empresas europeas que no son capaces de disponer por sí solas de las estructuras e infraestructuras necesarias para contar con los mecanismos de vigilancia tecnológica.

Bourgogne considera que la

sistematización en la obtención de la información por parte de las empresas es difícil, a pesar de que esa información pueda estar disponible en bases de datos y páginas web. Transformar esa información en conocimiento es uno de los objetivos principales del programa para que la pequeña y mediana empresa pueda conocer su posición estratégica en el mercado, a la vez que tomar las decisiones necesarias para mantener un nivel de competitividad similar al que tienen las grandes empresas.

La OPINIÓN - 14 octobre 2005

Annexe 4  
La VERDAD

## El Centro de la Conserva desarrollará sistemas de información de mercados para los fabricantes de zumos

Un portal de Internet servirá para conocer al detalle los movimientos de sus competidores

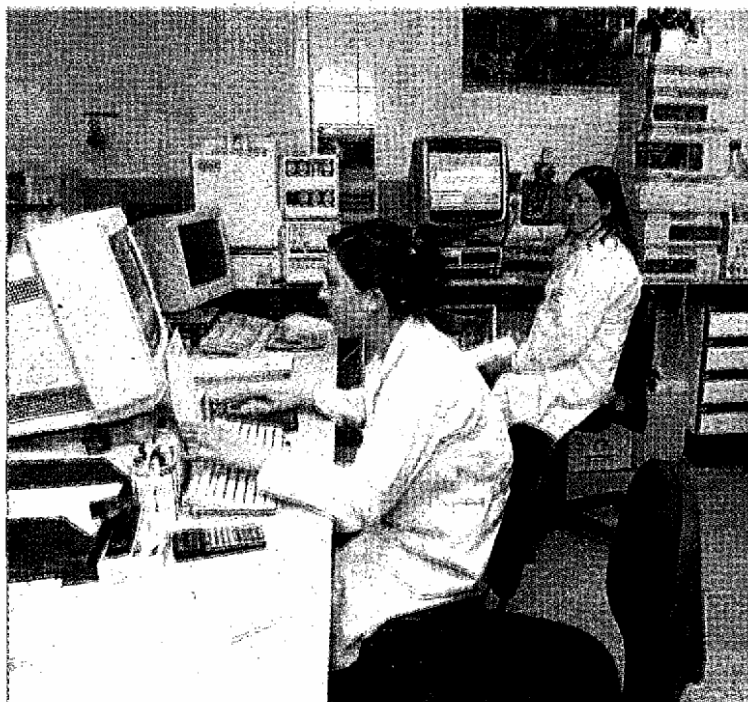
EFE MOLINA

Las empresas de zumos de la Región dispondrán en seis meses de herramientas de información e «inteligencia competitiva» necesarias para mantener una posición adecuada frente a proveedores y clientes, según informó ayer Juan Antonio Aroca, director de Innovación del Info en la presentación del proyecto europeo *Stratinc*.

Este proyecto, que será llevado a cabo por el Centro Tecnológico de la Conserva de Molina de Segura, se marca como finalidad la puesta en marcha de sistemas de vigilancia tecnológica con los que suplir los déficit de información en el sector acerca de los mercados.

Las herramientas que se obtengan serán suministradas a una docena de empresas murcianas, las cuales generan el 70% de la producción nacional. Los resultados se extrapolarán al sector agroalimentario de la Región.

En concreto, el Centro Tecnológico de la Conserva desarrollará de un portal de Internet con infor-



**DESARROLLO.** Empleadas del Centro de la Conserva. / J.LÓPEZ/AGM

mación sobre el mercado, las empresas de la competencia, patentes, artículos científicos, normas y legislación.

El coordinador del proyecto, Pierre Bourgogne, precisó que esta iniciativa busca ayudar a las pequeñas y medianas empresas que no son capaces de disponer por sí solas de las estructuras e infraestructuras necesarias para conocer al detalle el estado de los mer-

cados en los que se mueven. Indicó que la sistematización en la obtención de la información por parte de las empresas es difícil, a pesar de que esa información pueda estar disponible en bases de datos y páginas *web*, y ha añadido que la «inteligencia competitiva», a diferencia del espionaje industrial, es totalmente legal, ya que la información a la que se accede está a disposición pública.