

# **THE COMPETITIVENESS INSTITUTE – TCI**

## **The Global Practitioners Network for Competitiveness, Clusters and Innovation**

Juan Manuel Esteban  
President

Addis Ababa, 14th April 2008

# What is The Competitiveness Institute?

THE COMPETITIVENESS INSTITUTE is a **non-profit**, global network of cluster practitioners dedicated to facilitating the spread and success of cluster-based and innovation competitiveness initiatives through networking, research and training activities

The formal constitution of THE COMPETITIVENESS INSTITUTE took place during the Institute's First Annual Conference dedicated to "Nut and Bolts of Cluster Development", held in Barcelona on 3-5 November 1998



Inauguration of TCI facilities on Nov. 5th, 1998

# Mission and Objectives

*“THE COMPETITIVENESS INSTITUTE’s mission is to improve living standards and local competitiveness of regions across the world by enhancing cluster-based development initiatives”*

## OBJECTIVES

- To **promote** cluster-based competitiveness and development strategies
- To **improve the methodologies** for enhancing the competitiveness of clusters
- To **raise the professional level** of practitioners of cluster development

# Our statement of Values

- **Transparency**—TCI conducts its affairs with professionalism, openness and transparency so that all members and the outside world can clearly see its objectives, activities, events and working methods.
- **Participation**--TCI encourages member participation by fostering opportunities for not only learning but also presenting and sharing their own experiences in TCI events.
- **Inclusiveness**—TCI actively reaches out and involves people of all continents (and islands), nationalities, cultures and genders so that members can be enriched by global perspectives.
- **Excellence**—TCI was founded to improve the quality and standards of excellence in competitiveness, cluster development and regional and national economic development and is committed to preserving and continually raising the standards of excellence of its members and of the organization.
- **Respect**—With no diminishing of TCI's commitment to quality and excellence, TCI has a high level of openness to different strategies, techniques and non-traditional approaches and therefore accommodates a variety of schools of thought with an attitude of respect.
- **The Value of Networking**— TCI believes that networking--fostering linkages among people and facilitating the free exchange of ideas among regions--is a both a powerful means and an end in itself in the new relationships formed and new initiatives undertaken.
- **Social Purpose and Impact**—Apart from immediate benefits to members, TCI has a higher social purpose of making a major impact on theory and practice of economic growth contributing directly to improved human development and better standards of living—and to extending this impact to regions where this understanding is most needed.

# *OVER 500 MEMBERS FROM MORE THAN 55 DIFFERENT COUNTRIES IN THE 5 CONTINENTS (12 AFRICAN COUNTRIES)*

- **Argentina**
- **Australia**
- **Austria**
- **Bangladesh**
- **Belgium**
- **Brazil**
- **Cameroon**
- **Canada**
- **Chile**
- **China/Hong Kong**
- **Colombia**
- **Czech Republic**
- **Denmark**
- **Dominican Republic**
- **Egypt**
- **Ethiopia**
- **Finland**
- **France**
- **Germany**
- **Ghana**
- **Guatemala**
- **India**
- **Ireland**
- **Italy**
- **Japan**
- **Kazakhstan**
- **Kenya**
- **Korea, Republic of**
- **Macedonia**
- **Mauritius**
- **Mexico**
- **Morocco**
- **Mozambique**
- **Netherlands**
- **New Zealand**
- **Norway**
- **Pakistan**
- **Portugal**
- **Russian Federation**
- **Singapore**
- **Slovenia**
- **South Africa**
- **Spain**
- **Sri Lanka**
- **Sweden**
- **Switzerland**
- **Taiwan, Republic of China**
- **Tanzania, United Republic of**
- **Thailand**
- **Trinidad and Tobago**
- **Turkey**
- **Uganda**
- **United Arab Emirates**
- **United Kingdom**
- **United States of America**
- **Yugoslavia**
- **Zambia**

# TCI Governance

## BOARD OF DIRECTORS

**Chairman:**

Juan Manuel Esteban – President (Basque Government)

**Members of the Board:**

Alberto Pezzi - Secretary (CIDEM - Catalonia)

Elisabeth Waelbroeck-Rocha - Treasurer (BIPE –France)

Lars Eklund – Former President (VINNOVA - Sweden),

Arthur Bayhan (Pakistan)

Nigel Gwynne-Evans (South Africa)

Klaus Haasis (Germany)

Christian Kettels (Germany)

Kevin Murphy (USA)

Alonso Ramos (Mexico)

## BOARD OF ADVISORS

Composed by relevant personalities from the world of Government, business and international institutions, that have played an important role in the application of cluster initiatives. They are honorary members of TCI and advise the Board of Directors in defining the guidelines of TCI strategy.

## COMMISSIONERS

Nominated by the Board of Directors for different areas like Marketing and Communication, Africa, Oceania, Innovation Journalism, Portland Conference. They help the Board of Directors to cover activities and networking in their area.

# Main Activities of TCI

- Annual Global Conferences
- Regional Conferences
- Networking
- TCI Symposiums
- Research and knowledge dissemination
- Cluster-related knowledge management services

Annual Global Conferences around the world

2007 Annual Conference  
PORTLAND, Oregon  
TCI's 10<sup>th</sup> Anniversary  
[www.clusters2007.com](http://www.clusters2007.com)



11th Annual Conference 2008  
Cape Town: 29-31 October

[www.sbs.co.za/tci2008](http://www.sbs.co.za/tci2008)

2008 Latin American Regional Conference

# 3er Congreso Latinoamericano de Clusters

Chihuahua, México

27-30 Mayo, 2008

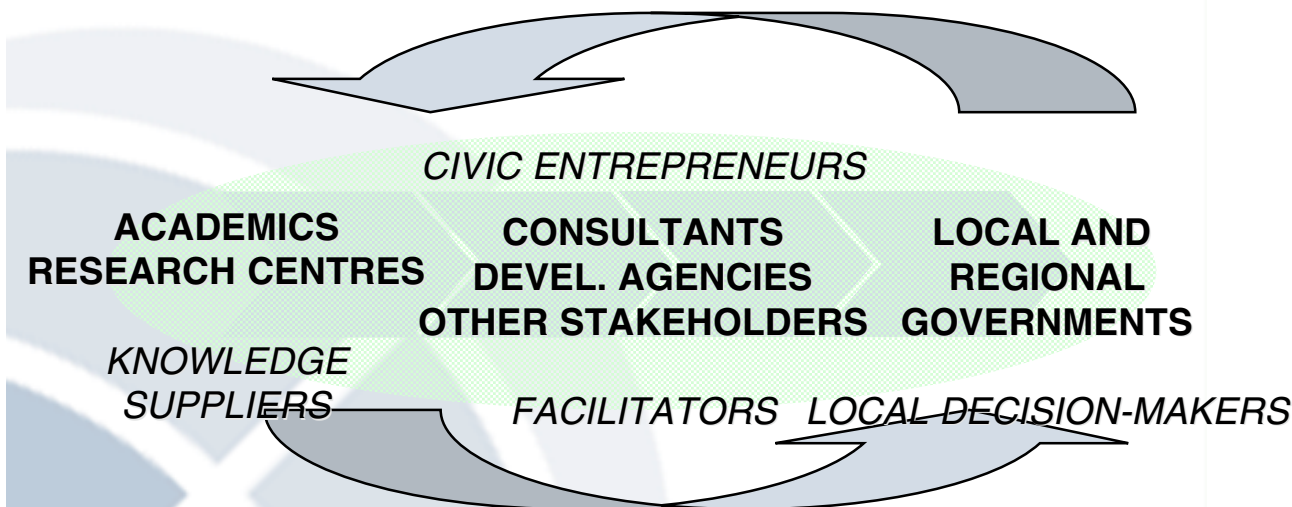
“Clusters y Alianzas para el Desarrollo en el  
Contexto Latinoamericano”

[www.clusterslatinoamerica2008.com](http://www.clusterslatinoamerica2008.com)

# Networking

**Networking** – maintaining practitioners network connected

- Monthly newsletter sent to over 3.000 recipients
- Online forums through TCI web page
- Conferences and workshops on relevant issues
- Symposiums



# TCI Symposia



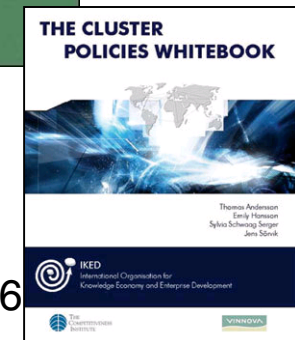
- 20-40 participants with relevant experience or interest in the chosen topic
- 24h meeting including a dinner together
- Following predetermined process (objectives-challenges-action) in interactive plenaries and breakouts



# Research promotion

**Research promotion and knowledge dissemination:** fostering cluster-related research focussing on process. Some examples of initiatives

- **Porter-Becattini Summit** meeting on the role of government in cluster-based development initiatives (March, 2000)
- The **Cluster Initiatives Greenbook** presented at Gothenburg (2003) together with Ivorytower and the Harvard Institute for Strategy and Competitiveness
- The **Cluster Policies WhiteBook** with IKED (International Organization for Knowledge Economy and Enterprise Development) launched and discussed in Ottawa (September 2004)
- **Greenbook on Developing Countries** – presented in Lyon 2006
- **Greenbook/Toolbox on Evaluation** foreseen for 2008



# Some lessons and key points in these years (I)

- **Very important to distinguish clearly:**
  - Clusters
  - Cluster policies
  - Cluster initiatives
  - Cluster Associations
  
- **Cluster initiatives are growing dramatically:**
  - 2003: More than 500
  - 2008: More than 2.500
  
- **It looks like if something good is happening around these clustering ideas!! (even if measurement and assesment are hard points)**

## Some lessons and key points in these years (II)

- **Clusters are about people, competition, cooperation, competitiveness, making money, surviving in the long term, emulating the big companies, trust, talent, heart, courage, ...**
- **Never underestimate the “human factor”!**
- **Companies involvement is a key factor for success, as it is...**
- **A good facilitator**

## Some lessons and key points in these years (III)

- **Governments play an important role in the implementation**
- **Shared vision, without it is very difficult even to know the objectives to be reached**
- **It's better open than close, trust than distrust, sharing than being islands**
- **Money is important, but it is not the main factor for the success (think about trust, coherence, ...)**

## Some lessons and key points in these years (IV)

- **Failures come from a lack of consensus, weak shared frameworks, and bad facilitators.**
- **It is important to maintain a strong sense of reality. Every starting point is different, every way is different.**
- **It is a real long term job, that needs patience and cannot be rushed (and what about political cycles??)**
- **Strategy is the key!! Clusters are for what really matters.**

More information ... [www.competitiveness.org](http://www.competitiveness.org)

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**Thank you very much for your  
attention and time!**

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