

TCI General Assembly 2008

31 October 2008

First call 7.30 am, Second call 8.00 am

Cape Sun Hotel, Strand Street, Cape Town (South Africa)

Meeting Minutes

TCI members present:

84 members present of which 5 were represented by delegation of vote (see annex 1)

Proceedings:

President Juan Manuel Esteban declares the General Assembly formally constituted in second call at 8.00 am (quorum not established in first call) and asks Secretary Alberto Pezzi to present the formal preliminary aspects of the General Assembly. Alberto Pezzi explains that as stated in the Call for General Assembly of 17 September 2008, the agenda consists of:

1. Approval of last Assembly minutes
2. Presentation of the Annual report of the Board of Directors
3. Approval of 2007 annual accounts, presentation of 2008 estimate and 2009 budget
4. Election to the Board of Directors and
5. Floor open for questions

1. Approval of last Assembly minutes

Minutes from the 2007 General Assembly in Portland posted on the TCI website since 17th of September 2008 www.competitiveness.org/article/articleview/942/1/1/TheGeneralAssembly are approved by unanimity by the Assembly.

2. Annual Report of the Board of Directors

President Esteban presents the first part of the TCI annual report and starts by explaining the main values that guided the board's efforts during the year. Special emphasis was done related to the **internal issues**: a *Code of Ethics and Statement of Values* was established as per suggestion of last year General Assembly (available at www.competitiveness.org/article/articleview/942/1/1/TheGeneralAssembly); an *open and transparent election process* was ensured by setting up both an open call for candidates and a new Nominating Committee to present candidates to this General Assembly. This procedure applies to the existing Board of Directors who, as decided last year by the General Assembly, presents its resignation at this GA so that this transparency and openness criteria for the election process are applied.

The board also worked on the definition of a **new value proposition** for TCI with the following attributes: *Global* as every region in the world is considered in its specificity; learning from everyone, teaching to everyone; A network of *practitioners*, of real people doing real things in the real world; A *network*, a space of sharing and advanced benchmarking, a space for the general improvement, open to the richness of different intellectual approaches, a space for the spread of the existing knowledge and for drawing value out of the network; For *Competitiveness, Clusters and Innovation*, trying to push trends, keeping up with latest ideas on the national and regional competitiveness systems.

In accordance with this proposition, a **new logo and motto** were defined: *TCI – the global practitioners network for competitiveness, clusters and innovation.*



With this clear value proposition, the board set the **main objectives for 2008**. First, *consolidate TCI Network and organise a sustainable financial situation* through three main strategies: raise awareness of TCI as an association, not only as a network; increase the membership base, mainly organizational members and increase the members' commitment to TCI in the long term. Second, *improve communication* by making visible the great potential of TCI Network to make true progress in the practice of cluster development, regional competitiveness and innovation support.

General Manager Patricia Valdenebro presented the second part of the annual report by describing the **working plan** for the year: the remarkable *marketing effort* done by addressing personally existing and potential members, persuading them to become active part of the network; try to *clarify and enhance benefits for members*, and separate the perceived membership from the annual conference participation; the struggle to identify and *explain who are the members of TCI*, giving increased visibility to individuals and organizations within TCI; the *contact with leading institutions* and organizations to enhance TCI profile; the *collaboration with member activities*; the *representation of TCI Network in international fora* trying to *bring TCI influence to expert committees*. All with *the main goal to achieve further progress* in accordance with TCI's mission (to improve living standards and local competitiveness of regions across the world by enhancing cluster-based competitiveness and development initiatives) and objectives (to promote cluster-based competitiveness and development strategies; to promote methodologies for enhancing the competitiveness of clusters; to raise the professional level of cluster development practitioners).

Patricia Valdenebro presented the **tools** applied to achieve those objectives: a refurbished *TCI website*: www.tci-network.org, with a new domain according with the new logo and value proposition; a monthly *TCI newsletter* that reaches 4000 practitioners; an *active and committed Board of Directors* (Patricia Valdenebro specially thanks the members of the board for their support during the year); a reinforced *TCI Secretariat* and *new headquarters* at the 22@ Innovation District in Barcelona city. Some of the **goals** achieved during the year 2008 includes: *22 organizational members*; *403 individual members* from *63 countries* and a *TCI community with more than 1.700 practitioners*, who have been active and participated in TCI activities in the last 10 years. This contributes to the main strategic objectives set for 2008, which is to reinforce TCI Network by increasing the membership base, and also higher incomes from membership fees contribute to TCI financial stability. Furthermore, increasing the range of members in all five continents provides TCI with a network of practitioners with a truly global scope.

Patricia Valdenebro presented the **activities** organized during the year in cooperation with several TCI members: the main activity in the year for TCI was this 11th *Annual Global Conference* in Cape Town (October 2008) in cooperation with the Government of Western Cape, South Africa; *two Regional Conferences*, the PACF-Pan African Competitiveness Forum meeting in Addis Ababa, Ethiopia (April 2008) and the 3CLAC, 3rd Latin American Cluster Conference in Chihuahua, Mexico (May 2008); both regional conferences have been important meeting points for regional initiatives running in Africa and Latin America. TCI also took part in 5 *symposia*: the Urban Clusters Day in Barcelona, Spain (February 2008) in cooperation with 22@Barcelona; CLOE-Clusters Linked Over Europe Meeting in Karlsruhe (February 2008); Competitiveness Forum in Kemi-Tornio, Finland (June 2008); the 12th International Competitiveness Conference in San Sebastian, Spain in cooperation with Orkestra-Basque Institute of Competitiveness (July 2008) and the German Cluster Conference (PreConference event) in Leipzig, Germany (October 2008). Upcoming symposia are the Desert

Knowledge Symposium in Alice Springs (November 2008) and a training activity in cooperation with ACCIÓ, Catalan Innovation Agency in Barcelona.

Finally, TCI has been represented in the following events and fora during 2008 and the last part of 2007: UE Presidential Conference in Stockholm (January 2008), APTE-Spanish Technology Parks General Assembly in Barcelona (February 2008); 2nd International Conference on Clusters in Opatija-Croatia (April 2008); PRO INNO Europe Partnering, Warsaw-Poland (April 2008); Euro-Latin American Forum in Torino, Italy (October 2007); Istanbul (October 2007); Competitiveness Forum organized by the Medellin Chamber of Commerce, Colombia (November 2007) and Al Madinah, Centre of Competitiveness for the Islamic World (TCI took part in the reflexion process of a project that finally did not take shape). Patricia Valdenebro explains that all these conferences, symposia and TCI representations in key projects allow TCI to strengthen its network and develop its mission and objectives. She gives the word to TCI Treasurer, Elisabeth Waelbroeck-Rocha.

3. Approval of 2007 annual accounts, presentation of 2008 estimate and 2009 budget.

After congratulating the TCI team for the work this year, Elisabeth Waelbroeck-Rocha presents the **financial report**. First, the **annual accounts for 2007** were presented. 2007 showed a deficit of 28.808€ due mainly to the declining revenue from membership fees from the 2007 Annual Conference (40.000€ vs 62.000€ the year before); however, the benefit at the end was greater, since an extra grant of 211.000€ has been provided in October 2008 by the State of Oregon (Portland 2007 conference host) in accordance with an amendment to the contract stipulating that “any funds remaining after all conference expenses paid by Portland would be granted to TCI”. Elisabeth Waelbroeck-Rocha asks for and the General Assembly gives a round of applause in appreciation for the generous gesture of the State of Oregon to TCI.

Second, Elisabeth Waelbroeck-Rocha presents the **estimates for 2008**. On the revenues side, “membership and symposia” would be the main income sources for 2008, both increased from 2007, and still with room for improvement on “sponsorship”. On the expenditures side, the trend continues and again more than two thirds belong to “office administration” while the rest is allocated to “information services” and “travel expenses”. The revenues gradual increase in the last years was not enough to completely cover the also increasing expenditures and caused a short deficit from 2003 to 2007, with the exception of 2006 thanks to the successful conference in Lyon. Despite the fact that TCI objective is not to have benefits, 2008 is estimated as a year of surplus (even without considering the extra grant from Portland). Considering the extra grant, year 2008 has a forecasted surplus of 228.000€ and the board will explore the best way to use this extra funding.

Finally, a draft of **2009 budget** is presented, a conservative budget with some increase on “communication and information systems” still pending on the new Board of Directors final approval.

Elisabeth Waelbroeck-Rocha asks the General Assembly to formally approve the financial report and the Assembly approves it unanimously.

4. Election of the Board of Directors.

President Esteban passes to the next point of the agenda regarding the election of the Board of Directors, giving the word to Mr. Ifor Ffowcs-Williams, the spokesperson of the Nominating Committee formed by the members of the Board of Advisors: Antoni Subira (President of the Board of Advisors), Bob Breault (ex-Director) and Ifor Ffowcs-Williams (founder and ex-President) who presented to the assembly two new candidates to the Board of Directors: Mr. Carlos Alvarez from Corfo Development Agency, Chile and Mr. Barnabas Nagwangwe, from Makerere University, Uganda and PACF-Pan African Competitiveness Forum. Mr. Alvarez could not be present at the General Assembly meeting; his organization, Corfo, became in 2008 an organizational member of TCI and 6 persons from Corfo have been present in TCI activities during the year.

Ifor Ffowcs-Williams passed then the word to the Secretary, who formally addressed the election. Alberto Pezzi presents all the candidates and the period of their next mandate: Juan Manuel Esteban, candidate for President until 2009; Alberto Pezzi, candidate for Secretary until 2010; Elisabeth Waelbroeck-Rocha, candidate for Treasurer until 2010; Arthur Bayhan (absent), Nigel Gwynne-Evans, Klaus Haasis, Christian Ketels, Kevin Murphy and Alonso Ramos Vaca, candidates for directors until 2010; Carlos Alvarez and Barnabas Nawangwe,

candidates for directors until 2011. After 3 years as President of TCI and one more year as immediate past-President, Lars Eklund steps down from the board. The members of the assembly stood up and applauded the outgoing member of the board as recognition for his contribution to TCI.

The proposed candidates are voted one by one and approved by unanimity by the assembly. The new Board of Directors is composed by:

Juan Manuel Esteban, President 2008-2009
Alberto Pezzi, Secretary 2008-2010
Elisabeth Waelbroeck-Rocha, Treasurer 2008-2010
Arthur Bayhan, Director 2008-2010
Nigel Gwynne-Evans, Director 2008-2010
Klaus Haasis, Director 2008-2010
Christian Ketels, Director 2008-2010
Kevin X Murphy, Director 2008-2010
Alonso Ramos Vaca, Director 2008-2010
Carlos Alvarez, Director 2008-2011
Barnabas Nawangwe, Director 2008-2011

The new Board is received with an acclamation by the General Assembly.

5. Questions

The President opens the floor for questions.

- Mr. Faheem Ul Islam suggests to further develop and promote TCI brand and to improve financial situation, necessary to build a 'momentum'. With regards content, he expresses he'd be interested in learning on the building of the concept of clusters. Data generated is not sufficiently used. Porter started the effort but others need to take on the challenge to develop the concept further.
- Mr. Lars Eklund thanks the General Assembly for the applause received before; he responds to the branding issue of TCI, that it is not possible due to scarce sources of revenues. In this sense, he points out again the great success of Lyon conference in 2006 and encourages Vinnova for a future support to TCI in upcoming events. He also acknowledged the work of Franziska Blunck in negotiating Portland revenues. Alberto Pezzi in the name of the whole TCI thanks Franziska Blunck for her work during the last 5 years in TCI and she comes to the stage with a big applause from the TCI members in recognition of her years of dedication to TCI.
- Ms. Ruth B. Musoke, member of the Steering Committee of PACF acknowledges having the TCI Annual Conference in Africa is a great achievement and thanks TCI for that. She acknowledges the fact that two persons from African are in the new Board. She also likes the fact that one woman stays in the new Board and would like to see more women in the board next time.
- Mr. Robert Breault encouraged members, especially those from Africa, to contribute with their time and brains to TCI, "give an give more" to TCI instead of asking TCI to do it for themselves.
- Mr. Rauli Sorvari, spelled out one concern that refers to the next generation. TCI requires more young people and entrepreneurs and suggests TCI to take some thinking and prepare an action plan for this TCI for young, new generations.
- Mr. Anwar Nasim expressed that this annual conference is a wonderful meeting. He points to the fact that TCI requires ongoing membership and greater members' commitment. Moreover, he suggests engaging younger people. And he places the question of how could TCI get stronger participation from members at large. Alberto Pezzi responds that TCI not only engages in annual conferences but that there are other activities where members can participate.
- Mr. Faheem Ul Islam gives special thanks to the board for taking time for TCI, given that they are all volunteers.
- Mr. Richard Walker considers that TCI should "sell the concept of clusters" making wider publicity of clusters, so that people, especially young people engages with TCI.

The President thanks TCI members and closes the General Assembly meeting at 9.00 am.

In Cape Town, South Africa, on 31 October 2008

Mr. Juan Manuel Esteban
TCI President

Mr. Alberto Pezzi
TCI Secretary

SUBJECT TO APPROVAL by General Assembly on 26 June 2009