



the global practitioners network for  
competitiveness, clusters and innovation

## TCI General Assembly 2012

19 October 2012

First Call 8.00 am, Second Call 8.30 am

Kursaal Conference Centre

Zurriola Av. 1, 20002 San Sebastian

Basque Country, Spain

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### Meeting Minutes

#### **TCI members present:**

49 members present (*see List of Attendants*).

#### **Proceedings:**

President Christian Ketels declares the General Assembly formally constituted in second call at 8.30 a.m. (quorum under first call not met).

Secretary Klaus Haasis presents the agenda as stated in the call for General Assembly of 03 September 2012:

1. Approval of last Assembly's minutes.
2. Annual report of the Board of Directors.
3. Approval of annual accounts: 2011 annual accounts, 2012 forecast and 2013 budget.
4. Election of Members of the Board.
5. Questions and other matters.

#### **1. Approval of last Assembly minutes**

*Minutes of 2011 General Assembly meeting are approved by unanimity.*

#### **2. Annual Report of the Board of Directors**

President Christian Ketels presents the annual report of the Board of Directors starting by the analysis to reframe priorities in order to increase the value of the TCI membership based on TCI's value proposition. A letter informing about those priorities was sent to all the members for feedback at the beginning of the year. The value proposition is defined as follows:

- **TCI is global:** great diversity in the network, with people from different contexts and regions. The global reach of TCI provides members with access to unique contacts and experiences worldwide. The website analytics, showing visitors from a wide range of countries and languages used, are presented as example of the global reach of TCI.
- **TCI is a network:** TCI has 62 organizational members and 517 active members in total, with a total community of 4.000 experts in 111 countries, and connects 9.000 practitioners worldwide. Christian Ketels explains TCI provides access to others, to individuals and organizations; that is TCI's key function. All other activities and services are built around this core function.
- **TCI is driven by practitioners:** and focuses in issues relevant for practitioners. The most valued services by TCI members are benchmarking, networking opportunities and access to cooperation partners, access to new models and ideas, experiment practical tools and envisioning what's next around competitiveness.
- **TCI is focused on achieving competitiveness and enable innovation:** TCI engages in a broad range of issues when there is a particular insight for the specific perspective on clusters.

Based on the previous analysis, the Board worked towards key opportunities that provide specific value to members in a number of areas: Knowledge and Expertise, Internationalization, Visibility and profile, Advocacy.

- **Knowledge and expertise:** Four main working lines have been developed related to knowledge and expertise:
  - Conference format, by increasing the learning character of sessions and by introducing new conference formats.
  - Speakers/experts/material database, by developing tools to improve databases. Christian Ketels communicates a next effort to identify areas of expertise and knowledge within the network, and informs members might be reached in the near future and be asked about their competencies to capture this information.
  - Consulting company members' drive: consulting companies, an important source of knowledge in the network, were identified and approached to join the Network during the year. Efforts will be continued in identifying and attracting more consulting companies in 2013.
  - Encourage collaboration between members: collaboration opportunities emerged among members include an agreement for cluster development training between organizations from Colombia, Mexico and Chile; a Latin American cluster mapping project led by CAF; and other collaboration opportunities between Latin America and the European Cluster Collaboration Platform.
- **Internationalization:**
  - Integration of the European Cluster Alliance and the European Manager's Club into TCI: By a formal agreement to be signed later that morning by Christian Ketels, Werner Pamminer and Klaus Haasis, TCI members from Europe automatically become members of the European Cluster Group. The integration of both associations will avoid duplicated structures.
  - Integration of the Latin American network into the TCI membership: Christian Ketels presents the launch of the TCI Latin American Chapter in June, led by Jaime Echeverri, and the establishment of a Regional Committee and with a total representation of 10 organizational members from the region.
  - US membership drive: Christian Ketels presents his and Ted Lyman's work towards reconnecting the cluster practitioners in the US with TCI. A workshop in Washington will be organized in early 2013, with the expected result of a memorandum document, collecting different perspectives from US cluster practitioners.
  - A systematic approach to potential new members in countries of interest has led to new members joining from Korea, Morocco and Russia.
  - Emerging economies drive: Christian Ketels presents how derived from a proposal by member Bob Breault, missions or learning trips of unpaid expertise are being offered to emerging countries by which a group of TCI members would share experiences with a local team of officials. A first proposal from Morocco, organized by Ministry of Industry for early 2013 is being explored; proposals from other countries are welcome.
- **Visibility and profile:**
  - Systematic offer of TCI tools to members to promote ongoing projects and activities through the website, newsletter, and social networks.
  - TCI conferences offered as key platforms for members. With 170 speakers proposals received for TCI 2012, including sessions for specific ongoing project focus, conferences have become important platforms for members to gain visibility.
  - Additionally, members can add the voice of a global network to support a program, as it was the case of the German leading clusters, approached in the name of TCI to join the Spitzencluster competition.
- **Advocacy:**
  - International organizations reference group: Multilateral organizations, such as CAF and UNIDO partners joined TCI in 2012 as organizational members, while continued dialogue was also in place with other multilateral organizations such as IADB, European Commission and the World Bank.
  - Members of the TCI Network are seen as important players in the policy dialogue on clusters, competitiveness, and innovation and could influence even more by making joint submissions as TCI to open projects by multilateral organizations.

Christian Ketels moves to present the network's evolution. A **consistent growth** over the last 5 years in the TCI Community, both in terms of community numbers (from 1.700 practitioners in 2008 to almost 4.000 in 2012) due mainly to the upgrades in the Global Conference, the new regional conferences and the new conference formats developed. As an example of a new conference format under development, Christian Ketels passes the word to Christoph Beer, organizer of the next "High tech and clusters" conference, planned for 2014 in Bern, Switzerland. Christoph Beer explains how it is planned to encourage companies that are part of the clusters to take active part in the conference, to exchange information, new innovation strengths and business match making with international leading high-tech companies. TCI members are encouraged to contact Christoph Beer with concrete proposals of international high tech clusters and

companies to participate in the conference. *The proposal is well received by members present and some proposals are pointed out.*

Back to the membership report, Christian Ketels remarks the ongoing increase on organizational membership, with 10 new supporting organizations on average in the last 5 years. With over 60 organizations in 2012, TCI is expanding and consolidating its capacity, passing from an individual to an organizational member-based association. Geographically, membership increased in Europe and other areas like Latin America, Oceania, Africa and North America. Further opportunities to get more members, especially companies and consultancy firms, are being developed.

**Activities in 2012.** Christian Ketels presents the activities organized during the year: the 15<sup>th</sup> Annual Global Conference in the Basque Country, the 7th Latin American Cluster Conference in Monterrey (Mexico), the Mediterranean Cluster Conference in Izmir (Turkey), the Asian Competitiveness Forum in Delhi (India). Additional efforts need to be done to increase TCI presence in Asia and Africa; Christian Ketels encourages members working in those areas to suggest key partners to work with.

**Activities in 2013.** Christian Ketels presents the 16<sup>th</sup> Annual Global Conference to be held in Kolding, Southern Denmark, on 3-6 September. Additionally, a workshop in Washington DC is being organized for early 2013 and discussions with potential partners for the organization of the 8CLAC - Latin American Cluster Conference are in process (Barranquilla, Colombia). More activities are likely to be organized during the year.

Christian Ketels mentions the work completed on **branding, marketing and communication**, highlighting the TCI video presented in the conference opening, which will serve as marketing tool for the future. Continuous developments in other tools such as the member directory, website, newsletter and social networks are being made.

Christian Ketels passes the word to the Directors leading two of the most active regional initiatives. Jaime Echeverri presents the **TCI Latin American Chapter**, officially launched in Monterrey, June 2012 with the aim of creating a sense of community among TCI Latin American cluster practitioners and organizations to generate synergies and joint actions that increase the competitiveness of the region. 10 organizational members and 18% of TCI members come from Latin America, with representation of countries like Mexico, Colombia, Brazil, Venezuela, Trinidad and Tobago, Uruguay and Chile. Interaction among Latin American practitioners is facilitated by two tools: the RedLAC LinkedIn Group, with 1449 members from 35 countries, and the blog Clusterizando.com by Alonso Ramos, receiving 150 visits per day. The Latin American Cluster Conference (CLAC), reaching its 7<sup>th</sup> edition in 2012 in Monterrey, Mexico, gathered in total over 1800 practitioners over the last years, is the main meeting point for practitioners in the region. Jaime Echeverri presents two initiatives led by the TCI Latin American Chapter: The Cluster Initiatives Mapping in Latin America promoted by CAF, that will help in identifying more cluster practitioners and potential members of TCI. And the agreement signed between universities and chambers of commerce from Colombia, Mexico and Chile to train cluster practitioners, that resulted in a first training event to be held in November 2012 in Medellin, Colombia.

Klaus Haasis reports on results of the **German Contact Point** (GCP), coordinated by MFG, and which gathers 11 TCI organizational members (9 from Germany, 1 from Austria, 1 from Switzerland). Further from attracting and integrating organizations from the region in TCI, the GCP offers additional services to TCI organizational members in the region, has personal meetings with them, produces inputs for the strategic development of TCI, links TCI to European initiatives and projects, offers cluster management training, etc. Klaus Haasis informs on a workshop on "Managing Strategic Business Cooperations" celebrated in cooperation with TU Darmstadt. MFG Academy also offers training on "Successful cluster management". Additionally, efforts on promoting TCI in many different forums have been done, for example offering TCI membership to German Spitzencluster and promoting TCI Basque Country 2012 conference in European conferences.

Klaus Haasis explains the official agreement between TCI and the **European Cluster Group** (ECG), by which the European Chapter of the TCI Network will be founded. Official signature of the agreement will take place later that day in the last plenary session of the conference. The ECG, coordinated by the TCI German Contact Point, provides a common platform for European members who play critical roles in the different cluster-related networks and projects at European level, to collaborate with the objective of supporting the professional development and excellence of cluster management in Europe and avoid duplicated structures. Klaus Haasis explains how the ECG can offer a platform for collaboration and continue relevant European Cluster Managers Club services (European Cluster Manager of the Year Award, etc.), can bid for EU funding for activities/projects, etc. The ECG is created with own legal (German "Verein") and governance structure, while TCI Secretariat provides administrative support as to other TCI interest groups/contact points.

Christian Ketels acknowledges the work done by Jaime Echeverri and Klaus Haasis in their respective regions.

### **3. Approval of annual accounts: 2011 annual accounts, 2012 forecast and 2013 budget.**

CEO Patricia Valdenebro presents the annual accounts on behalf of Treasurer Elisabeth Waelbroeck-Rocha who could not be present at the General Assembly. She informs about the positive result of 16.000€ obtained in 2011, good news for a non-profit organization that faced varied financial situations in the past as shown in the graphic on the evolution of annual surplus/deficit from 1998 to 2012. The main contribution to the financial stability of the organization was no doubt the donation received in 2008 from Portland who transferred all the conference benefits.

Regarding the evolution of revenue and expenses, expenses have experienced a continuous but controlled growth over the years, while incomes varied more depending on the year; higher incomes correspond to years with more successful conferences in terms of attendance. As shown in the graphic with the evolution of revenue breakdown, the membership fees represent the base of the incomes as a result of the membership reinforcement strategy followed in the last years. Regarding the expenditure breakdown, the office in Barcelona takes most of the expenses always in line with the year budget.

Patricia Valdenebro informs about the expected surplus of 46.000€ for the current year 2012, as a result of the membership growth and the successful conferences held in the year. She thanks the hosts of all the 2012 conferences and remarks that their financial support contributes to the growth of TCI.

She presents a conservative budget for 2013 of 230.000€, with a slight increase in revenues and expenses.

Patricia Valdenebro asks for the formal approval of the accounts.

*The annual accounts 2011, the forecast 2012 and the budget for 2013 are approved unanimously.*

### **4. Election of Members of the Board.**

Secretary Klaus Haasis introduces the partial renewal of the Board and informs that Directors Amit Kapoor, Rauli Sorvari and Outgoing President Alberto Pezzi complete their mandate in the 2012 General Assembly and step down. In addition to these complete mandates, Treasurer Elisabeth Waelbroeck-Rocha and Director Pierre Bonnet have expressed their will to step down. Klaus Haasis acknowledges and thanks the outgoing directors for their contributions throughout the years.

Klaus Haasis explains that Alberto Pezzi's term as Outgoing President has been completed but he has expressed his will to remain as part of the Board and he presents his candidature as new Treasurer.

*Amit Kapoor, Rauli Sorvari, Elisabeth Waelbroeck-Rocha and Pierre Bonnet step down.*

Klaus Haasis presents the new candidates and asks them to stand up.

Alberto Pezzi. Candidate to Treasurer 2012-2015.

Karin Gjerløw Høidahl. Candidate to Director 2012-2015.

Frédéric Miribel. Candidate to Director 2012-2015.

Manuel Montoya. Candidate to Director 2012-2015.

Werner Pamminger. Candidate to Director 2012-2015.

Klaus Haasis suggest voting on all candidates as a group and asks if there is someone against it. It is approved by unanimity to vote on all the candidates as a group.

*Alberto Pezzi is elected Treasurer 2012-2015 unanimously.*

*Karin Gjerløw Høidahl, Frédéric Miribel, Manuel Montoya and Werner Pamminger are elected new Directors 2012-2015 unanimously.*

The final composition of the elected Board is:

Christian Ketels, President, 2011-2013

Klaus Haasis, Secretary 2011-2013

Alberto Pezzi, Treasurer 2012-2015

Jaime Echeverri, Director 2010-2013  
Nataliya Korzhagina, Director 2010-2013  
Ted Lyman, Director 2011-2014  
Richard Walker, Director 2011-2014  
Karin Gjerløw Høidahl, Director 2012-2015  
Frédéric Miribel, Director 2012-2015  
Manuel Montoya, Director 2012-2015  
Werner Pamminger, Director 2012-2015

Christian Ketels thanks all the Directors for their time and effort dedicated to the Network. He also thanks and welcomes the new Directors.

#### 5. Questions and other matters.

Lucia Seel asks about the reason behind the significant increase in budgeted IT service expenditure for 2013. Patricia Valdenebro explains it corresponds to the idea of having the support in the team in Barcelona of an additional person in charge of IT services and social networking management. The plan is to outsource these services, and first open the opportunity to the network for suggestions among the members' contacts.

Petra Puechner asks about the potential plans to increase the number of women in the TCI Board. Christian Ketels explains gender, geography and background diversity are all dimensions taken into account when identifying new candidates to the Board. Patricia Valdenebro adds that a number of women were personally addressed by current members of the Board and herself, but for different reasons candidatures were finally not presented. She emphasizes that efforts towards gender balance in the Board will continue in the future and asks women present to encourage women candidates to present their candidatures next year.

Alonso Ramos acknowledges the whole TCI team for the good work in the last years and the results obtained.

There are no more questions or other matters.

Christian Ketels thanks the audience and TCI members. The President closes the assembly at 09.25 am.

In San Sebastian, Basque Country, on 19 October 2012.



Christian Ketels  
President



Klaus Haasis  
Secretary