



the global practitioners network for
competitiveness, clusters and innovation

TCI General Assembly 2011

02 December 2011

First Call 8.00am, Second Call 8.30am

Skycity Convention Centre

88 Federal Street

Auckland, New Zealand

Meeting Minutes

TCI members present:

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

Proceedings:

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

Secretary Christian Ketels presents the TCI Board members and General Manager and presents the agenda as stated in the call for General Assembly of 10 October 2011:

1. Approval of last Assembly's minutes.
2. Annual report of the Board of Directors.
3. Approval of annual accounts: 2010 annual accounts, 2011 forecast and 2012 budget.
4. Transfer of seat and corresponding amendment to bylaws.
5. Election of Members of the Board.
6. Questions and other matters.

1. Approval of last Assembly minutes

Minutes of 2010 General Assembly meeting approved by unanimity.

2. Annual Report of the Board of Directors

President Alberto Pezzi points out the consolidated growth of TCI over the last years, both in terms of quantity and quality. In 2011, the TCI Network consists of 52 organizational members, 409 active members and 900 attendants to conferences. Besides, TCI is present in important forums that are shaping cluster policies, i.e. 7 out of 12 members on the European Cluster Policy Group are directly involved in TCI. TCI is also strengthening contacts with other international multilateral organizations as UNIDO, Asian Development Bank, CAF, etc. This demonstrates the good health of cluster policy and also the growing presence and prestige of TCI.

Alberto Pezzi passes the word to General Manager Patricia Valdenebro, who explains more in detail the increase in the TCI Community (members and conference attendants) with more than 3.000 practitioners worldwide, double than in 2008. Despite the difficult economic environment and the constraints in budgets, TCI has had a consistent growth over the last four years, attributed to a host of activities that include the consolidated annual global conference (next will be the 15th AGC in 2012) and the addition of diversified conference offerings, such as regional and thematic conferences and other specific workshops.

Regarding the TCI Network (members), the number of organizational members increased notably reaching currently 52 supporting organizations, as a result of the addition on average of 10 new supporting organizations in the last 4 years. This improves considerably the financial stability of TCI, one of the big concerns of the Board always. This membership growth is attributed to a re-shaped strategic direction, an improved communication with members and a renewed emphasis on a participatory organizational culture, but mainly to the fact that members perceive TCI as an active partner from which they can get value for their organizations. Regarding geographic distribution, most members come from Europe and other

regions like Latin America and Africa are increasing their presence, which is among others consequence of the work done by the Board bringing the TCI voice and attracting new members in different regions.

Patricia Valdenebro recapitulates all the conferences organized by TCI along the year and thanks the correspondent hosts, as they have enormously helped to upgrade the organization as they all reached great standards:

14th TCI Annual Global Conference, Auckland, New Zealand, 28 November – 2 December 2011

TCI European Regional Conference, Tallinn, Estonia, 30-31 March 2011

6CLAC - 6th TCI Latin American Conference, Ouro Preto, Brazil, 16 – 20 May 2011

Patricia Valdenebro presents the activities planned for 2012, on which TCI is already working:

15th TCI Annual Global Conference, Basque Country, Spain, 16 – 19 October 2012

Asian Conference, Gurgaon, India, 26 – 27 April 2012

7CLAC - 7th TCI Latin American Conference, Monterrey, Mexico, 29 – 31 May 2012

Mediterranean Conference, Izmir, Turkey, 14 – 15 June 2012

Patricia Valdenebro points out the work done on branding, marketing and communication to increase TCI visibility: improve conference image (conference logos, stand, roll up, posters), develop corporate brochure, updates on website, monthly newsletter (+8000 subscribers), presence in different social networks such as Facebook, LinkedIn and Twitter.

Another important working line during the year is the TCI Regional Initiatives that link local practitioners and also help reinforcing TCI visibility and presence in different regions of the world. On behalf of Director Nataliya Korzhagina (not present), Patricia Valdenebro introduces the TCI Caspian Contact Point, a newly launched group that links the community of practitioners in the Caspian region, including Russia, Kazakhstan, Azerbaijan, Iran and Turkmenistan, traditionally a region with low presence in TCI. A Memorandum of Understanding was signed between TCI and Astrakhan State University in October 2011, coinciding with the official launch of the Caspian Point in Astrakhan.

Patricia Valdenebro passes the word to Director Jaime Echeverri, who reports on the updates of the RedLAC, the TCI chapter in Latin America. Jaime Echeverri explains the TCI Latin American network has been very active in the last years with almost 900 members, trying to attract Latin American practitioners to the TCI Network. The most active countries are Mexico, Colombia, Chile, Spain and Argentina and at least one member of each Latin American country is present in the network. A mapping effort of cluster initiatives in Latin America was done with 278 initiatives identified. Two additional projects where RedLAC is working on are: the certification of cluster managers (a first RedLAC meeting was held in Colombia on “Challenges for Latin America in the management of Cluster Initiatives” and a memorandum of understanding between universities was signed to work together on a project to strengthen management capabilities in the region) and the production of a guide for evaluation and monitoring of cluster initiatives in Latin America.

Patricia Valdenebro passes the word to Director Klaus Haasis, who reports on the updates of the TCI German Contact Point. Klaus Haasis explains the efforts on attracting and integrating organizations from the region in TCI, with 11 members (9 from Germany, 1 from Austria, 1 from Switzerland). Other activities held in different areas include offering additional services to TCI supporting members, producing inputs for the strategic development of TCI, linking TCI to European initiatives and projects, etc. Regarding communication, many personal meetings with members and interested people have been held in the German speaking area; press releases, newsletter, social media (initiation of the TCI Facebook page together with the TCI Secretariat); website in German www.tci-network.de; development of Roll-up and posters for TCI. Regarding training, MFG Academy “Cluster-Management-Tools” has been developed in collaboration with TCI organizational member HESSENMETALL Cluster-Initiative, offering a discount for TCI members. Regarding research, a Research Community in cooperation with TU Darmstadt has been initiated, which also supports the diploma thesis “Building Networks of Practice”. Regarding European linkages, Klaus Haasis notes that there are many challenges and opportunities for TCI in Europe for next years. MFG is in a good position to help to manage as it is involved in all crucial projects on clusters going on in Europe. In that sense, efforts are being done to link TCI to TACTICS and to Cluster-Excellence.eu. Klaus Haasis argues that TCI should work on offering more opportunities to members in terms of collaboration partner for projects and that TCI could perfectly undertake many projects without competing with members and offering great value to them.

Ifor Ffowcs-Williams congratulates RedLAC and German Contact Point for their work in these regional initiatives as they reinforce and strengthen the TCI roots.

3. Approval of annual accounts: 2010 annual accounts, 2011 forecast and 2012 budget.

Patricia Valdenebro presents the 2010 annual accounts. The year ended with a final deficit after taxes of 18.374€, expected to be partially covered with the forecasted surplus in 2011. The deficit was financed with internal resources, with a final statement of financial position at the end of the year of 227.818€ (Cash and Banks).

The evolution of revenues and expenses shows a balanced situation in terms of annual results, with a remarkable and positive exception in 2008 thanks to the grant from the State of Oregon, organizer of the Portland annual conference.

Through the evolution in revenue breakdown, the diversification in sources of income is showed. Incomes originally came only from membership fees (generated through the annual conference) and from 2008 on, as a result of the change in membership policy, incomes from membership and from conferences (global/regional) are clearly separated. She explains how in 2010, although membership incomes grew considerably, the annual conference and one of the regional thematic conferences didn't have the expected economic result. The annual conference 2010 was a result of a change of venue from Dubai to Delhi with scarce time to find the proper sponsors and properly marketing the conference. The conference on tourism clusters in Dominican Republic, an international conference with a new format focused on a specific topic, did not get the expected number of attendants. These had as result smaller incomes to TCI, as TCI's working framework is to share risks with conference hosts. She remarks also that for the first time in 2010, TCI got more revenue from membership fees than from organizing conferences. This is a model that has been very much pushed in TCI and will follow in the same direction.

Regarding the expenditure breakdown, most of the expenses are related to administration (two full time persons on staff) and office operation (general costs, rental), with smaller expense entries on IT services and marketing.

The forecast for 2011 is to have an increase in all the income entries as a result of successful conferences and increased membership, and a moderate increase in expenditures, with an expected final surplus of 12.000€.

For 2012 a conservative budget will guide the financial year, with a slight increase in revenues and expenses.

Secretary Christian Ketels asks for the formal approval of the accounts.

The annual accounts 2010, the forecast 2011 and the budget for 2012 are approved unanimously.

4. Transfer of seat and corresponding amendment to bylaws.

Christian Ketels explains the change to the new location of the TCI office at

World Trade Center
Moll Barcelona s/n
08039 Barcelona, Spain

As the change of office means a legal transfer of seat, the Secretary asks the General Assembly to formally approve the transfer of seat and the corresponding amendment of bylaws.

The transfer of seat and corresponding amendment to bylaws is approved by unanimity.

5. Election of Members of the Board.

Election of New President:

As announced, President Alberto Pezzi explains that after two years of service he completes his mandate and steps down. He will continue one more year in the Board as Outgoing President. He thanks the members of the Board of Directors and ex Presidents of TCI and reminds those are voluntary and non-remunerated positions.

Alberto Pezzi steps down.

Alberto Pezzi, on behalf of the Board, presents the candidature of Christian Ketels for President 2011-2013: Christian Ketels, candidate to presidency and current Secretary of the Board, has been on the Board of Directors of TCI since October 2007. He is a member of the Harvard Business School faculty at Professor Michael E. Porter's Institute for Strategy and Competitiveness. He is Honorary Professor at the EBS Business School, Germany, and a Senior Research Fellow at the Stockholm School of Economics, Sweden.

Alberto Pezzi asks for a vote to the candidature of Christian Ketels.

Christian Ketels is elected new President 2011-2013 by unanimity.

Christian Ketels thanks Alberto Pezzi for the great job done as President and explains he is excited with the huge opportunities ahead for TCI. While the first era of TCI was to convince people that this was a good idea, now TCI is in a position to offer more value and services to members, to help members to do better the job they do. He is pleased to work with the Board and with the members in the next couple of years.

Partial Renewal of the Board of Directors:

Alberto Pezzi explains that after three years of service Director Barnabas Nawangwe completes his mandate and steps down.

Barnabas Nawangwe steps down.

Klaus Haasis, elected Director 2010-2013, is proposed as new Secretary of TCI to replace Christian Ketels, who has been elected new President. Alberto Pezzi asks for a vote to this proposal.

Klaus Haasis is confirmed new Secretary 2011-2013 by unanimity.

Alberto Pezzi explains how Jaime Echeverri was appointed interim member by the Board during the year and asks the General Assembly for a ratification of this appointment.

Jaime Echeverri is ratified as Director 2011-2013 unanimously.

Alberto Pezzi informs about the changes in the Nominating Committee, now composed by all past presidents. When selecting candidates to be presented to election to the General Assembly, TCI tries to maintain a balance in terms of gender, geographical representation and background, even if sometimes it is not easy to reach. With these criteria, two new candidates are presented:

Ted Lyman.

Ted Lyman, from USA; has a long consulting experience assisting government and private sector leaders with policies and action initiatives aimed at enhancing economic development.

Richard Walker.

Richard Walker is CEO of Economic Development Australia. He is actively involved in the establishment and management of two industry clusters. Richard Walker is excused from his presence in the General Assembly meeting due to the General Meeting of his company.

Alberto Pezzi asks for a vote to the candidature of Ted Lyman to Director 2011-2014.

Ted Lyman is elected new Director 2011-2014 unanimously

Alberto Pezzi asks for a vote to the candidature of Richard Walker to Director 2011-2014.

Richard Walker is elected as Director 2011-2014 unanimously.

Patricia Valdenebro resumes the final composition of the elected Board:

President Christian Ketels, Harvard Business School - USA. Term: 2011-2013
Outgoing President Alberto Pezzi, Catalan Government - Spain. Term: 2011-2012
Secretary Klaus Haasis, MFG Baden-Württemberg - Germany. Term: 2011-2013
Treasurer Elisabeth Waelbroeck-Rocha, BIPE - France. Term: 2010-2013
Director Amit Kapoor, Institute for Competitiveness - India. Term: 2009-2012
Director Rauli Sorvari, Estele - Finland. Term: 2009-2012
Director Pierre Bonnet, Lyon Chamber of Commerce - France. Term: 2010-2013
Director Nataliya Korzhagina, Astrakhan State University - Russia. Term: 2010-2013
Director Jaime Echeverri, Medellin Chamber of Commerce - Colombia. Term: 2011-2013
Director Ted Lyman, IHS Global Insights - USA. Term: 2011-2014
Director Richard Walker, Economic Development Australia - Australia. Term: 2011-2014

Christian Ketels thanks all members present for attending the meeting. A document will be sent out to all the members explaining the main working lines for TCI for next years and feedback from members will be very welcome. TCI is a membership organization, a network, and its aim is how to best serve the members. One of the focus areas will be thinking how to increase collaboration among members. The other will be thinking on a new role for TCI as project partner certainly in Europe and may be also in Latin America.

6. Questions and other matters.

There are no questions or other matters.

Christian Ketels, thanks the audience and TCI members. The President closes the assembly at 09.15 am.

In Auckland, New Zealand, on 2 December 2011.



Alberto Pezzi
Outgoing President



Christian Ketels
Outgoing Secretary