

TCI General Assembly 2013

4 September 2013

First Call 17.00 pm, Second Call 17.30 pm

Comwell Kolding

Skovbrynet 1, DK-6000 Kolding

Denmark

Meeting Minutes

TCI members present:

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

Proceedings:

President Christian Ketels declares the General Assembly formally constituted in second call at 17.30 a.m. (quorum under first call not met).

Secretary Klaus Haasis presents the agenda as stated in the call for General Assembly of 29 July 2013:

1. Approval of last Assembly's minutes.
2. Annual report of activities.
3. Approval of annual accounts: 2012 annual accounts, 2013 forecast and 2014 budget.
4. Election of Members of the Board.
5. Questions and other matters.

1. Approval of last Assembly minutes

Minutes of 2012 General Assembly meeting are approved by unanimity.

2. Annual report of activities

CEO Patricia Valdenebro starts presenting the annual membership report. In 2013, **membership** has been **consolidated** with a good percentage of membership renewal reflecting a solid membership base. The number of new members has been high, but also the number of cancellations due to budget cuts, and therefore, the total number has slightly decreased. Since 2008, membership both in terms of organizations and individuals has increased considerably. Organizational members contribute nowadays with 88% of total membership incomes, while individual members contribute with 12% of total membership incomes. The growth in the number of organizational members has been more constant, while the growth in terms of individual members has been linked to each year's conference. Patricia Valdenebro emphasizes on the need to work on loyalty of members to ensure longer-term membership and also think about the kind of members the network should look for. Organizations that cancelled were members only for 1 or 2 years, with not that much involvement.

Regarding the geographic distribution of members, 41 countries are represented in the network, mainly from Europe and Latin America. Despite the good global distribution, still 45% of the membership base is concentrated in 6 countries (Colombia, Spain, Germany, Denmark, Sweden and Russia). Need to still make more efforts to become more global.

Patricia Valdenebro summarizes the numbers in terms of members. In 2013, TCI got 522 active members, which correspond to 62 organizations (437 members) and 85 individuals. TCI wider community consisted of 4.000 experts in 111 countries, and in total 9.000 competitiveness practitioners were connected to TCI through the monthly newsletter and social media worldwide.

Patricia Valdenebro highlights the efforts being done in enlarging the TCI community through the **website and social media** during 2013. The objective has been to build a bigger and closer TCI community through inclusion, involvement, integration

and interaction. As first results of intensifying online presence, she mentions the regular postings, the content being uploaded (e.g. presentations), the creation of new audiovisual content (e.g. interviews), the increasing followers and interaction with the cluster community, and the global conference 2.0 in Kolding conference with enhanced social media presence.

Patricia Valdenebro goes more in deep in each tool, mentioning that the corporate website receives an average of 2.300 unique visitors per month, with the Cluster Initiative Database containing over 700 initiatives as most visited part. The newsletter is sent monthly to 9.000 contacts. TCI LinkedIn Group is used as platform for discussion with peers by 254 members. TCI Twitter account, with 612 followers, is the vehicle for latest trends and fast updates. The TCI Facebook page contains information and photos with a more personal approach, with 248 "likes". In Slideshare, the 34 presentations shown so far have received 1.539 views. Due to a change in the TCI model, in the future all the conference presentations will be uploaded in this platform and they will be open to public, instead of being only available for members under password in the TCI website. TCI YouTube channel containing 16 videos of interviews with experts in clusters and competitiveness, received 606 views so far. In TCI Flickr account, 458 photos from various TCI conferences attracted 9.601 views so far. In Issuu, 5 TCI publications received 175 views.

Activities in 2013. Patricia Valdenebro presents the activities organized during the year. Apart from the 16th Global Conference in Kolding which has been very successful in terms of number of participants and interactive new format, many initiatives from members have taken place during the year. A mapping of competences has been carried out with the aim of having a better picture of the variety of backgrounds and expertise of TCI members. The mapping allows to make the expertise visible and accessible to the cluster community, and to create synergies by sharing and connecting. The survey, containing 10 questions, was launched in March 2013 and 114 answers have been received so far. The survey is still open, and all the members are welcome to contribute. The results confirm the incredibly rich set of capabilities and experience in the network. The survey shows that the average TCI member: has a 10 to 15 years' experience; works for an economic development agency; in a leading position, setting strategy and designing programs and policies; is experienced in economic development and specifically in innovation, internationalization, marketing and evaluation of clusters; uses project management, cluster analysis and facilitation as tools; speaks 2-3 languages and has working experience mainly in Europe and quite probably in other regions including developing countries; is interested in participating in joint programmes and cooperation projects. So far the mapping has been used for canalizing requests for specific type of experts, consultants, speakers, etc. coming from the Inter-American Development Bank, Ministry of Economy in Turkey, iNNpalsa Colombia and TCI Network.

Patricia Valdenebro introduces the Peer reviews, another new service that is offered to the members. Useful for regions or organizations that are reflecting about the next stage and would like to have their peers review their programmes. Director Karin Gjerløw Høidahl describes the first experience hosted by the organization she works for, Innovation Norway, in May 2013. With the general objective of reviewing the national Norwegian cluster program, 18 participants (5 experienced TCI members and Innovation Norway team) participated in the initiative with the outcome of a mutually beneficial strategic dialogue. She defines TCI as the perfect network to reach out experts in the field. A call was sent and got lots of interested members, finally 5 were picked up. A second meeting is planned to be held in autumn 2013.

Patricia Valdenebro moves to the Cluster evaluation working group, which held a meeting in Forres, Scotland, on 11 June with 18 participants from 9 countries. Group leader Madeline Smith explains that the group was created with the aim of sharing approaches and experiences, as well as looking at opportunities to explore and develop areas for capturing cluster impact. As outcomes of the meeting, common themes and common issues were identified and three questions worthy of further exploration were developed. A follow-up meeting was held before the conference on 2 September and the results are to be presented to all the conference participants on 5 September in a plenary session.

Patricia Valdenebro passes the word to Christoph Beer, leader of the ICT cluster managers group, who talks about the Business Roaming Agreement (BRA), which is a network of clusters in the ICT sector. By this initiative, companies will become a workplace for 5 working days and will be included in the local cluster activities. 27 partners already signed, and about 20 partners are in the pipeline in order to get easier market entry and business development support. Christoph Beer invites participants to joined the BRA, which is free of charge.

Patricia Valdenebro passes the word to Directors leading regional activities. Director Richard Walker reports on the TCI Australian gathering held on 27 June in Sydney. 18 participants representing experienced cluster practitioners, new

practitioners and a representative of the Commonwealth Government's Department of Innovation joined together to discuss the status of industry clusters in Australia and how the practitioners' expertise on clusters could assist the Commonwealth in the implementation of the new Innovation Precinct program. The meeting resulted in a set of recommendations, such as making strong communication strategy, need for training, working with both successful and unsuccessful Precinct candidates, etc. Richard Walker is concerned about the effects of the results of the elections celebrating on that Saturday in Australia and hopes the program will continue.

Director Manuel Montoya talks about the TCI Latin American Chapter, region representing 18% of the members in the network. He explains that after the last Latin American Cluster Conference in Monterrey in 2012, a regional Committee was institutionalized, with 8 representatives from Argentina, Chile, Colombia, Mexico, Brazil and Venezuela in order to guide the chapter's strategy and prioritize its projects. 3 are the strategic projects underway. The first one is a cluster training program led by universities and chambers of commerce from Colombia and Mexico to train cluster practitioners and enterprises on topics related to business networking, cluster management and cluster development, among others. The second one is the Mapping of Latin American Cluster Initiatives, led by CAF, which has the objective to provide a quantitative basis to prepare agendas for regional economic development in Latin America. And the third one refers to the Latin American Webinar Series held in 2013, in which 23 participants from 19 institutions in 12 regions of Colombia have participated so far. Next guest countries are planned to be Mexico, Chile and Brazil. Manuel Montoya highlights that the main challenge of the TCI Latin American Chapter is to connect 271 cluster initiatives. The networking tools used so far to help the connection include webinar series by regions, TCI Latin American Cluster Conferences, TCI thematic meetings and the mentioned strategic projects. The next meeting of the TCI Latin American Chapter will take place in Medellin, Colombia, on 8 November 2013.

Activities in 2014. Patricia Valdenebro announces the 17th TCI Global Conference that will take place on 10-13 November 2014 in Monterrey, Mexico. "Creating shared value through clusters for a sustainable future" will be the main topic of the conference. She also presents the High Tech and Clusters Conference that will take place on 25-27 June in Bern. Moreover, regular global webinar series will be held as a way to link the knowledge through the year. These are so far the organized activities for 2014.

President Christian Ketels informs about the discussion on the board held during the meeting on 2 September, regarding the need of a solid membership base and of better communicating what the network is about. He points out the need to look at the engagement with the organizational members and re-structure the pricing model in order to adjust i.e. to small cluster organizations. Christian Ketels also refers to the new open model that has been decided for the website/content, so that the restricted areas to members will be opened to public. Therefore, the board is thinking about new activities/services for members, such as the peer reviews, webinar series, putting together academic articles on cluster development, etc. Christian Ketels welcomes inputs from members as he considers them key to understand what their needs and interests are to try to go in that direction.

Attendant to the conference Sukamal Sinha Choudhury, from Bangladesh Bank, highlights the lack of presence of TCI in Bangladesh, and adds he would like his organization to become member of TCI and offers his support to spread the TCI word in Bangladesh. He explains he knew about TCI and the conference thanks to Alec Hansen who is helping them with cluster development in Bangladesh.

3. Approval of annual accounts: 2012 annual accounts, 2013 forecast and 2014 budget.

Treasurer Alberto Pezzi presents the annual accounts. He informs about the positive result of 59.000€ obtained in 2012, with the highest amount of income obtained ever in TCI. The main contribution to the exceptional amount of income comes from the increase in membership (from 55 to 65 organizations), from a good global conference in the Basque Country and successful Latin American Conference in Monterrey, and an Asian regional conference in Delhi. Expenses increased only a bite, in accordance to the increase in the activity.

Regarding the breakdown of revenues, 52% of the incomes came from membership fees, and the rest from activities. As for the expenses, and following the same distribution of previous years, 56% correspond to administration expenses of the office in Barcelona.

Regarding the evolution of revenue and expenses, expenses have experienced a continuous but controlled growth related to the expansion of the activity over the years, while incomes varied more depending on the year; higher incomes

correspond to years with more successful conferences in terms of attendance. The pick in 2008 refers to the grant from the State of Oregon, organizer of the Portland annual conference.

Alberto Pezzi informs about the expected surplus of 2.000€ for the current year 2013. The slice decrease in membership and cancellation of the Latin American Conference in Bogota led to a modest result.

He presents a budget of 228.000€ for 2014, with a slight increase in revenues and expenses.

Alberto Pezzi asks for the formal approval of the accounts.

The annual accounts 2012, the forecast 2013 and the budget for 2014 are approved unanimously.

4. Election of Members of the Board.

Election of President

CEO Patricia Valdenebro informs that President Christian Ketels completes his mandate in the 2013 General Assembly. She explains that the Board has asked Christian Ketels to consider his reappointment. Christian Ketels' candidature for reelection as President 2013-2015 is presented to the General Assembly for a vote.

Christian Ketels is re-elected President 2013-2015 by unanimity.

Partial Renewal of the Board of Directors

CEO Patricia Valdenebro introduces the partial renewal of the Board and informs that Secretary Klaus Haasis and Directors Nataliya Korchagina and Jaime Echeverri complete their mandate in the 2013 General Assembly. Klaus Haasis and Jaime Echeverri present their candidature to reelection. Additionally, Patricia Valdenebro explains that numerous candidatures were received as response to the call for candidates sent to the members. Finally, and for all the work done so far for TCI, the Board has elected Lotte Langkilde and Madeline Smith as candidates to present for a vote.

The four candidates to the Board of Directors are presented to the General Assembly for a vote:

- Klaus Haasis. Candidate to Secretary 2013-2016.
- Jaime Echeverri. Candidate to Director 2013-2016.
- Lotte Langkilde. Candidate to Director 2013-2016.
- Madeline Smith. Candidate to Director 2013-2016.

Klaus Haasis is re-elected Treasurer 2013-2016 unanimously.

Jaime Echeverri is re-elected Director 2013-2016 unanimously.

Lotte Langkilde and Madeline Smith are elected new Directors 2013-2016 unanimously.

The final composition of the elected Board is:

- Christian Ketels, President, 2013-2015
- Klaus Haasis, Secretary 2013-2016
- Alberto Pezzi, Treasurer 2012-2015
- 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
- Jaime Echeverri, Director 2013-2016
- Lotte Langkilde, Director 2013-2016
- Madeline Smith, Director 2013-2016

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.

There are no questions or other matters.

Christian Ketels thanks the audience and TCI members. The President closes the assembly at 18.20 pm.

In Kolding, Denmark, on 4 September 2013.



Christian Ketels
President



Klaus Haasis
Secretary