

TCI General Assembly 2014

11 November 2014

First Call 18.00 pm, Second Call 18.30 pm

Cintermex, 501 Fundidora Av.

Col. Obrera, 64010 Monterrey, Mexico

Meeting Minutes

TCI members present:

60 members present.

Proceedings:

President Christian Ketels declares the General Assembly formally constituted in second call at 18.30 p.m. (quorum under first call not met).

CEO Patricia Valdenebro presents the agenda as stated in the call for General Assembly of 1 October 2014:

1. Approval of last Assembly's minutes.
2. Annual report of activities.
3. Approval of accounts: 2013 annual accounts, 2014 forecast and 2015 budget.
4. Transfer of seat and corresponding amendment to bylaws.
5. Amendment Article 2 of Bylaws. Inclusion of description of TCI's activities.
6. Proposal of new scale of fees.
7. Election of Members of the Board.
8. Questions and other matters.

1. Approval of last Assembly's minutes.

Minutes of 2013 General Assembly meeting are approved by unanimity.

2. Annual report of activities.

CEO Patricia Valdenebro begins presenting a general picture of the year with 64 organizational members, 548 active members in 43 countries, 1.300 participants in TCI conferences, 130.000 total combined income of membership fees, and 177.000 online reach through social media and web.

A revised version of the mission and vision is presented, which comes out from the strategic discussion the board has gone through throughout the year:

Mission: We support the effective use of cluster-based economic development approaches as tools to raise the competitiveness and innovative capacity of firms, cities, regions and countries.

Vision: Be the leading global network of professionals and organizations active in cluster-based economic development.

President Christian Ketels emphasizes that the new version reflects the way the network is evolving, and that the board is also thinking about how the network should best be named: "The Competitiveness Institute" may no longer make sense, and should perhaps move to something like "Territory, Clusters and Innovation".

Regarding the **activities** of the network, Patricia Valdenebro explains that they are aimed at best delivering value to members in order to improve their loyalty through customized membership and identification of needs and collaboration areas. TCI convenes and collaborates with the world's leading experts and clusters at the highest levels of decision-makers, specially trying to engage members from less-represented geographical areas (such as Chile, Island and Bulgaria as new additions in 2014). The US is also gaining presence in the network with new members such as Massachusetts Medical Device Industry Council, Optimal Solutions Group and JPMorgan Chase & Co. Providing easier access to countries with harder conditions in order to foster socio economic development is also on the focus of the network, with members from countries such as Egypt, Senegal, Uganda, India, El Salvador. Each member has a board member assigned as mentor to best try to serve and respond to its needs.

In this sense, **new services** have been designed and offered in order to promote active learning and matchmaking within and between members: matchmaking, study tours, peer reviews, staff exchange, mentoring program, etc. The aim is that the set of specific services and tools can help members to upgrade their cluster programs and initiatives, as well as making visible, accessible and usable the expertise and capabilities within the network. Members and conference participants are invited to next day's special TCI Networking session in which these new services will be presented.

Patricia Valdenebro highlights the role of TCI in forging connections and helping to build action-driven groups of expertise who work together to address specific identified challenges. For example, **regional initiatives** aim at promoting regional dialogue and closer ties among practitioners from the same region. The two regional active initiatives are the TCI Latin America Chapter and TCI Oceania Chapter. **Working groups** on the other hand aim at further developing ideas and tools to improve methodologies and raise professional standard. Through the evaluation **working group**, members have been gathering and working together throughout the year. TCI also plays an important role gathering and disseminating world-class, practice-based content and knowledge through the monthly newsletter, social networks, collaborating in different publications (Designing Cluster Evaluation, Competitiveness Review) giving voice to practitioners and enhancing visibility for members and their activities.

Activities in 2014 (since 2013 General Assembly meeting): Throughout the year, TCI has teamed up with cities, regions and organizations that make a difference for their performance on cluster-based economic development: 17th TCI Global Conference in Monterrey (in collaboration with the Secretariat of Economic Development Nuevo Leon), 2 meetings with the Latin America Chapter in Medellin (in collaboration with Medellin Chamber of Commerce) and in Pucon (in collaboration with Eurochile), TCI Australasian cluster conference in Sydney (in collaboration with TCI Oceania Chapter), Cluster Conference in New Delhi (in collaboration with UNIDO and the Foundation for MSME Clusters India), Cluster Evaluation working group meeting in Belfast, 2013 Global South Summit in Nashville, and 2nd BSR Stars Cluster to Cluster Conference in Berlin.

Activities in 2015. Patricia Valdenebro announces the 18th TCI Global Conference that will take place on 3-6 November 2015 in Daegu (in collaboration with KICOX). She also presents other activities planned such as the 8th TCI Latin American Cluster Conference to be held in Medellin on 15-18 June, another meeting of the TCI Latin American Chapter in Cordoba (Argentina) on 23 April, the 2nd Australasian Cluster Conference to be held in Sydney on 17 April, a gathering of US cluster practitioners in Boston in spring, and a proposal of Conference on Cluster Policies in collaboration with UNIDO somewhere in Europe.

3. Approval of accounts: 2013 annual accounts, 2014 forecast and 2015 budget.

Treasurer Alberto Pezzi presents the annual accounts. He informs about the positive result of 15.700€ in 2013, which reinforces the positive trend of the last years. Regarding the breakdown of revenues, 58% of the incomes came from membership fees, and the rest from activities. As for the expenses, and following the same distribution of previous years, 53% corresponds to administration expenses of the office in Barcelona.

Alberto Pezzi informs about the expected balanced outcome for 2014, with a small surplus of 2.000€. The increase in revenues corresponds mainly to an increase in organizational and individual members.

The annual results have been positive during the last 4 years. The trend of both, total amount of revenues and expenses has been steadily increasing, with a pick in 2008 as result of the grant from the State of Oregon, organizer of the Portland global conference.

Alberto Pezzi presents a budget of 233.000€ for 2015, with a slight increase in revenues and expenses.

He asks for the formal approval of the accounts.

The annual accounts 2013, the forecast 2014 and the budget for 2015 are approved unanimously.

4. Transfer of seat and corresponding amendment to bylaws.

Secretary Klaus Haasis informs about the shift of the TCI Secretariat's office to another area in Barcelona (TCI member ACCIO's premises), involving funding support. The new legal address is:

129 Passeig de Gracia, 08008 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.

Transfer of seat and corresponding amendment to bylaws are approved unanimously.

5. Amendment Article 2 of Bylaws. Inclusion of description of TCI's activities.

Secretary Klaus Haasis explains the need of completing the description of the purposes of the association, which is a prerequisite before tax authorities. The existing text is:

The purposes of the Association are:

- *Promote cluster based strategies to improve business competitiveness and regional development.*
- *Improve the methodologies for strengthening industry and services cluster competitiveness. Special emphasis will be given to improve methodologies adapted to developing countries.*
- *Raise the professional level of cluster practitioners by promoting world-wide cluster competitiveness development tools and offering high level training to potential cluster practitioners.*

Klaus Haasis presents for a vote the addition of the list of the activities that TCI might develop:

To achieve its associative purposes, the Association develops the activities that the Board deems necessary, directly and/or in collaboration with other institutions or persons, in accordance with laws ruling associations. To carry out the purposes of the association, it develops among others the following activities:

1. *Organisation of conferences and events, both in person and online.*
2. *Organisation of study tours, matchmaking activities and staff exchange.*
3. *Consulting and advisory activities, studies, peer reviews, support to cooperation projects.*
4. *Training activities to promote cluster-based economic development.*
5. *Development of databases and any other service based on the knowledge of cluster development for economic development practitioners and organisations.*

The activities related to the purposes of the Association shall be carried out in accordance with laws that govern said activities, obtaining, where necessary, the appropriate permits or licenses.

Member Carlos Tarrason asks whether TCI is planning to charge for those new services. Christian Ketels clarifies that there is no any intention of going into the consultancy business, and that TCI will remain a non-profit organization. The inclusion of new potential activities aims at amplifying the scope for services that TCI might be offering in the future.

Klaus Haasis asks for the formal approval the amendment of Article 2 of Bylaws.

The amendment of Article 2 of Bylaws, including the description of TCI's activities is approved by majority.

6. Proposal of new scale of fees.

Patricia Valdenebro explains the discussion carried out among the Board around the detected need to introduce additional levels between the existing minimum and maximum fee (200 and 2.000 EUR), to better align the membership fees with the activity and organizational dimension of the members.

In concrete, the board made a strategic decision on attracting more cluster organizations (currently with scarce presence in the network) to be organizational members of TCI. As part of this strategy, it is suggested to offer a special fee of 500 EUR for small cluster organizations (≤ 5 employees).

Klaus Haasis asks for the formal approval of the new reduced fee for cluster organizations under 5 employees.

The new reduced fee proposed is approved by unanimity.

7. Election of Members of the Board.

President Christian Ketels informs that Ted Lyman and Richard Walker complete their mandate in 2014 General Assembly. He thanks both of them for their contribution to TCI during the past years.

Richard Walker presents his candidature for reelection. He explains that he has been working for the network in Australia and Asia, trying to increase the number of members and cluster initiatives in the cluster initiative database of TCI website.

Christian Ketels informs that four new candidates present their candidature as response to the call for candidates open to the members: Chong Lim, Danka Milojković, Tom Sommer and Yasin Naku Ziraba.

The following 5 candidates to the Board of Directors are presented to the General Assembly for a vote:

Chong Lim, Candidate to Director 2014-2017
Danka Milojković, Candidate to Director 2014-2017
Tom Sommer, Candidate to Director 2014-2017
Richard Walker, Candidate to Director 2014-2017
Yasin Naku Ziraba, Candidate to Director 2014-2017

*Richard Walker is re-elected Director 2014-2017 unanimously.
Chong Lim is elected Director 2014-2017 unanimously.
Danka Milojković is elected Director 2014-2017 unanimously.
Tom Sommer is elected Director 2014-2017 unanimously.
Yasin Naku Ziraba is elected Director 2014-2017 unanimously.*

The final composition of the elected Board is:

Christian Ketels, President 2013-2015
Klaus Haasis, Secretary 2013-2016
Alberto Pezzi, Treasurer 2012-2015
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
Richard Walker, Director 2014-2017
Chong Lim, Director 2014-2017
Danka Milojković, Director 2014-2017
Tom Sommer, Director 2014-2017
Yasin Naku Ziraba, Director 2014-2017

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

8. Questions and other matters.

Enric Pedros, cluster manager at FEMAC, misses the participation of other cluster managers in the network and conferences. Therefore, he appreciates the board's initiative of trying to bring more cluster managers to the network. Christian Ketels thanks Enric's additions and points out that the pricing is only a small part but needed to be approved by the General Assembly. He explains that the idea is to create a group with cluster managers in the network to see which are their needs and what could TCI offer to them apart from conferences.

Zhang Hao, from Pekin University, shows interest in learning more about the TCI Network and hopefully becoming an organizational member and organizing a conference.

Bogdan Wegrzynek, from Agency for Enterprise Development Ltd., presents the Cluster Congress he is organizing in Poland, and asks the board to help in increasing awareness of clusters in Poland.

Christoph Beer, from ICT Cluster Bern, thanks the team in Barcelona for the great management, and the board and in special Christian Ketels for their contribution to the network.

Christian Ketels takes also the opportunity to thank Patricia Valdenebro, Jacqueline Glarner and Leire Oiarbide for the great job done throughout the year.

Thanking the audience and TCI members, the President closes the assembly at 19.45 pm.



the global practitioners network for
competitiveness, clusters and innovation

In Monterrey, Mexico, on 11 November 2014.

Christian Ketels
President

Klaus Haasis
Secretary