




**22nd GLOBAL CONFERENCE**  
 2019

**STRATEGIC CLUSTERS FOR SUSTAINABLE GROWTH**  
 NEW TRENDS AND PRACTICES  
 8-10 OCTOBER ANTWERP

Deloitte.    



**TCI NETWORK**

**Where the experts in clusters and innovation ecosystems interact, learn and get inspired**



[tci-network.org](http://tci-network.org)

# WHAT IS TCI

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TCI Network is the leading global network of people and organizations, working in clusters and innovation ecosystems around the world. We create global connections, inspire clusters and improve policy learning.

Founded in 1998, TCI Network is a non-profit, non-governmental organization open to members from all continents.

# WHAT WE DO

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The core of TCI Network's expertise is exchanging experiences, benchmarking initiatives, identifying features of successful policies and the ability to identify best expertise throughout the network for active participation in joint projects and activities. TCI has led a wide range of experiences related to cluster development in its over 20 years of history.



## **TCI Mission**

**INTERACTION**

**KNOWLEDGE**

**INSPIRATION**

Our mission is to inspire and strengthen connections, knowledge and competences for people and organizations working with clusters and innovation ecosystems around the globe.



# TCI RECOVERY PLAYBOOK

## HELPING TODAY. PREPARING FOR TOMORROW

A guide for  
**Economic Development Organisations  
and Cluster Organisations**



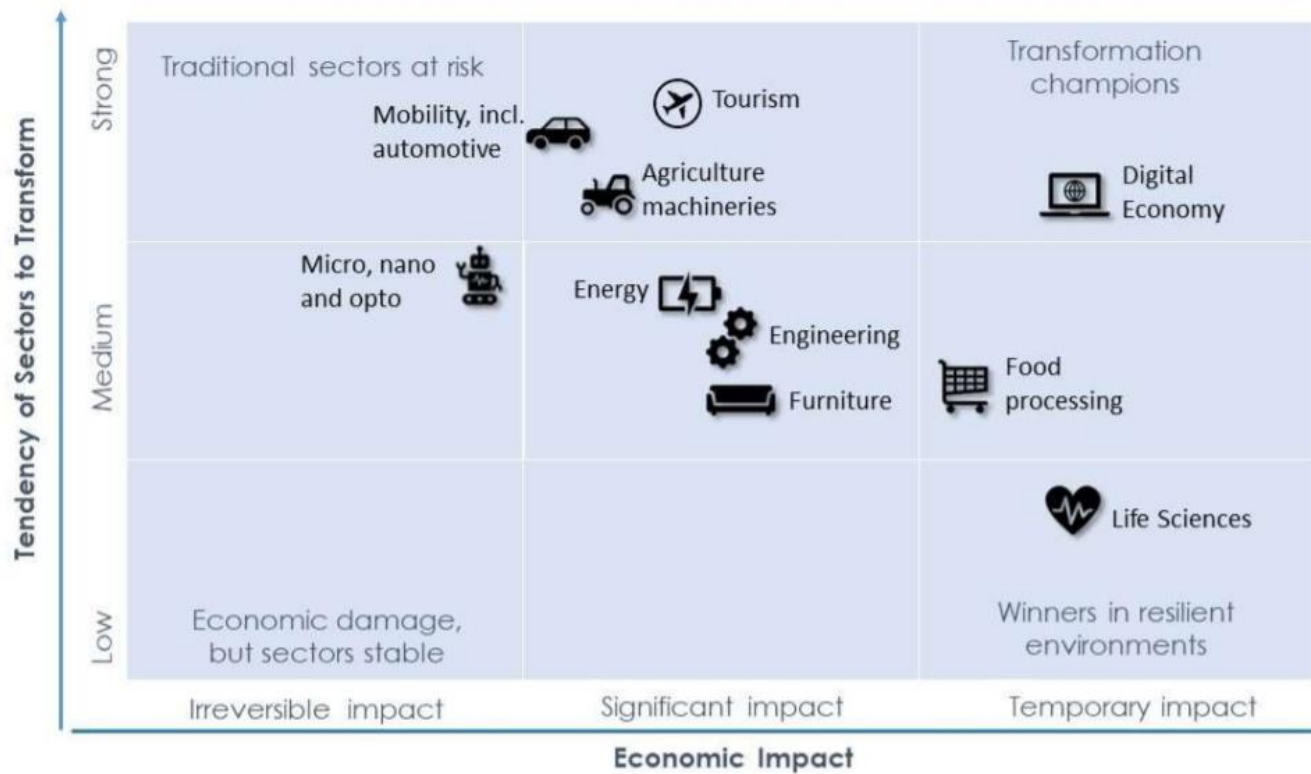
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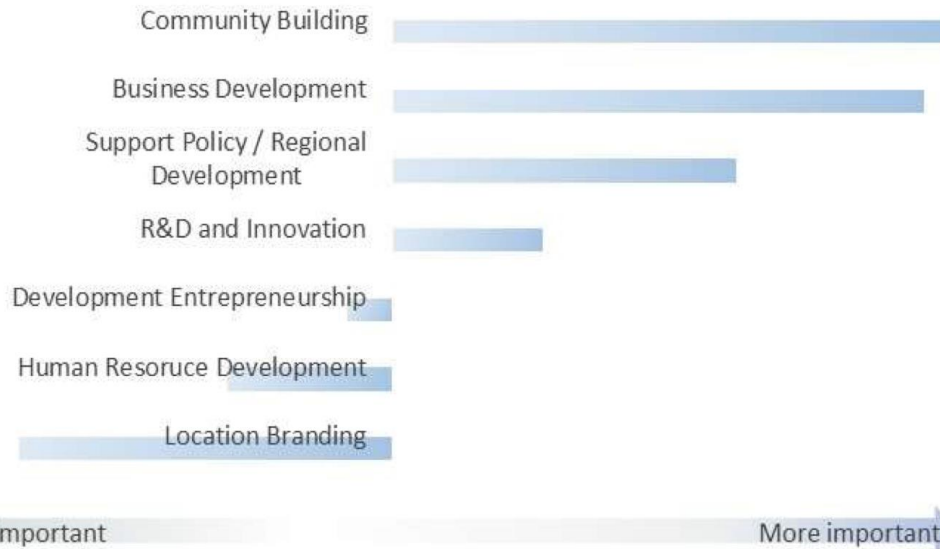


**TCI NETWORK**

## How COVID-19 tends to impact Selected Industrial Sectors



## Importance of Cluster Services in Times of COVID-19



The demand for cluster services has changed

- Traditional ones like networking, community building and business development became important again
- New and creative services provide evidence of the power and importance of cluster initiatives

*> Cluster organizations with a more professional management and close-to-industry operations provided more relevant support in times of COVID-19*

The cluster concept is getting strengthened after pandemic

*> Cluster organizations have to provide added-value during ramp-up phase to demonstrate their ability to act as promising tool for regional development*



# THREE PHASES OF RESPONSE FOR ECONOMIC DEVELOPMENT ORGANISATIONS AND CLUSTERS



## Mobilising Crisis Response

- Connect companies with support mechanisms made available by government
- Detecting and addressing bottlenecks in critical supply chains and services
- Keep dialogue with clusters and other stakeholders to communicate needs and develop new initiatives
- Offering a neutral platform to deal with the shock and prepare members for opportunities during crisis
- Adapting or developing new cluster services to crisis mode in line with member needs
- Facilitate retooling and repurposing of machinery to produce needed equipment, vaccine et.



## Living with the Pandemic

- Aligning economical policy actions with identified needs among single companies
- New-go-to market positioning - information about changing market dynamics
- Sharing of best practises on new operational practices to ensure safety in companies and towards clients
- Enable collaboration across clusters to re-vamp value chains and develop new eco-systems
- Collective discussions with members about reallocation and development of new activities
- Investing in future competitiveness - R&D, training and development of new mindset



## Igniting New Growth

- Identify supply side constraints that limit companies response
- Support companies for re-positioning where others are missing.
- Adopt a location specific approach to develop fact driven and integrated economic strategies
- Re-consider the cluster strategy in dialogue with cluster members
- Align cluster strategy with overall new igniting strategies to create impact
- Consider new services on investor collaboration, entrepreneurship, digitalisation or R&D

## THE ROLE OF ECONOMIC DEVELOPMENT ORGANISATIONS

## THE ROLE OF CLUSTERS

**Inform about aid packages, give feedback to decisions makers on needs, develop new Instruments aligned with needs in companies and eco-systems and support with a long term strategic plan on how to support and raise competitiveness**

# UNDERSTANDING THE FUTURE ECONOMIC CONTEXT FOR REGIONS, CLUSTERS, AND FIRMS



## What has been eroded?

- Wide-spread bankruptcies in some sectors
- Purchasing power eroded
- Investment resources depleted; ability to raise funds low
- Government finances severely stretched

## What remains in place?

- Skills, human capital
- Physical infrastructure
- Capital goods and machinery
- Knowledge
- Relationships

## What has changed?

- Acceleration in existing trends, e.g. e-Commerce, online services, shift to Asia, etc.
- New demands for resilience and self-reliance; less globalization?
- Structural changes in demand profiles in areas like travel, consumer spending
- Changing views on sustainable fiscal, monetary policies?

## What is now "in play"?

- More aggressive adoption of policies to address climate change, achieve sustainability?
- Emergence of a new global system shaping globalization, of a step change in European integration?
- New policy actions to address inequality, focus on social progress, reduce zero-sum policy competition, address market power?





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This publication is free  
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**TCI NETWORK**

# OUR MEMBERS

**78**  
ORGANIZATIONAL MEMBERS

**52**  
INDIVIDUAL MEMBERS

**Worldwide**



 Accio-Catalan Government	 ANDE - National Development Agency of Uruguay	 Asobanca - Bank Association Ecuador	 Automotive Cluster Of Nuevo Leon	 AVASSEN Cluster	 Barranquilla Chamber Of Commerce
 Basque Business Development Agency	 Bluewater Wood Alliance Inc.	 Bogota Chamber Of Commerce	 Brabant Development Agency (BDAM)	 Brainport Development	 Business Metropole Ruhr
 Business Region Göteborg	 Business University Corporation Alexander von Humboldt	 Business Upper Austria	 Call Chamber Of Commerce	 Central Coast Industry Connect Australia	 City Of Knowledge Panama
 Cluster Excellence Denmark	 Clusters, Es Spanish Federation Of Clusters	 Clusters of Navas Ledn	 CODER	 Cofecámaras - Colombian Confederation Of Chambers Of Commerce	 Consulting Cluster Veritas
 Dabekun Innovative Pharmaceutical Cluster	 Department Of Industry Innovation And Science	 Economic Development Agency   Brandenburg	 Esca - European Secretariat For Cluster Analysis	 FEMAC - The Catalan Cluster of Agricultural Production Means	 Fermentomania
 Flemish Administration - Flanders	 Food And Agribusiness Network Australia	 Food & Fibre Singapore	 Food Innovation Australia	 Geoscience Ireland	 Health Valley Netherlands
 Higher School Of Economics	 Highlands And Islands Enterprise	 Home Appliances Cluster	 Hungarian Ministry Of Finance	 Iceland Ocean Cluster	 Iceland Tourism Cluster
 IntertradeIreland	 Invest In Lyon - ABERLY	 Invest Northern Ireland	 Kicox - Korea Industrial Complex Corp.	 KIDI - Kazakhstan Industry Development Institute	 Kyiv Mohyla Business School
 Medizin & Antiquarie Cluster Community	 Moscow International Medical Cluster	 National Institute Of Development Administration Thailand	 NGen Canada	 Nori Ag - Soil Trust	 Oregon Business Council
 Orkestra-Basque Institute Of Competitiveness	 Osium Organized Industrial Region	 Prosoftware AC	 Public Service Of Wallonia	 Quebec Ground Transportation Cluster	 Queretaro Automotive Cluster
 Region Auvergne Rhone-Alpes	 SEBRAE - Brazilian Service Of Support For Micro And Small Enterprises	 Silesian Aviation Cluster	 Sinaloa Economic Development Council	 Swedish Agency For Economic And Regional Growth	 TECES, Energy Cluster
 Transylvanian Furniture Cluster	 Union Of Kansai Governments	 Upeap - Sintonia	 Vinnova	 Welsh Government	 Western Economic Diversification Canada



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Want to keep learning more?

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# WHY TO JOIN TCI?

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## Create Global Connections

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Enrich your networks and find collaboration opportunities with like-minded partners

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Global and regional conferences

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Regional chapters around the world  
TCI global leadership and governance

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Global matchmaking, links with international organizations and networks

## Contribute Inspiring Clusters

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Inspire new models of high performing clusters and improve your cluster competences and capabilities

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Webinars on cluster development

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Workshops to improve capacities & explore new ways of working

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Exploring new areas in learning groups

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Training modules and accreditation in our activities

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Document cluster stories and voices

## Speed up Policy Learning

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Get inspired and speed up your learnings to update and upgrade policies for inclusive development with a cluster approach

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Guides and tools on cluster policy

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Experience exchange and knowledge sharing

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International projects to leverage cluster policies

## Additional benefits

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Get discounts at our events

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Be part of our pool of experts

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Find speakers

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Host a TCI conference

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Organize a peer review

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Share news in newsletter and social media

# TALK TO US



**CEO**

Patricia  
Valdenebro

Patricia is CEO at TCI Network since 2008. She is in charge of the implementation of strategic goals and the development of new services, projects and conferences designed through a close collaboration chapters and working groups in coordination with the leaders of the initiatives. She is responsible for the team and headquarters in Barcelona, and presents the TCI Network in the media and in public events.

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**NETWORK  
COORDINATOR**

Claudia Soncin

Claudia works as Network Coordinator at TCI Network, the global practitioners Network for competitiveness, clusters and innovation. From the TCI Secretariat, she supports membership, the annual activities and networking towards the achievement of TCI's mission, objectives and annual goals.

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For any further information about the TCI Network and TCI membership, please contact us at [info@tci-network.org](mailto:info@tci-network.org)

For information about cluster based economic development in your country/region, you can contact our **CEO Patricia Valdenebro and our TCI Board of Directors.**

# Thank you!



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Treasurer  
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