



Cluster Training

Cluster Navigators are acknowledged globally as a lead organisation in cluster development. Over 4,000 participants from 50 countries have attended our cluster training workshops.

Sustainable cluster development requires hands-on cluster managers. Cluster Navigators have developed interactive training courses that introduce the process of cluster development and familiarise cluster managers and support organisations with the Why? and the How? of cluster development.

The courses are suitable for those considering a cluster development approach, for newcomers to cluster development and for experienced practitioners. All courses are based on a Twelve Step process that centres on the early identification of key issues, leading to speedy engagement on collaborative projects.

Cluster training course objectives

The training courses introduce the practicalities of local economic development with a cluster focus in today's global environment. The Why? and the How? of cluster development are presented with an emphasis on the realities in implementing a cluster development initiative and the role of cluster managers. A participative process for cluster strategy development is introduced.

Who should attend?

Alongside cluster managers, courses benefit from having a range of participants who could be part of a clustering initiative's support team, including:

- Representatives from public agencies, with responsibilities covering investment attraction, education & skills development, innovation, technology transfer, export development;
- Economic development professionals working at the national, regional and the local levels; business development consultants, economists;
- Private sector representatives from Chambers of Commerce and industry associations; private sector CEOs;
- Academic representatives, university and vocational training liaison, technology support managers, incubator and science park managers;
- Policy managers from multilateral, national and regional agencies;
- Union officials and NGO representatives.

Course outline

Workshop participants are taken through the What? and the Why? of cluster development. A systematic **Twelve Steps** framework for cluster is introduced that covers the essential elements of cluster development:

Each workshop is tailored to the local situation. Relevant cluster examples from around the world are introduced. The time spent on each of the Twelve Steps relates to participant's needs.

Training programme options

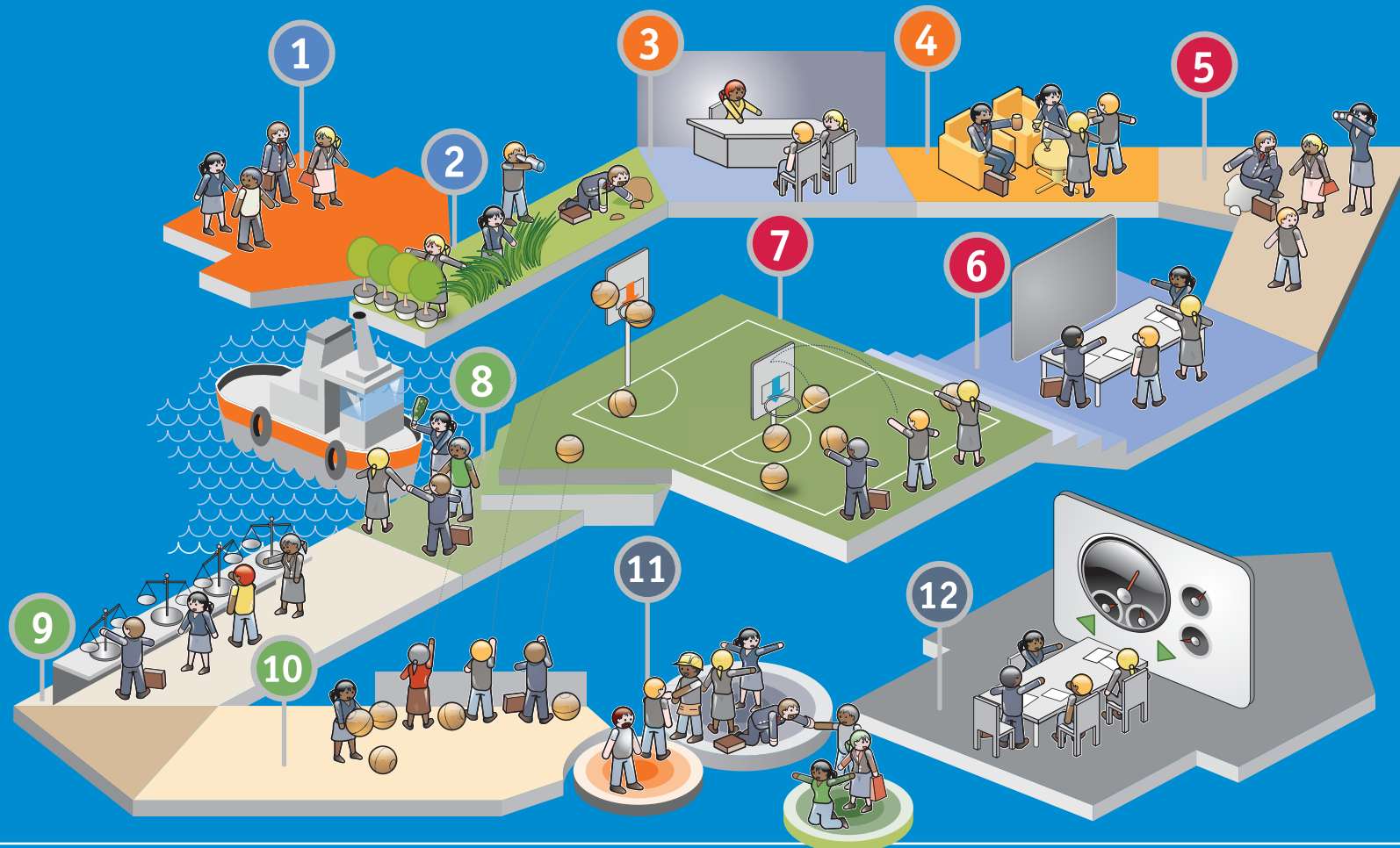
One day introductory programme: Focussing on The Why? of cluster development, an overview of the Twelve Steps and the policy/resourcing implications.

Two-day programme: The most popular format, providing the opportunity to take a number of local clusters through a simulated cluster development process. Clusters are selected from those that course participants are familiar with, providing an opportunity for learning-by-doing and building a local team to subsequently engage with the priority clusters.

Three-day programme: Includes a purpose designed cluster case study, with participants analysing the cluster's situation and then designing the work programme to engage with the cluster.

Four day programme: Provides the opportunity for participants, in teams, to design and present the forward work programme for engagement with their selected cluster.





Drawing on hands on experience with cluster development in over 50 countries, a 12 Step guiding process has been developed.

1 Introducing Relevance

- Positioning clusters as a core economic development strategy.
- Establishing long-term support for cluster development.

2 Identifying, Prioritising

- Shortlisting the clusters already bringing in wealth.
- Do emerging, adding value clusters merit particular attention?

3 Initial Analysis

- An internal focus, individual interviews across the cluster.
- Identifying the cluster's growth constraints & opportunities.

4 Cluster Governance

- Business led with Government/donors and academia (e.g. training institutions) in support.
- Starting with an informal task force.

5 Preferred Future

- How might the cluster be if all goes well?
- Is it possible to double activity?

6 Initial strategy

- Formulated in workshop, drawing on the 'Wisdom of the Crowd'.
- Identifying five, possibly more, early action items.

7 Short term, Tactical agenda

- A portfolio of immediate projects that provide early benefits.
- Establishing Cluster Action Teams (CATs) around the priorities.

8 Formalising & Launching

- Ensure the initiative is firmly Business led with support from public agencies/donors.
- Launch to celebrate initial successes and promote the forward path.

9 In-depth analysis

- External focus, benchmarking against higher performing clusters.
- Developing a broad agenda that is owned by the cluster.

10 Longer term, strategic agenda

- Long term projects are likely to include export development & training.
- Influencing other agendas, including donors, NGOs, public agencies & high schools.

11 Linking the cluster

- Developing links with related clusters, onshore and offshore.
- Exploring marketing, R&D synergies with other South Pacific clusters

12 Measurement & evaluation

- Is there evidence that the cluster's firms are more competitive, e.g. serving new export markets?
- Evidence of improved coordination within the cluster?

Indicative Agenda, Two-Day Cluster Training Course

DAY 1

Workshop opening by Sponsor

- Workshop objectives; Introductions

Module 1: Cluster Development: The Why?

- The logic for economic development with a cluster focus
- International cluster and clustering initiative examples
- Common elements in strong, innovative clusters
- Clusters, smart specialisations & business networks

Module 2: Cluster Development: The How?

- Overview of the Twelve Steps in developing a cluster
- **Step 1: Introducing relevance**
 - Positioning, resourcing a local cluster development programme
- **Step 2: Identifying, prioritising clusters** for early engagement
 - Top-down & Bottom-up approaches to cluster identification
 - Based on the priorities established, local clusters are selected for the simulated process that follows
- **Step 3: Initial cluster analysis**
 - Inward focussed review, key questions to cover
- **Step 4: Cluster governance**
 - Role and affiliations of the cluster's leadership group
- **Step 5: Developing the preferred future**
 - The preferred scenario, the cluster's vision
- **Step 6: Identifying the stepping stones**
 - Establishing the broad steps to deliver the preferred future

DAY 2

Module 3: Cluster Development: The How? Continued

- **Step 7: Immediate action agenda**
 - Short term initiatives, the low-hanging fruit projects
- **Step 8: Formalising, launching the cluster**
- **Step 9: In depth analysis, benchmarking**
 - External focus; benchmarking against relevant clusters
- **Step 10: Long term, strategic agenda**
 - Developing the more substantive collaborative initiatives
- **Step 11: Linking the cluster**
 - Gaining leverage through linking within the region, nationally and internationally
 - Cluster intersections: growth nodes for emerging clusters
- **Step 12: Measurement & Evaluation**
 - Reviewing the cluster's competitiveness
 - Evaluating the impact of the clustering intervention

Module 4: Cluster Development in Action

Other forms of collaboration within clusters

- Soft networks (informal) and hard (formal) collaboration
- Value chain development

Mobilising for Cluster Development

- Roles of private sector, public agencies, academia
- Establishing a cluster's Technical Support Team
- Vulnerabilities, key principles

Role of Cluster Managers

- Main activities
- Attributes of a successful Cluster Manager
- Closing advice to Cluster Managers

Concluding session

- Final questions and discussions

Course practicalities

The two to four day courses are highly interactive with frequent breakouts in small groups at flip charts. They work well with around 25 participants.

Courses are conducted in English. In some countries the slides have been translated with commentary provided in English. In other countries parallel or simultaneous translation has been used, along with translated slides. Breakout discussions can be in the local language. Around 300 PowerPoint slides are covered during a two-day course.

An 80 page summary of 'Cluster Development: The Go-To Handbook' is provided as a comprehensive resource. Details of the full Handbook are on www.clusternavigators.com. Slides and the summary Handbook are forwarded ahead of time for local printing.

Additional Cluster Navigator's support

Cluster Navigators support competitiveness, smart specialisation, cluster development and innovation programmes with a range of activities. These include:

- Briefings and presentations with political, business and academic leaders;
- Workshops with public agencies and NGOs;
- The design of clustering development programmes, including the design of competitions to select clusters for support;
- Reviews of established clustering initiatives;
- Mobilisation and strategy workshops with cluster groups.

These support activities can be integrated with a training course into an intensive '**Cluster Week**'.



TRAINING LEADER, IFOR Ffowcs-WILLIAMS

Each cluster training workshop is led by Cluster Navigators' CEO, Ifor Ffowcs-Williams who is acknowledged as one of the most influential cluster practitioners in the world, with experience extending to over 50 countries.

Ifor's focus is on the practicalities of cluster development, leading training and strategy workshops with economic development agencies, cluster groups and support organisations. Ifor is a frequent conference speaker on competitiveness, clusters, smart specialisations, innovation and regional development.

Ifor has been an advisor to The World Bank, EU, OECD, UNDP, international aid agencies and national & regional economic development agencies on six continents.

Ifor is a Founder, Past President and Member of the Board of Advisors of TCI - The Global Clusters and Innovation Practitioners Network (Barcelona). He has served on the advisory boards of the Danish Cluster Academy, European Cluster Observatory, Indian Institute for Competitiveness, Pan African Competitiveness Council and Sintonia, Mexico.

At home base in New Zealand, Ifor is a Director of the Nelson Regional Economic Development Agency.

Ifor is the author of '**Cluster Development: The Go-To Handbook**', the first comprehensive guide to The Why? and The How? of cluster engagement.

Prior to establishing Cluster Navigators in 1997, Ifor was with New Zealand's export development agency, encouraging businesses to cooperate-to-compete through networking and clustering.

Ifor is originally Welsh and lived in Canada before making New Zealand home.

For videos on Ifor in action, see the European Cluster Observatory on 'Cluster Management': www.clusterobservatory.eu/index.html#!view=classroom;url=/classroom/OnClusters/ClusterManagement

South Pacific cluster programme: www.youtube.com/watch?v=fGxW20g9YvU

Training Course Feedback

Average ratings on a scale of 1 = 'Marginal Value' to 5 = 'Extremely Valuable':

Aspect	Stockholm Course	Melbourne Course
Introduction to clusters; International examples	4.1	4.2
The Twelve Steps process	4.5	4.1
Small group interaction	4.0	4.5
Focus on the practice, rather than the theory	4.5	4.4
Would you recommend this workshop to colleagues? Five point scale	4.6	4.6

Feedback from Stockholm, Sweden:

'A very valuable and inspiring workshop'

'Great with so many international cases'

'Very good interaction process'

'One of the best courses I have ever been to'

'A very good toolbox for me'

'The best education / seminar on clustering that I have ever done.'

Feedback from Melbourne, Australia:

'Excellent and practical presentation'

'Clearly provided me with tools and processes'

'Excellent presentation, good handouts, material'

'Very valuable having Ifor's input to build on what we already know, with real examples.'

In New Zealand many training workshops have been held:

'One of the best workshops I have attended. Held my interest from start to finish'

'Would recommend especially to those new to the concept of clustering'

'Great refresher on clusters - very re-motivating'

'Fantastic information, but almost too much for one sitting. Great to have the Twelve Step process to go by. Well done Ifor'

'Really enjoyed this workshop - and I took away more than the usual 'one' idea!'

Further information

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