

E-cluster

# THE KEY ELEMENTS OF CLUSTER DEVELOPMENT

The e-cluster experience

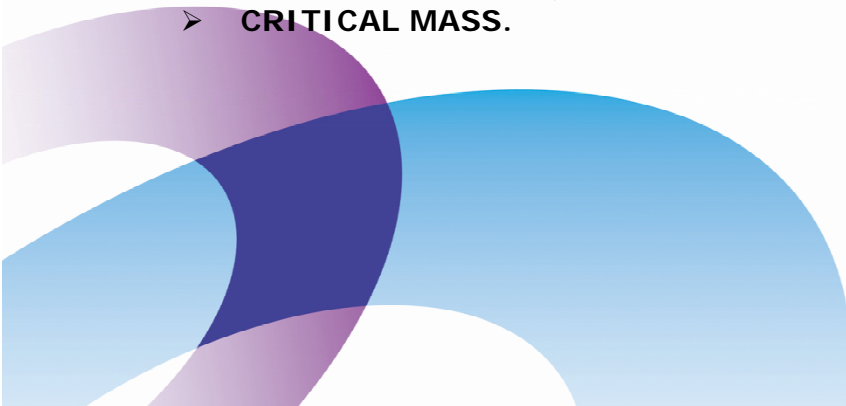


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# Traditional cluster definitions

## Different definitions but some key points

- A **socio territorial entity** characterised by the active presence of a group of persons and a population of firms in a given historical geographical dimension (Beccatini)
- **Geographical concentration** of interconnected companies and institutions in a particular field (Porter)
- networks of production of strongly **interdependent firms** (including specialised suppliers), **knowledge producing agents** and customers, linked to each other in a value adding production chain (OECD).
- But in general the **key elements** are:
  - **GEOGRAPHICAL CONCENTRATION;**
  - **SPECIALISATION;**
  - **MULTIPLE ACTORS;**
  - **CRITICAL MASS.**



## ...A new perspective ?

.....

*"In our century, the main challenges for clusters are:*

- ***globalization***
- ***de-materialization***

*They require a radical **re-definition** of physical proximity (LOCAL/GLOBAL) and of cultural identity (NEW/OLD)"*

.....



# Changed conditions

Need to evolution for traditional clusters between:

- Social knowledge preservation
- Open to internationalization



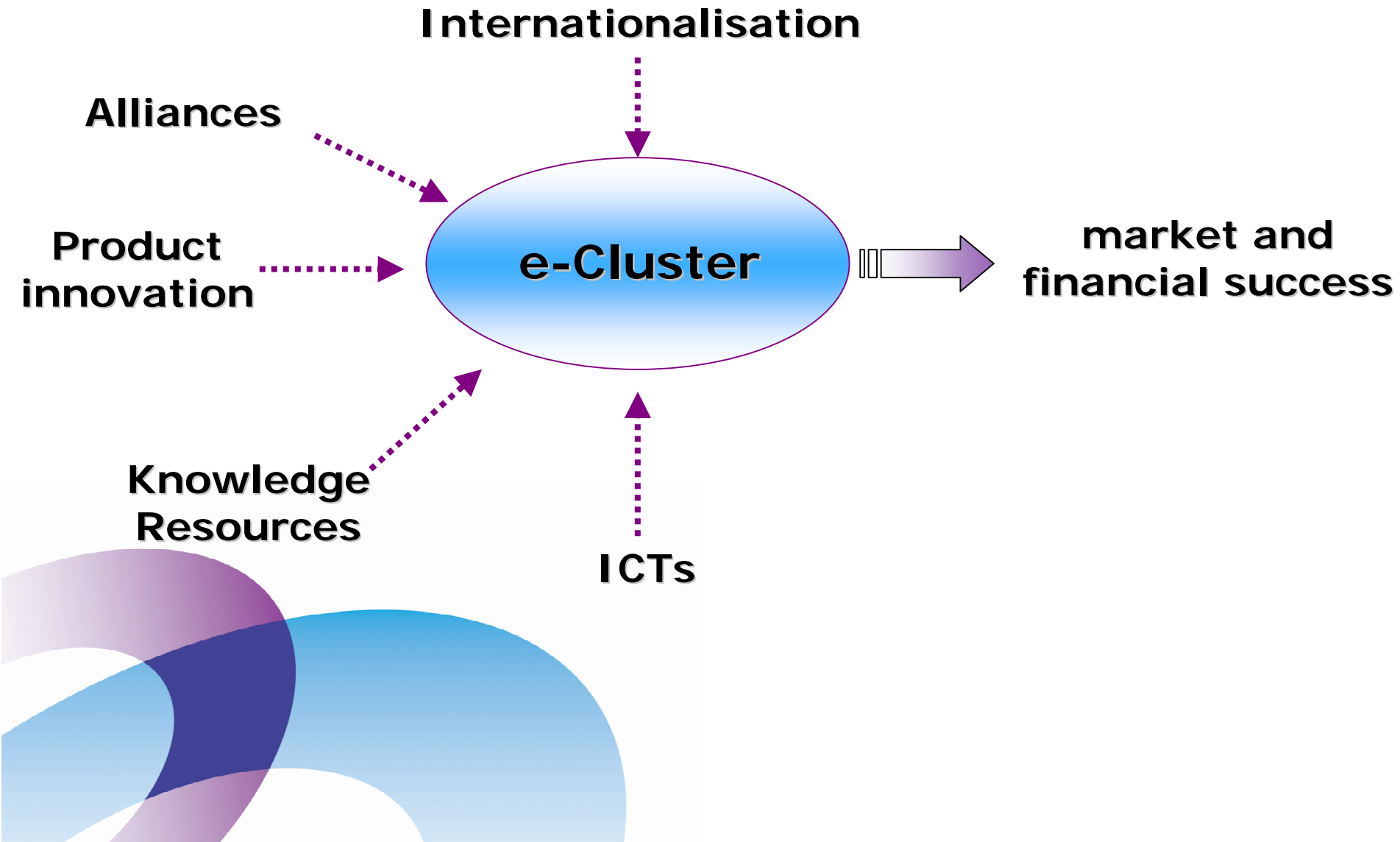
# *e-Cluster project for what?*

e-Cluster Project is a Research Project and it has the aim to identify some possible solutions to sustain and support Veneto districts development.

In this project ICT become tools in order to pull down geographical distances and information and Knowledge sharing.



# The e-Cluster value

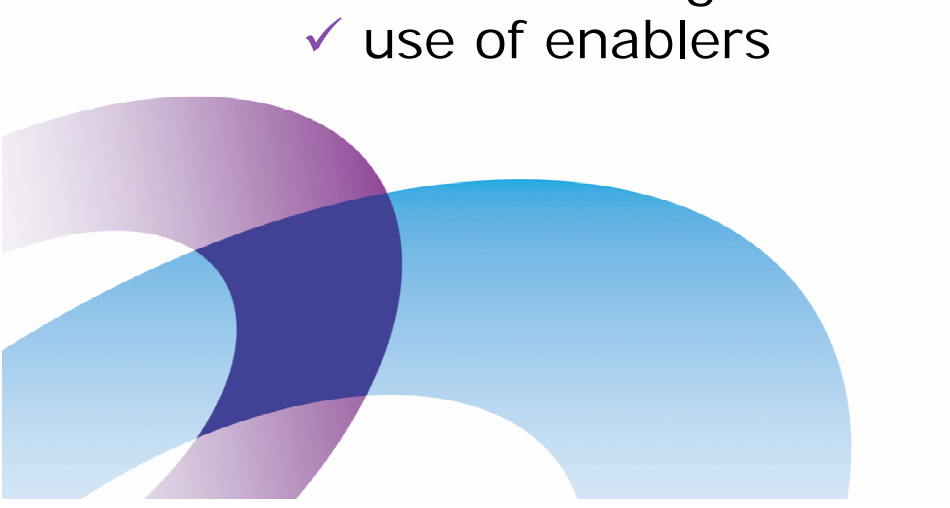


# Towards e-Cluster

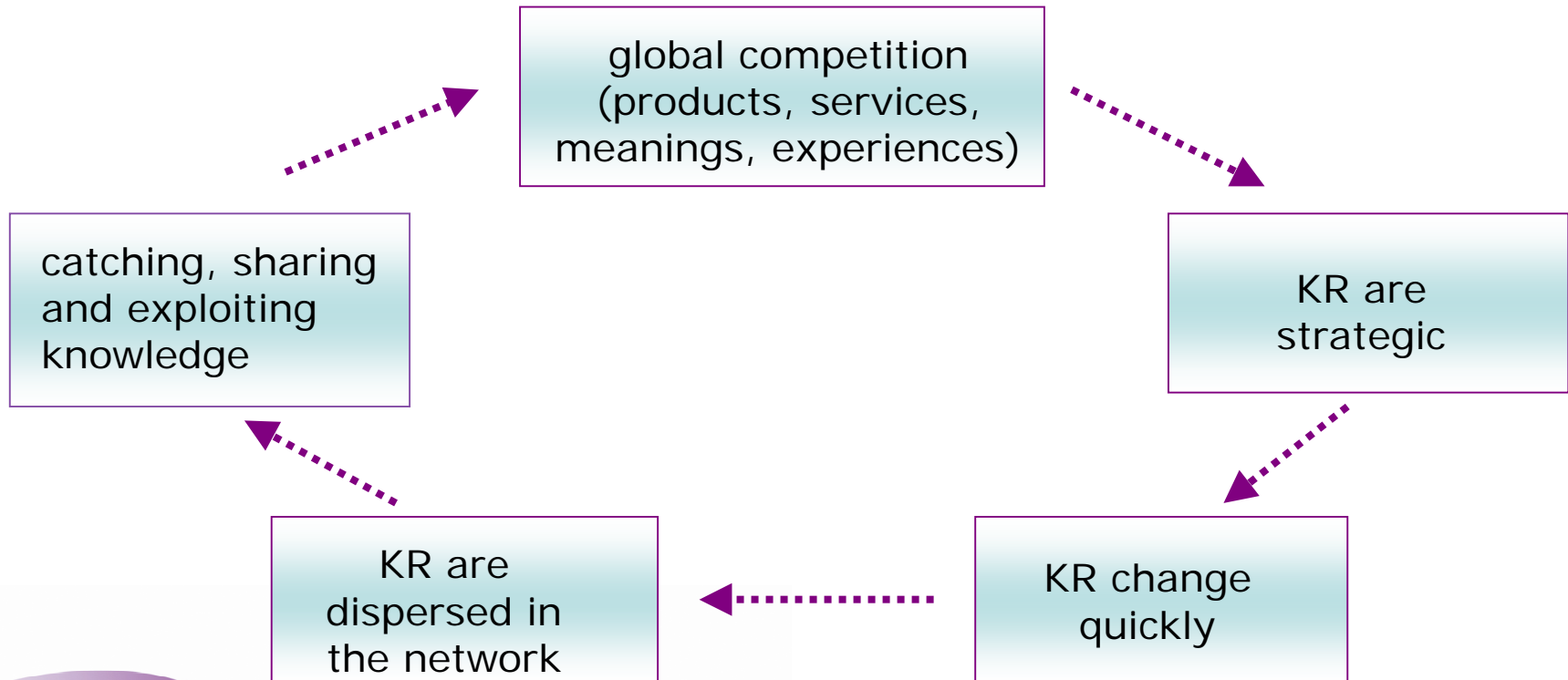
- Environmental Gap: traffic jam, dispersion and fragmentation of knowledge, low attractiveness for high value added services, ...
- Firm's Gap: too much manufacturing focus, poor trust in inter firm collaboration and in ICTs opportunities

To go over the Gaps: Launch e-Clustering process

- ✓ knowledge resources cycle
- ✓ make strategic decisions (structure, organization, partners, ..)
- ✓ use of enablers



# The virtuous cycle of Knowledge Resources as a strategic value





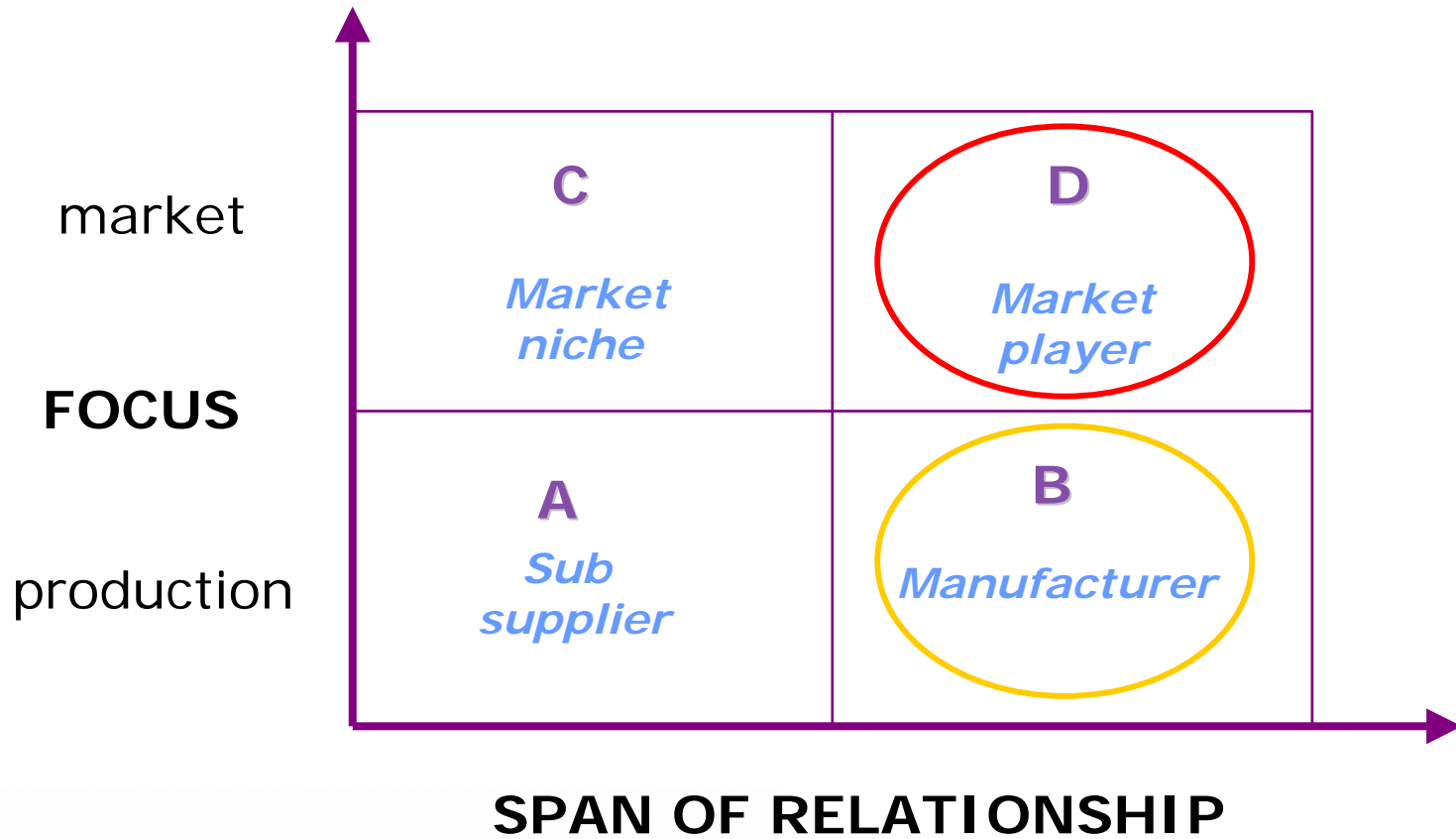
# e-Clustering is a dynamic and complex process

- many firms and players
- adoption of new ICTs
- deep organizational changes

e-Clustering development depends on firm's position

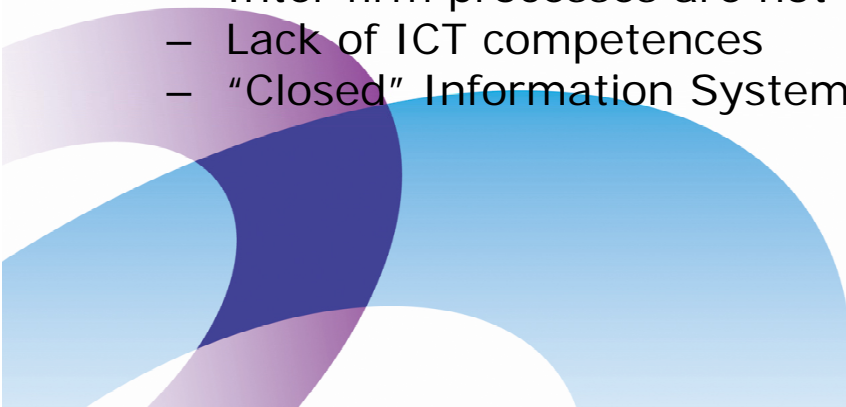
- SPAN OF RELATIONSHIP
- FOCUS OF RELATIONSHIP





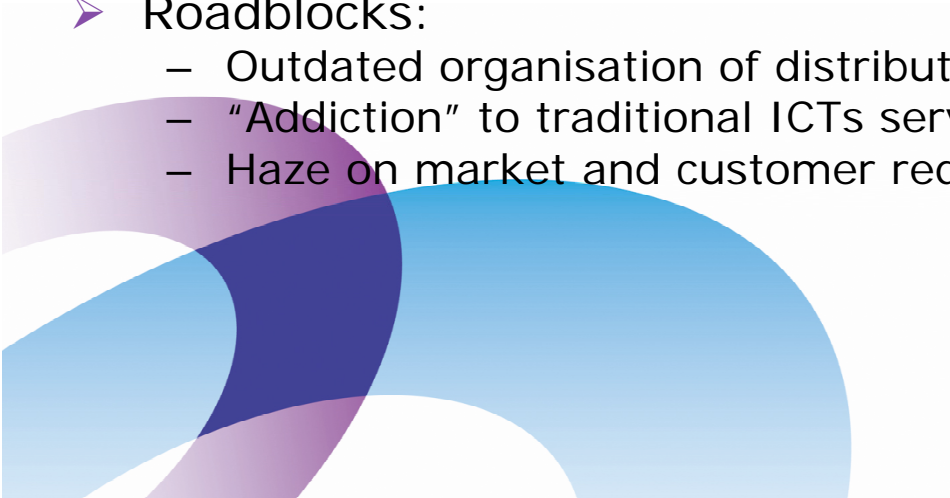
# e-Clustering Case B (Manufacturer )

- Strategic decisions
  - To streamline the physical and information flows of the network
  - Efficient flows make it possible to improve performances (time, cost, ..)
  - To enhance the quality of long term relationship
  - To make the network/supply chain “agile”
- Risks of no clustering:
  - Market exit
  - More efficient layer of the network replace the traditional ones
- ICTs:
  - ICTs make the difference in managing network information flows
  - Web based applications are critical to manage relationship
- Roadblocks:
  - Tacit knowledge about processes
  - Inter firm processes are not formalised
  - Lack of ICT competences
  - “Closed” Information Systems



# e-Clustering Case D (Market player)

- Strategic decisions
  - Product innovation
  - Customer involvement in designing new products and services
  - Knowledge of market evolution and customer needs
  - Quick Response
- Risks of no clustering:
  - Downturn in sales
  - Low profitability
- ICTs:
  - ICTs make it possible to have relations and feedbacks from many players of the network
  - ICTs support Quick Response
- Roadblocks:
  - Outdated organisation of distribution channels
  - “Addiction” to traditional ICTs services
  - Haze on market and customer requirements



## *The outcomes (i)*

Project Results can be synthesized in:

- A methodological approach towards value chain organization and Businesses network in an international context
- ICT Platform based on Open Source Systems.



## *The outcomes (ii)*

Some attention points surfaced by experimentation phase:

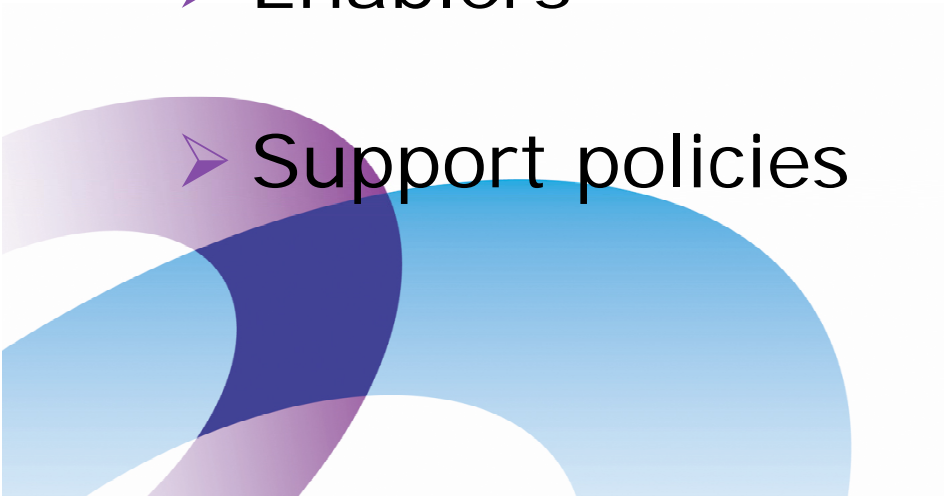
- difficult to integrate companies ICT systems
- Enterprise Networks aren't always managed in a organized way.
- It must enhance services value regarding “the ability to produce”.



# Levers for e-Cluster:

to develop and implement successful e-Cluster models is necessary to make available

- Cluster Management
- User-friendly ICT
- Enablers
- Support policies



**Thank you  
for your attention!**

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