Best practices in cluster management and organization
Objective of this session: Highlighting several good practices in cluster management
1. Good practices or best practices?
Good practices or best practices?

- We propose a selection of good practices directly coming from Aerospace Valley experience
  
  → Some of them will be presented today
  
  → Others will be given in a handbook at the end of the session

- This selection is strengthened by the participation in European networks and the realization of European studies on Clusters best practices.
  
  → Presentation of a selection today
  
  → More info and contacts in the EU projects websites
2. But first of all: Some basic practices
Cluster basics : Wrap-up

- Dedicated staff
- Strategic orientation of the cluster, with the involvement of members
- Regular and concrete actions for members
- Involvement of members in the life of the cluster
- Alive working groups
- Network animation
- Communication plan and visibility
3. Aerospace Valley good practices
Aerospace Valley good practices

4 practices on the following fields:

• Internal organization and interactions with members

• Internationalization

• Getting European financing sources

• Side Activities
Internal Organization:
focus on the management of interactions with members

Key figures:
- 10-year old
- 744 members
- 424 SMEs
- 689 labelled projects
- 2 offices: Bordeaux - Toulouse
- 20+ staff
- 5500+ contacts: CEO, CTO, Engineers...

Data tracked in Outlook, chart and 2 excel files
- 1 file for members: 1538 lines x 51 columns
- 1 file for projects
- No history of the activity for each member
Internal Organization:
focus on the management of interactions with members

Consequences:
- Data stored in one office (Toulouse)
- Knowledge management difficulties
  - In case of staff change
  - When meeting a member « *but I already met your AV colleague 2 weeks ago...* »
- Difficulties in the cluster monitoring
  - How many members do we have today?
  - How to get statistics and trends?
  - How to easily contact them?
  - Members way too sollicitated
Internal Organization:
focus on the management of interactions with members

In 2013, after 8 years ...

...decision to put in place a CRM Tool to monitor relationships with members
Internal Organization:
focus on the management of interactions with members

- Run Campaigns
- Generate Leads
- Form a Database
- Manage Cases
- Conduct Trainings
- Provide Service
- Develop Knowledge base
- Assign Leads
- Qualify Leads
- Convert Leads
- Track Opportunities
- Deliver Products
- Produce Invoices
Internal Organization:
focus on the management of interactions with members

http://www.quickcrm.fr/clients/aerospace-valley/
Internal Organization: focus on the management of interactions with members

Very positive impact

• The information is more effectively shared among cluster staff: contacts, actions, meetings ...

• There is an extreme reducing of time-wasting: easy stats, easy contact and information finding

• Communication with members are less important because there are more precise and targeted

• Open source tool
NOT BAD.
Internal Organization:
focus on the management of interactions with members

But a big challenge to integrate such a tool and its related process:

• First challenge: **Reluctance of staff to adapt it**
The first reflex of people could be:

  • Simple reluctance to change
  • Or fear to loose or share knowledge
Internal Organization:
focus on the management of interactions with members

- First challenge: Reluctance of staff to adopt it

- Axes of solution:
  - Communication (horizontal)
  - Appropriation
  - Communication (vertical)
Internal Organization:
focus on the management of interactions with members

• Second challenge: Difficulty to adapt the CRM to the existing processes and tools
  • How to integrate properly the tool in the existing process?
  • How to interface it with the existing tools (files, database, Outlook, tools...)?
Internal Organization:
focus on the management of interactions with members

- Second challenge: Difficulty to adapt the CRM to the existing processes and tools

- Axes of solution:
  - Communication & appropriation
  - Time: give time to the new tool!
  - and of course... IT skills!
Internal Organization:
focus on the management of interactions with members

- Third challenge: Find a non-expensive tool that can easily be integrated to the existing information system.
  - The new tool must have an added-value in terms of productivity.
  - And be enough evolutive to integrate add-ons, modules, or configuration to fit the existing information system.
Internal Organization:
focus on the management of interactions with members

• **Third challenge:** Find a non-expensive tool that can easily be integrated to the existing information system
Internal Organization: focus on the management of interactions with members
Aerospace Valley good practices

4 practices on the following fields:

• Internal organization and interactions with members
• Internationalization
• Getting European financing sources
• Side Activities
Internationalization: the VIE programme, a sharing of young professionals to go international

Going international is not an easy thing for SMEs

• Expatriation is expensive

• Discovering a new market, with no knowledge on the practices, networks.. can be difficult

• Where to start ...

• And when and how to stop ...
Internationalization: the VIE programme, a sharing of young professionals to go international

VIE : Volontariat International en Entreprise

• National dispositive, for French companies

• Sending a young volunteer (between 18 and 28 y. old) abroad

• Period of 6 to 24 months

• Administrative and legal management by a nat. agency

• The cost is three to four times less than expatriation as the salary cost follows an pre-established index
Internationalization: the VIE programme, a sharing of young professionals to go international

Salary index VIE

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Internationalization: the VIE programme, a sharing of young professionnals to go international

A VIE with Aerospace Valley:

• 2 to 5 Aerospace Valley members sharing one VIE in a same country

• Half of the cost is taken in charge by the cluster and the French government

• Located in the facilities of another Aerospace Valley member (Airbus... or other large groups having offices in the targetted country)

• Training in France before going abroad
Internationalization: the VIE programme, a sharing of young professionals to go international

13 Aerospace Valley VIE

for a total number of 40 SME taking advantage of this measure
Internationalization: the VIE programme, a sharing of young professionals to go international

Key Success Factors

• Support of a medium-sized or large company in the targeted country: culture, network, office, logistics...

• Relationships between the SMEs sharing the VIE: partners, complementary businesses but not competitive

• Definition of management and reporting rules

• Perfect frame for companies that want to take a first step in a country
Internationalization: the VIE programme, a sharing of young professionnals to go international

Benefit for the cluster:

• Providing a concrete internationalization tool to its members

• Having an Aerospace Valley representation in a targetted country

• Not costly tool for the cluster ... if you get the support of the national or regional authority
Aerospace Valley good practices

4 practices on the following fields:

• Internal organization and interactions with members
• Internationalization
• Getting European financing sources
• Side Activities
Europe for a diversification of activities and funding

2 ambitions in the decision to go Europe:

- Developing new partnerships
- European dimension for cluster activities
- Tackling other sources of funding for the cluster and its members
Europe for a diversification of activities and funding

Concretely, why going to European affairs?

→ New projects and activities for the cluster
→ New projects and activities for the members
→ New sources of funding for the cluster
→ New sources of funding for the members
Europe for a diversification of activities and funding

A 3-step strategy

Joining networks

Participating in EU projects

Collaboration opportunities for cluster members
Europe for a diversification of activities and funding

Joining networks?

→ To get contacts

→ To get known

→ To find opportunities, and especially collaborative opportunities
Europe for a diversification of activities and funding

Joining networks? Yes, but which ones?

→ It will depend on your activity and the kind of collaborations you want to build.

→ Some examples of networks to consider as a good start:
  → Your regional partners that are already in EU affairs
  → ESCP: European Strategic Cluster Partnerships
  → European infodays
  → Brokerage events
  → B2B
  → LinkedIn groups

→ But careful to select with caution the networks you join and the level of effort you intend to dedicate.
Europe for a diversification of activities and funding

Joining networks? Yes but caution
Europe for a diversification of activities and funding

Once in networks, participation in EU projects

→ To get contacts

→ To get known

→ To find opportunities, and especially collaborative opportunities
Europe for a diversification of activities and funding

Turning EU projects into opportunities for cluster members

A non-easy objective. Here are 3 axes of reflexion:

- Sharing network and contacts
- Screening potential opportunities for cluster members
- Doing some business development for them during public manifestations such as infodays or B2B
Europe for a diversification of activities and funding

USE Case #1: Aerospace Valley going to European affairs in Aeronautics

Joining networks → Participating in EU projects → Collaboration opportunities for cluster members
Members of the European Aerospace Cluster Partnership
CARE Consortium: 9 EACP members, 1 SME, 8 Countries

Grant Agreement 286560
The CARE network

CARE mapping of key RTD actors

- Mapping of more than 300 SMEs and 50 research groups or laboratories willing to participate in collaborative projects in the field of green aviation
- Mapping of funding mechanisms, at regional and international scale

CARE networking activities

- Setting up of TIGERs: Topic of Interest Groups for the Emergence of Research
  - Green Factory of the Future
  - Additive Layer Manufacturing
  - Stripping and Coating
  - ...

  Groups of voluntary actors (SMEs, large companies and labs), without geographical boundaries

Objective: Emergence of R&D collaborations, either techno-push or market-driven projects
The CARE network

More info on CARE  (Click for Video)
Europe for a diversification of activities and funding

USE Case #2: Aerospace Valley diversification to the field of Intelligent Transportation Systems

Joining networks → Participating in EU projects → Collaboration opportunities for cluster members
Europe for a diversification of activities and funding

The NEREUS Network
PROJET EUROPÉEN FP7 : Regions of Knowledge
FINANCEMENT : 2,7 M€
DURÉE PROJET : 36 mois - du 01/12/11 au 30/11/14
COORDINATEUR : Leicester City Council

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Identification des compétences technologiques

Systèmes de Transports Intelligents (STI)
Systèmes Embarqués
Applications satellitaires
Télécommunications
Systèmes d'information géographique (SIG)
Développement durable
Sécurité/sûreté
Systèmes autonomes

Idée de projets R&D

Projet R&D 1
Projet R&D 2
Projet R&D 3
Projet R&D 4

Réponse aux enjeux des économies urbaines

Trafic
Mobilite
Santé
Environnement

Projet Européen FP 7 : Regions of Knowledge

Traffic Health Environment Intelligent Solutions Sustaining Urban Economies
Europe for a diversification of activities and funding

From the members point of view:
How can Aerospace Valley help you?

• **One contact:**
  
  europe@aerospace-valley.com  
  http://www.aerospace-valley.com/projets-europeens  
  ➔ all the information you need: partners, calls, deadline...

• **A personalized service:**

  Screening of project calls and relay of opportunities towards Aerospace Valley members

• **First-level support to help you:** to find the good call for partners, to find the good partners, to know the good practices...
Europe for a diversification of activities and funding

Results in the diversification of activities

- a good development of the cluster in various diversification markets: projects for the cluster, visibility, networking, opportunities for our members

• Intelligent Transportation Systems
• Agriculture
• Rail
• Next?
Europe for a diversification of activities and funding

Results in the diversification of funding sources for the cluster
Europe for a diversification of activities and funding

Not bad, but ...

European funding is not recurrent: a project is won for one, two or three year, not more.

So it is crucial to sustain this activity by finding new projects or collaborations

Or, more difficult, to find new business models... ... thanks to your members?
Aerospace Valley good practices

4 practices on the following fields:

• Internal organization and interactions with members

• Internationalization

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• Side Activities
Side activities : the ESA Business Incubation Centre Sud-France

Benefit for the cluster:

• Diversification of cluster activities
• Expanding the network and the visibility of the cluster
• Opening to new members, or satisfying other members
• Taking advantage of the « classical » cluster skills : contact, networks, technical expertise
4. Some best practices in European clusters
Best practices from other clusters in Europe

A selection of 3 best practices mapped in Europe

• Skywin: Interclustering between the Walloon clusters
• Bavairia: User Business Forum
• Hamburg Aviation: Value Chain of educational relationship
Best practices from other clusters in Europe

Compendium of Good Practices

Good Practices and opportunities to develop mutual learning between aerospace clusters

An elaborated list based on the work package “Routes for European Co-operations” within the CARE project
Best practices from other clusters in Europe

Skywin: Interclustering between the Walloon clusters

Context:

→ Within the framework of its "Plan Marshall", the Government of Wallonia has initiated in 2005 a Competitiveness Pole policy which led to the creation of six clusters among which SKYWIN.

→ Each cluster has a sector-specific range of expertise. This level of specialization is a strong asset, though it limits the clusters' scope of skills.

Objective:

To create synergies between the 6 regional clusters
Best practices from other clusters in Europe

Skywin: Interclustering between the Walloon clusters

- Meeting of the clusters’ directors every month:
- To define common orientations
- To discuss common issues and exchange on good practices
- To develop transversal projects in a logic of "cross-fertilization" between clusters

Results:
Common projects
Mutual improvement

Key Success Factors:
Regular meetings
Continuous improvement as the clusters grow older
Size of the clusters allowing reactivity and flexibility
Best practices from other clusters in Europe

Bavaria: User Business Forum

Context:
→ Connecting regional stakeholders
→ Need to develop the regional sales market
→ Alignment of the market requirements

Objective:
Support potential customer-supplier relationships in the region
Best practices from other clusters in Europe

Bavairia: User Business Forum

→ Organization of several thematics forum
→ From Aerospace brokerage event, to UAS dedicated forum
→ Various formats: from two hours to two days

Key Success Factors:

Adapting events to companies business strategies and context
Qualified moderator realizing synergies and tendencies
Moderator who has several fields of competences, covering experience in EU projects, business models of the companies and product development
Best practices from other clusters in Europe

Hamburg Aviation: Value Chain of educational relationship

Context:
- World leader for aircraft cabin design and engineering
- Intensive research and development at the local aviation industry makes the promotion of young talent inevitable
- HR and recruitment difficulties

Objectives:
- to introduce children and young people at an early stage to the aerospace topics and engineering
Best practices from other clusters in Europe

Hamburg Aviation: Value Chain of educational relationship

"Technology for Kids - The fascination of flying” was developed together with the HAW and companies from the aviation industry: illustrative lectures 8 - to 12-year olds learn why an airplane flies and other “fascinating facts”

In the production departments of the involved companies and research labs the “little students” can put into practice what they have just learned
5. Before concluding
These are only ideas of services for clusters members

Not always easy to transfer the actions from one region to another one

Necessity to handle a transferability study, to analyse in details the success factors and to have a very targetted approach
MERCI !
QUESTIONS ?

www.aerospace-valley.com