

The logo for AMI4 EUROPE, featuring the text "AMI4" in a large green font above "EUROPE" in a smaller green font, with a molecular structure icon to the right. The logo is set within a white hexagonal shape that is part of a larger network of green circles connected by black lines, resembling a molecular or network diagram.

AMI4
EUROPE

IMAGO-MOL

Official Launching Event
Iasi, Romania, 29 October 2012.

Best practice examples from project
partner regions

MADRID BIOCLUSTER
“ A place to grow”

FP 7 REGIONS OF KNOWLEDGE
PROJECT No 265436



Content

1. Constitution: legal and administrative aspects
2. Cluster organization
3. Funding
4. Focus/Orientation
5. Strategy: Strategic Plan
6. Action Plan: Activities/Working Groups
7. Project Search
8. Video MADRID BIOCLUSTER

Constitution

Legal aspects: Legal Entity

- Public
- Private
- Public/Private
- Foundation
- Business organizations
- Association

* *MB is a non-profit private association*

Administrative aspects:

- Formalization in the business registry
- Business Activity Permit
- Attorney powers: legal representation
- Headquarters (advisable: “next to the businesses”: tech park?)
- Logo



Organization

- **Cluster General Assembly**
 - It should meet 1 or 2 times per year
 - Founding members
 - Statutory principles

- **Board of Directors**
 - In principle, it meets 3 to 4 times per year
 - Responsible to set the cluster strategy

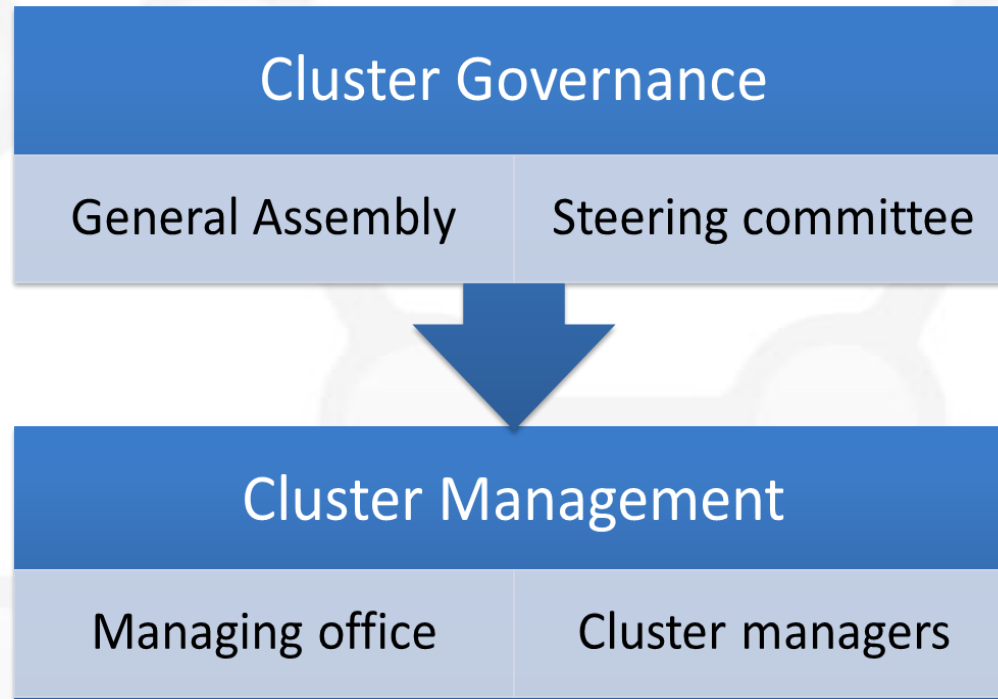
- **General Manager**
 - He/She should be an independent professional, with international recognition in the cluster's sector and with proven leadership to impulse cooperation among the cluster's members.

Governance vs. Management (I)

- **Cluster Management:** It is the actual management of the cluster
- **Cluster Governance:** Ensure that the cluster is well managed

Aspect	Cluster Governance	Cluster Management
Essence	The intended collective actions of cluster stakeholders to advance the cluster and develop a sustainable competitive advantage	The organisation and coordination of the activities of the cluster in accordance with certain strategy, in order to achieve clearly defined objectives
Actors	Triple Helix actors (i.e., representatives of academia, industry, government)	Cluster managers (i.e., professionals appointed by cluster stakeholders)
Responsible entity	Cluster governance boards	Cluster organisation
Key responsibilities	Making sure the cluster is well managed: appointing cluster managers, evaluating their performance, developing vision and strategy, approving cluster plans etc.	Managing and enhancing the overall performance of the cluster: carrying out day-to-day cluster activities such as planning, allocation of human and financial resources, monitoring cluster progress etc.

Governance vs. Management (II)



Funding

- **Public Involvement**
 - A must for the cluster foundation
 - Public Administration (local, regional, national) should be part of the cluster

- **Member fees**
 - No more than 30% of total yearly funding
 - Scalable fees according to entities number of employees / total yearly billing
 - Transparency

- **Events organization. Need for strong sponsorship**

- **R&D Projects (clusters' own, national and international)**



Focus/Orientation

Define orientation in two scenarios:

➤ **Actors:**

- Close ties to the Academia (Research Centers, Universities)
- Close ties to the business community
- Recommendation: emphasize the business relationships without neglecting the academia

➤ **Themes:**

- Flexibility to involve companies and/or entities from other sectors



Strategy

The Cluster Strategic Plan is:

- The Cluster most important document
 - Built for a 3/5 year horizon
 - It should have the following structure:
 - Mission
 - Vision
 - Objectives: Quantitative and qualitative
 - Cluster Roadmap
 - Contingency Plan
 - Funding: Budget and Turnover
 - Executive Summary
- ❖ Recommendation: Strategic Plan should have about 100 pages
Executive Summary should have about 3 pages.

Action Plan: Activities

Main activities to be planned and carried out on a continuous basis:

- Business Cooperation
- Training
- Funding
- Internationalization
- Infrastructures



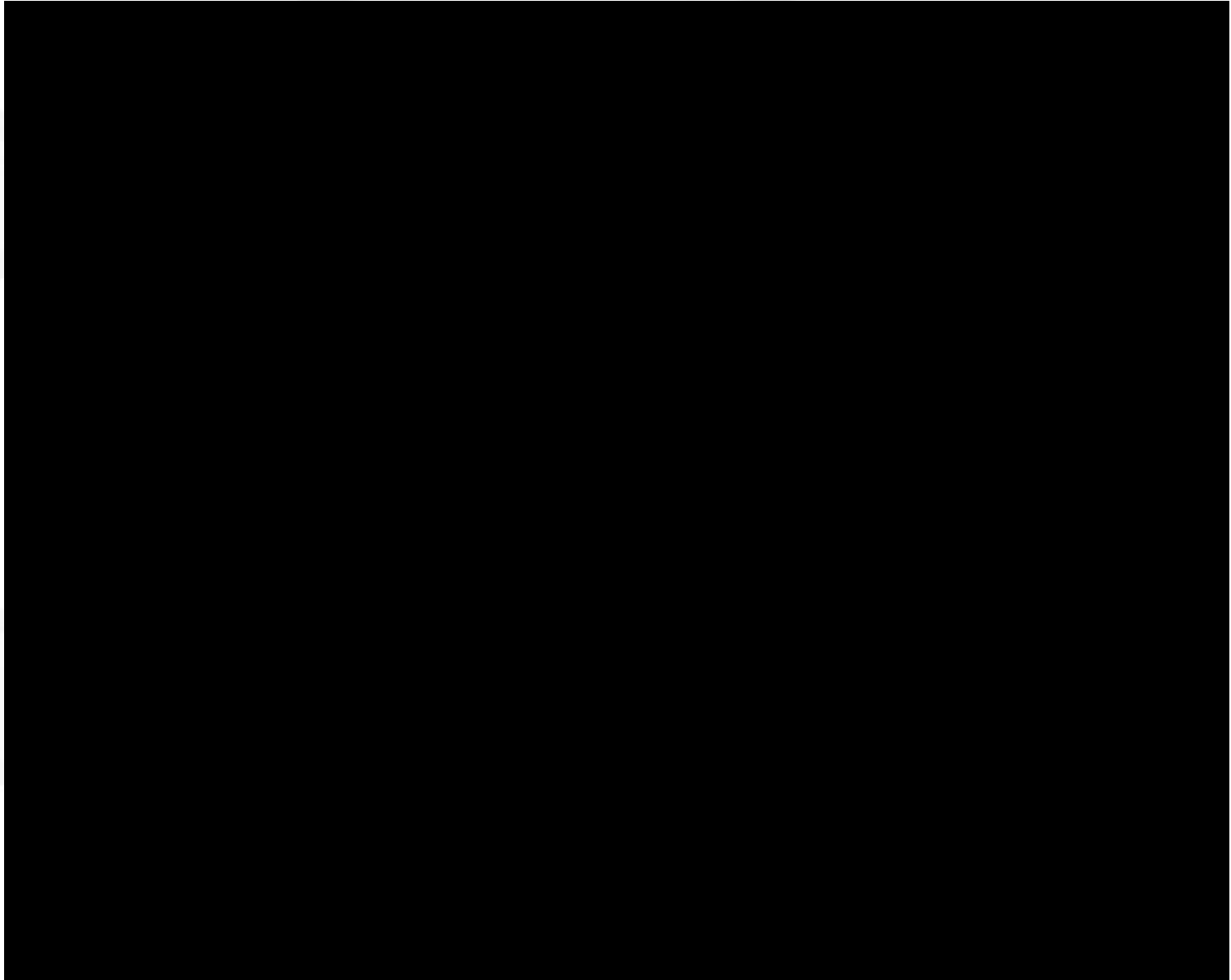
Projects

One the main activities of the cluster has to deal with helping its members (and the cluster itself) to fund their projects and/or be involved in projects from other consortia by:

- Identifying the significant calls
 - Regional
 - National
 - International
- Use expert consultancy firms, if needed
- Think big, start small and grow fast



Video



Questions / Debate

Thank you for your attention

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