



TCI NETWORK



STRATEGY 2020-2025

www.tci-network.org



TCI NETWORK

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

TCI Network is the leading global network of people and organizations working in clusters and innovation ecosystems around the globe. Our membership includes cluster organizations and business networks, cluster regions and communities, development agencies, government departments and ministries, multilateral organizations, academic institutions and private companies. Together, our members collaborate in a unique open, flexible and practical context to develop and consolidate clusters and innovation ecosystems. Founded in 1998, TCI Network is a non-profit, non-governmental organization open to members from all continents.



20+ year supporting cluster practitioners

The core of TCI Network's expertise is exchanging experiences, benchmarking initiatives, identifying key features of successful policies and the ability to identify best expertise throughout the network for active participation in joint projects and activities.

TCI has lead a wide range of experiences related to cluster development over its 20 years of history.

- Organization of renowned specialized **conferences and events**, gathering international experts and performing as trendsetters and hubs of practical knowledge, where cluster policy and smart specialization are always at the heart of discussions and debates. TCI events include, the TCI Global Conferences, Regional Cluster Conferences in Latin America, Europe, Mediterranean, Asia; Thematic conferences and workshops.
- Set up of **regional chapters** in Latin America, Oceania, Asia, and **working groups** on evaluation and digitization, for collective learning and action on common and complex challenges.
- Coordination of **peer reviews** on existing cluster policies in Norway, Catalonia, Scotland, Basque Country, Northern Ireland, Latvia, Hadjú-Bihar and Lubelskie, to test the implementation of new direction in cluster support programs in the framework of smart specialization strategies.
- Production of **collaborative papers** as contribution to the cluster policy debate in Europe, i.e. "On EU Cluster Policy: Enhancing Delivery, Broadening Impact". The ideas raised in this paper led a group of members to present an Interreg EU proposal to jointly advance in the design and implementation of new cluster policies.
- Participation as **advisory partner** in international projects, i.e. Interreg Europe CLUSTERS3 "Leveraging Cluster Policies for Successful Implementation of RIS3".
- Series of **webinars** to share learnings and failures on identified topics i.e. how to incorporate clusters into existing economic development framework, how to develop sustainable funding for clusters, how to set up cluster evaluation and monitoring.



THE BOARD OF DIRECTORS

The Board of Directors and CEO are responsible for the TCI Network's strategy. The Board consists of 11 highly skilled and experienced member representatives who provide a global reach from regional, national and international cluster initiatives and programs, including outstanding research and supporting organisations. This is the board as of October 2019.



Merete Daniel Nielsen
President

Merete Daniel Nielsen is co-founder and co-director of Cluster Excellence Denmark, supporting Danish clusters on competence development, professionalization and internationalization. For the last 20 years, she has acted as an expert and leader in cluster and innovation projects at regional, national and international level mainly in Europe. She is member of the new Commission Expert Group on Clusters, at the European Commission.



James Wilson
Secretary

James Wilson is Research Director at Orkestra-Basque Institute of Competitiveness and teaching faculty at Deusto Business School. His expertise is in policy-relevant analysis of territorial competitiveness and socio-economic development processes. He has published 50+ papers, is regularly invited as expert speaker/advisor and contributes to debates in the media.



Emily Wise
Treasurer

Emily Wise is independent consultant and affiliated research fellow providing analysis, advisory support and process facilitation in innovation policy. With 25 years' experience, she has worked with regional and national innovation agencies in Sweden, Norway and Denmark and has participated as expert with other agencies around Europe and for the European Commission.



Rasmus Beck
Board member

Rasmus Beck is CEO of the Business Metropole Ruhr, the economic development agency for the Ruhr region, responsible for the economic interests of the 53 towns and cities in a high-performing and innovative region. Rasmus also worked developing cluster strategies for Hannoverimpuls and Dortmund Economic Development Agency and he is author and speaker on future-oriented regional economic development.



Vincent Dugré
Board member

Vincent Dugré is co-founder of BIVIZIO, a tech company specialized in digitization of ecosystems, cities, clusters and networks. With 20 years of international experience, he was previously Vice President of Operations at the Quebec Ground Transportation Cluster and currently he collaborates with Quebec Clusters and the Quebec and Canadian governments.



Peter Keller
Board member

Peter Keller is Head of Programme Strategic Department at the Managing Authority of Economic Development Programmes of the Ministry of Finance, that is responsible for the implementation of the Hungarian cluster strategy. He is member of the European Cluster Policy Forum at the European Commission.



Evgeniy Kutsenko
Board member

Evgeniy Kutsenko is Director of the Russian Cluster Observatory in Moscow, a cluster-specific research and consulting center, offering a wide-range expertise on cluster benchmarking, evaluation and policy design. Evgeniy has expertise in cluster analysis and regional innovation with previous experience at Ministry for Economic Development and other ministries in Russia, Russian Venture Company, Moscow City Government.



Marco Llinás
Board member & TCI Latin American Chapter

Marco Llinás is the Vice President for Competitiveness and Shared Value at the Bogota Chamber of Commerce, where he leads a cluster-based development agenda for Bogota that currently includes 16 cluster initiatives, articulated with a Regional Innovation Smart Specialization Strategy.



Geunwoo Ryu
Board member & TCI Asia Chapter

Geunwoo Ryu is professor of Economics and Int. Trade at Keimyung University. He has served in a multitude of committees in Korea, including KICOX, Presidential Comm. on Policy Planning, Korea International Trade, Korea Customs Service, Ministry of Trade, Industry and Energy, and in the Metropolitan Ec. Exchange between Daegyeong-Korea and Kansai-Japan.



Tracy Scott-Rimington
Board member & TCI Oceania Chapter

Tracy Scott-Rimington works with RDA Brisbane, facilitating the internationalisation of the region's high value knowledge based clusters and supporting the formation of national clusters. As economic developer and cluster expert, she raises awareness of the value of a cluster approach for economic competitiveness in different forums and specialized events.



Ásta Kristín Sigurjónsdóttir
Board member

Ásta Kristín Sigurjónsdóttir is CEO of the Iceland Tourism Cluster, promoting competitiveness and value creation within the Icelandic tourism and travel industry; with a focus on digital solutions and new businesses. Ásta has worked on business development and innovation for the Centre of East Iceland.



Patricia Valdenebro
CEO, TCI Network

Patricia Valdenebro is CEO at TCI Network since 2008. She is in charge of the implementation of the strategic goals and the development of new services, projects and conferences designed through a close collaboration with the Board. She facilitates the regional 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.

Listening to the challenges and needs of our members

In the beginning of 2019, we asked the members of the TCI Network in a survey about the challenges they were facing and how we could improve what we offer for them. The biggest surprise was not the differences but the similarities across the world, across our types of members and across the more advanced and less advanced cluster approaches. Building on this survey, we learned that the core challenge on clusters is how to consolidate our cluster efforts. This simple answer leads to many other - and more complex - things to consider, like how to adopt the right strategy that takes clusters to development, innovation and growth for companies; how to set up the right governance structure for a cluster; how to develop the right funding portfolio and how to work with new areas on sustainability, digitalization and internationalization. These themes also lead on how to set up the right cluster policy program (including the right funding program) and how to coordinate cluster policy with other areas.

CLUSTER STRATEGY

How to adopt the right cluster strategy & prioritize activities that mean growth for companies

CONSOLIDATION OF CLUSTERS

How to expand collaboration opportunities, "true" collaboration based on trust, not forced. Diversification of services/activities. Engagement of private sector. Facilitation. Governance. Internationalization. Digitalization. Training for cluster teams and companies.

CLUSTER EXPANSION

How to scale up, bring new business opportunities. Adaptability to change, organizational changes. Foresight, view the future of the value chain/industry. Clusters and RIS3

POLICY

Improve definition and implementation of public policies. How to get more public involvement and commitment on funding.
Consistency of governmental support. Coordination of policy instruments. Building trust among government and other stakeholders.
Training for policy makers, lack of cluster specialization in governments

SUSTAINABILITY OF CLUSTER ORGANIZATIONS

How to create revenue streams and a sustainable funding structure for the cluster. Suitable mix of public and private funding. Life after a discontinued program.

MONITORING, EVALUATION & COMMUNICATION

Find the right indicators and evaluation frameworks. Evidence the benefits of cluster work. Communicate the essence of working with clusters



OUR NEW STRATEGY 2020-2025

The feedback of the members led us to an intense work for the next strategic direction for TCI Network. After many inspiring talks during our Boards of Directors meetings and with our Board of Advisors, we are glad to present the new strategy 2020-2025.

VISION

Collaboration - Inclusiveness - Sustainability

Our vision is to expand the power of collaboration towards more inclusive and sustainable societies.

MISSION

Interaction + Knowledge + Inspiration

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

An aerial photograph of a city, likely Taipei, with a network of white lines and glowing nodes overlaid on the image, suggesting global connectivity. A large teal rectangle is centered over the image, containing white text.

A **new vision and mission**, that lead us to **3 main areas** of work, global connections, inspiring clusters and policy learning.



1. GLOBAL CONNECTIONS

Provide access to peers and experts around the globe to enrich cluster networks and provide collaboration opportunities with like-minded partners

ACTIVITIES

- Global and regional conferences
- Regional chapters around the world
- TCI global leadership and governance
- Global matchmaking, links with international organizations and networks
- Raise TCI global profile through marketing and communication





2. INSPIRING CLUSTERS

Inspire new models of high performing clusters by improving cluster competences and capabilities

ACTIVITIES

- Webinars on cluster development
- Workshops to improve capacities & new ways of working
- Exploring new areas in learning groups
- Training modules and accreditation in our activities
- Document cluster stories and voices



3. POLICY LEARNING

Inspire and speed up learning to update and upgrade policies for inclusive development with a cluster approach

ACTIVITIES

- Guides and tools on cluster policy
- Experience exchange and knowledge sharing
- Peers and experts assesment
- Focused actions in developing and transition countries
- International projects to leverage cluster policies

A background image showing a top-down view of several people sitting at a desk, working on laptops and tablets. The image is partially obscured by a teal text box.

TCI Network is about the power of collaboration. Both as a network and what we focus on as a network. For us working with clusters and innovation ecosystems, we know that collaboration has the power to change. Let's keep on connecting, sharing knowledge and strengthening competences for people and organizations working with clusters and innovation ecosystems around the globe.

From all of us who represent the TCI Network, thank you for your support.



TCI NETWORK
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