



EUROPEAN  
FOUNDATION  
for **CLUSTER  
EXCELLENCE**



European  
**Cluster Excellence**  
Initiative

Fundació Clusters i Competitivitat

# COMPETITIVENESS SUMMER SCHOOL 2019

For Regional Competitiveness and Stronger  
Cluster-Based Economic Policies

17 - 21 June, 2019

IESE Business School  
BARCELONA

[www.clusterexcellence.org](http://www.clusterexcellence.org)



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## OVERVIEW

The Competitiveness School 2019: for regional competitiveness and stronger cluster-based economic policies is designed to enable senior policymakers, managers and development professionals to study and discuss global best practices in competitiveness and economic development using examples from all over the world. It is organized by the European Foundation for Cluster Excellence.

*Network with peers*  
*Learn from our faculty*  
*Get new perspectives*

The Competitiveness School is designed to be an enriching experience specifically tailored for senior policy-making officers and seasoned professionals in economic development. The course typically gathers participants from a wide array of countries

and from diverse areas of competitiveness and cluster-related fields.

# FACULTY

For its 2019 edition, the Competitiveness Summer School has gathered a faculty of prominent professors and seasoned economic development experts whose international experience spans several decades. They are global leaders in their respective fields.

## ACADEMIC LEADS



Fellow of the SMS and EURAM, **Prof. Joan Enric Ricart** is the Carl Schrøder Professor of Strategic Management & Chairman of the Strategic Management Department at the IESE Business School, University of Navarra. There, he has been Director of the Doctoral Program, Associate Dean for Research, and Associate Director for Faculty and Research.



**Dr. Maria Luisa Blazquez** is a Research Associate at the International Center for Competitiveness (ICC), IESE Business School where she leads several projects for public and private institutions on the issue of competitiveness of regions and countries. She has also taught the Microeconomics of Competitiveness course at IESE. Her research and publications are mainly focused on competitiveness and the role of clusters.



**Prof. Pascual Berrone** is associate professor of Strategic Management and holder of the Schneider Electric Chair of Sustainability and Business Strategy at IESE Business School. He is also vice-president of the Ibero-american Academy of Management. Prof. Berrone has extensive managerial experience from across Latin America, Europe, and the USA.

# PRACTICE AND POLICY LEADS



**Gloria Ferrer** is an Economic Development expert consulting for governments, private and public bodies in Europe, Middle East, Latin America and the Caribbean.

She is currently working for the World Bank and the Cluster Competitiveness Group in Latin America. A member of the Faculty of the European Foundation for Cluster Excellence, Gloria contributed to the development of the ECEI.



**Werner Pamminger** is CEO at Business Upper Austria, the state business agency. He is responsible for investment promotion and regional development through research, technology,

innovation and collaboration across clusters. Representing more than 2.300 companies, Business Upper Austria is a role-model for successful cluster management.



**Inés Sagrario** is Senior Consultant and Partner at COMPETITIVENESS, she has worked in South and South-East Asia, Africa, Latin America, Central and Eastern Europe.

Inés has over 13 years of experience leading competitiveness projects in Spain, Argentina (Rio Negro), Chile, Colombia, Mexico, Ecuador and Brazil. In Catalonia, Spain, over the past few years, Inés has led the strategic analysis for varied clusters. She has participated in a number of the CRIs carried out as a sector specialist and led a number of large IADB-funded Competitiveness Programs over the past decade.



**Antoni Tió** is President & CEO of the Barcelona Nautical Cluster. He also chairs the Catalan Maritime Forum. A renowned Olympic sailor, Antoni won many prestigious sailing tournaments such as the

Admiral's Cup, the Sardinia Cup, the Copa del Rey, the Conde de Godó, the Sherry Trophy and the Swan Cup, just to name a few.



**Enric Pedrós** is the Cluster Manager at FEMAC: The Catalan Cluster of Agricultural Machinery. He is an expert in marketing, internationalization and innovation projects. In 2012 FEMAC was granted

ESCA's Gold Label, recognizing Enric's excellent cluster management. Enric is also member of TCI Network, the international cluster organization.



**Alberto Pezzi** is the Director of the clusters unit at ACCIÓ, the competitiveness agency of Catalonia. He has over 20 years of experience in competitive strategy and

cluster development working both for international consulting firms and governmental agencies. Alberto is a member of the Board of Directors at TCI Network.



**Reza Zadeh** is the Executive Director of European Foundation for Cluster Excellence, an expert in training on Cluster Management Excellence as well as cluster-based economic development.

Reza has 20 years of experience in regional innovation, competitiveness policy in an European context, and economic development through innovation systems.

# CONTENT

Competitiveness is at the core of our course for which we propose a multi-dimensional and comprehensive approach that will help participants understand, raise and sustain competitive advantage at all levels.

**We will analyse competitiveness from two different but complementary perspectives:**

## POLICY

How policies can help in securing economic and social development

## MANAGEMENT

Which strategic methodologies and frameworks can be used in competitiveness development

For that purpose, we have divided the course in a series of learning modules, among which:

- **Competitiveness Economics**
- **Industry and Value Chain Analysis**
- **Change Management**
- **Implementation Management**
- **Strategy Foundations of Cluster Management**
- **Digital Transformation**
- **Cluster-Based Project Monitoring**
- **Policy Evaluation**



# KNOWLEDGE AREAS

The course integrates rich, interactive pedagogical components such as case studies. Participants will also have opportunities for collaborative learning through collective debates. The following Knowledge Areas contribute to the comprehensive approach that your learning path will take:

Knowledge Area	Concepts and Techniques
<b>Cluster Economics</b>	Location Theory, Industrial Districts, Clusters, Cluster Management.
<b>Cluster Initiative Screening</b>	Statistical Cluster Mapping, Cluster Initiative Selection (Industry Analysis and Segmentation, Value Chain and System), Value Chain Positioning.
<b>Industry Analysis &amp; Segmentation</b>	Industry Analysis (5 Forces), Strategic Segmentation / Innovation on Business Models
<b>Value Chain Analysis</b>	Value Chain, Local Value System, Global Value System
<b>Benchmarking &amp; Internationalisation of SMEs</b>	Value Creation, Advanced Buyer Purchase Criteria, Key Success Factors, Value Chain Activity Benchmarking
<b>Cluster Project Management</b>	Project Planning, Project Monitoring, Project Evaluation
<b>Cluster Organization Management</b>	Organizational Structures, Non-profit Organization Management, Pattern Identification, Establishing a Governance System
<b>Change Management</b>	Individual Behavioural Change, Group Change, Communication Strategies, Presentation Skills, Creativity and Traditional Industries
<b>Continuous Policy Input</b>	Policy Review, Diamond Analysis, National and Supranational Competitiveness Framework
<b>Cluster Policy Evaluation</b>	Cluster Management Evaluation, Cluster Policy Monitoring, Impact Analysis

# THIS YEAR'S SPECIAL

## A dip into the Blue Economy with Barcelona Nautical Cluster

For 2019 the Competitiveness Summer School will take an in-depth look at a pioneering cluster in the Blue Economy. A case study on **Barcelona Nautical Cluster** focusing on high value nautical tourism will be the subject of the analysis, followed by a visit to some of the cluster's key players:

- MB92, a company that refits the world's finest super-yachts.
- Barcelona Royal Nautical Club, a reference in the Mediterranean navigation founded more than 140 years ago.

We are grateful to Mr. Toni Tió, President of Barcelona Nautical Cluster, for facilitating this new addition to the Summer School Programme.



*The “Blue Economy” concept is sustainable use of ocean resources to promote economic growth, social inclusion, improved livelihoods and jobs, while at the same time ensuring ecosystem health of the oceans and coastal areas.*

*- The World Bank Group*

# KEY TAKEAWAYS

1

Understand how policies at regional and cluster levels can help in securing economic and social development

2

Gather a deep understanding of the concept of competitiveness, the importance of locations, clusters and the policies to upgrade and foster economic growth

3

Learn how to apply cluster initiatives in economic development and competitiveness policies

4

Learn strategic methodologies and frameworks and apply them to improve competitiveness at all levels

Practice the tools needed to better understand and solve the competitiveness challenge

## WHO SHOULD ATTEND

This program is designed for experienced professionals who want to positively impact their regions, or their frameworks of development and make them more competitive: Managers, Project Managers, Policymakers and Economists in local and regional administrations, Government Bodies who are responsible for designing and shaping development, innovation and competitiveness policies, Associations of Companies, Consultancy Firms or International Organizations.

# PARTICIPANTS SAY



**Evita Feldberga**, Deputy Directors of Sectoral Department, Ministry of Economics, Latvia (Alumni 2018): "... I had a very high expectation for this one week and I honestly can say that they delivered more than I expected. All speakers were of

highest level with deep knowledge on competitiveness theory and practice. The practical approach was the most valuable thing about the training. We brought home quite precise action plan for Latvia's future sectoral policy development."



**Claudia Soncin**, Network Coordinator, TCI Network (Alumni 2018): "It was a deep diving in the Cluster experience with high level professors in one of the best business schools in the world... I

really appreciated the learning method with the business cases which were very interactive and helped me mostly to actively participate and understand the cases."



**Zorica Maric**, Senior Advisor at the Ministry of Economy and Regional Development, Republic of Serbia (Alumni 2013): "At the school, I gained a profound understanding of

cluster initiatives and their application in economic development policies".



**Raimonds Aleksejenko**, Deputy Vice Secretary, Ministry of Economics, Latvia (Alumni 2018): "This has been one of the best trainings that I have experienced. I'd strongly recommend it to the

professionals working in public sector, especially for those who work with sectoral and industrial policies in regional and national level."

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**Ernesto Flores**, ITSON Technology Institute of Sonora, Mexico (Alumni 2008): " The international dimension of the participants was a real bonus. In addition to what I was learning from the professors in class, the other students opened my eyes to the unique approaches used in other countries."

**Lina Volpini de Carvalho**, Manager of the Market Access Unit and International Relations Sebrae-MG, Brazil (Alumni 2010): "A unique opportunity to learn cluster strategy from the world's leading theorists and practitioners while meeting other people from around the world who are involved with all aspects of cluster projects".



# DATES & VENUE

## DATES

17-21 June, 2019

## VENUE

IESE Business School  
Av. Pearson, 21  
08034 Barcelona (Spain)

## APPLICATION FEES

Euros 3.000  
Lunches & coffee breaks included

## APPLICATION

Download your application form clicking here:  
<https://bit.ly/2HUHBTk>

## APPLICATION DEADLINE

May 17<sup>th</sup> 2019

## CONTACT

[info@clusterexcellence.org](mailto:info@clusterexcellence.org)

## HOW TO GET THERE

The course will be hosted by the IESE Business School which is consistently ranked among the world's very best business schools for MBA programs and Executive Education. IESE's Barcelona campus is located in the wooded hillside of the Pedralbes neighborhood, just 20 minutes from downtown and from the airport. Getting to IESE using public transportation is fast and convenient.

**IESE Business School**  
**Av. Pearson, 21**  
**08034 Barcelona**

The city has multiple public transportation options that serve the Pedralbes area including the FGC (Ferrocarriles de la Generalitat), metro and taxi.

**By FGC:** L6 line to Reina Elisenda (15 Min walk to campus)

**By Metro:** Line 3 (Green) > to Zona Universitaria (20 Min walk to campus)

