

Survey on training needs of cluster managers

Results

in the framework of the project CEE-ClusterNetwork
coordinated by ecoplus.The Business Agency of Lower Austria Ltd.
carried out by Austrian Institute for SME Research



Special thanks to:
European Commission, DG ENT, Unit D.2 - Support for Innovation
European Cluster Alliance partners
Europa Intercluster



Content

- Introduction
- Profiles of cluster managers
- Required areas of competence, training needs / interests
- Training measures and methods



Introduction

Goal of the study

- Gather information about tasks and training needs of European cluster managers
- Step towards a common job profile and preparing the ground for future coordinated qualification measures on a European scale



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Introduction

Methodology (I)

- Survey was targeted at persons involved in the management of cluster initiatives or involved in the overall coordination of cluster initiatives
- Cluster initiatives are organised efforts to enhance growth and competitiveness of clusters (also: competence networks, industrial districts, poles de compétitivité) within a region, involving the clusters' firms, public authorities and/or research institutions



Introduction

Methodology (II)

- For the purpose of the survey it was broadly distinguished between two groups of respondents:
 - **Cluster managers and their teams (CM):**
A cluster manager (also: cluster facilitator) is a person devoted to working at least part-time to manage the cluster initiative. Project managers may support cluster managers and be responsible for specific projects of the cluster initiative
 - **Cluster co-ordinating organisations (CCO):**
These are organisations/persons developing, establishing, financing and/or co-ordinating cluster initiatives within a region or at a national level (e.g. regional development agencies, business agencies, innovation agencies, employer associations etc.)



Introduction

Methodology (III)

- Online survey with the help of the open source survey tool LimeSurvey
- Potential respondents (both CM and CCO) were addressed via e-mail by ecoplus or via the website of the CEE Cluster Network (providing a link to the online survey)
- Duration of online survey: from 23 Sep 2008 to 30 Nov 2008, last entry in database on 3 Dec 2008
- Response rate: 159 valid answers



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Introduction

Respondents	Frequency	Percent
Cluster Managers and their teams	107	67.3
Cluster co-ordinating organisations	52	32.7
Total	159	100.0



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Introduction

Frequency	Cluster Managers
22	Austria
19	Germany
16	Croatia
14	France
4 to 5	Hungary, Slovakia, Belgium, trans-national clusters
1 to 3	Bosnia, Czech Republic, Italy, Latvia, Norway, Poland, Spain, Sweden, Ukraine, United Kingdom
	Cluster Coordinating Organisations
4 to 6	Austria, Czech Republic, France, Germany, Italy, United Kingdom, trans-national organisations
1 to 3	Croatia, Finland, Greece, Hungary, Lithuania, Norway, Poland, Slovakia, Slovenia, Spain,



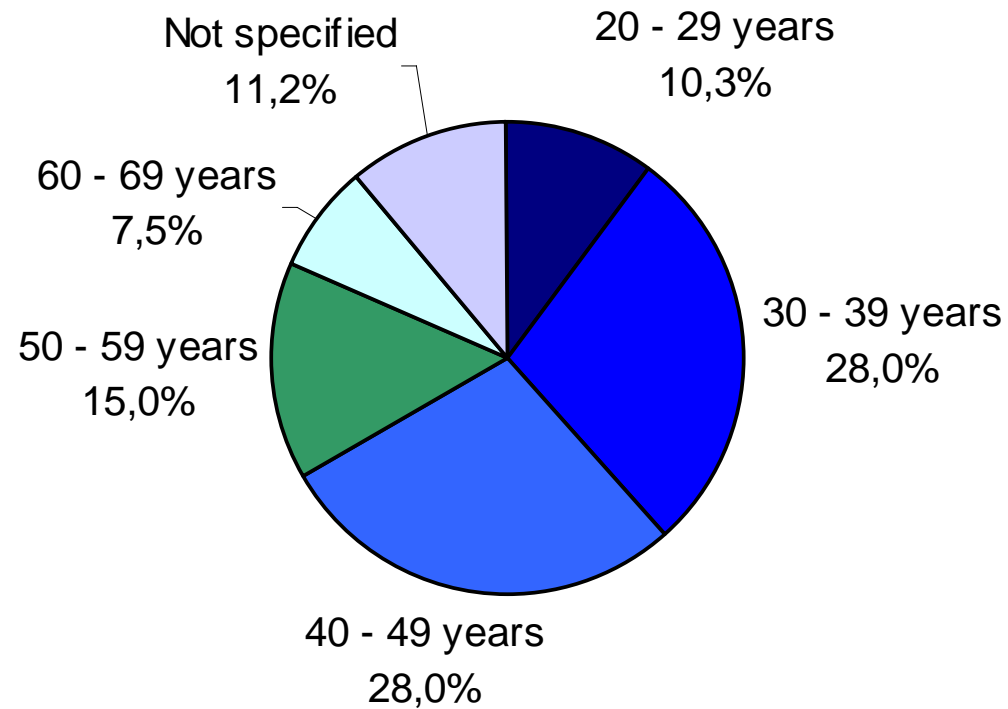
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Content

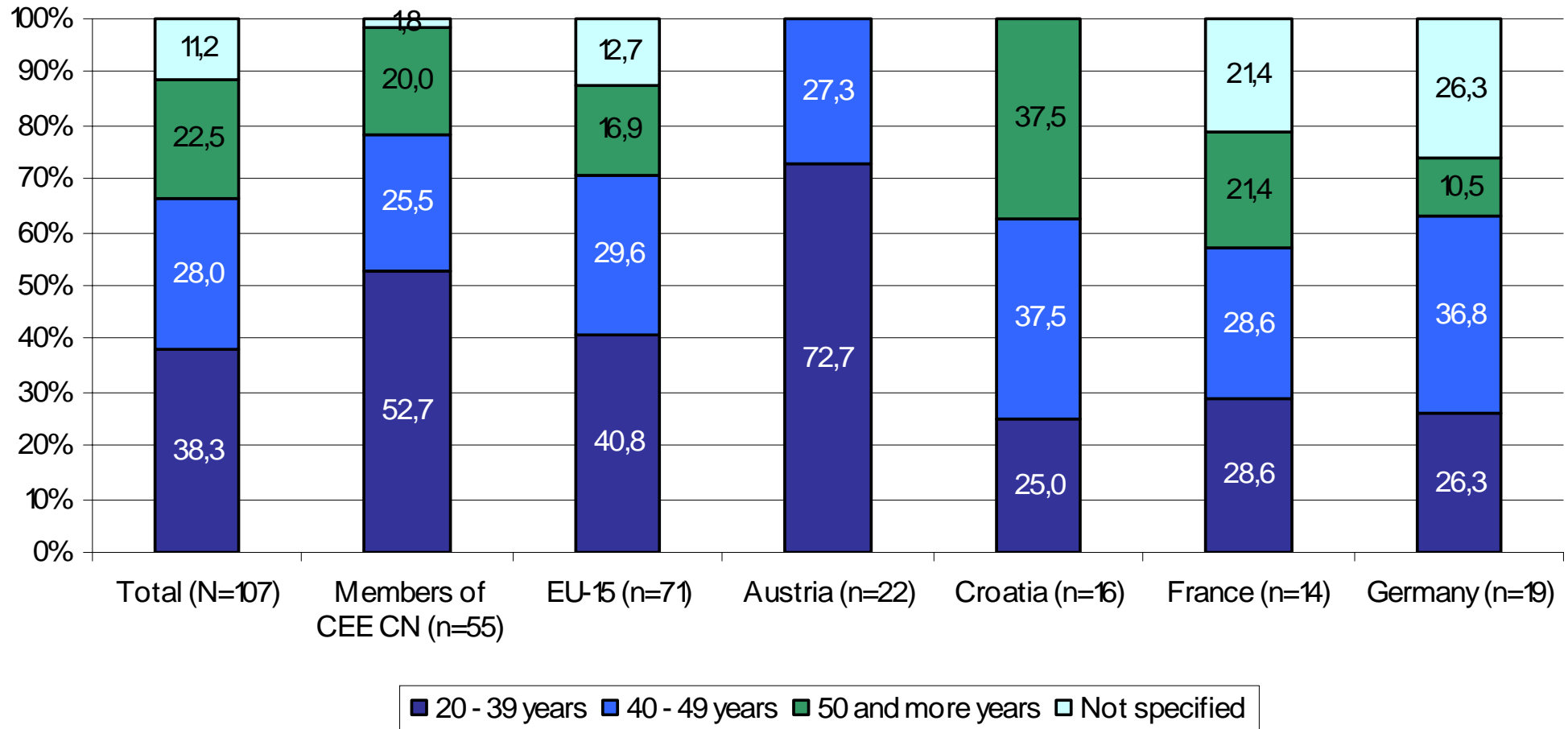
- Introduction
- Profiles of cluster managers
- Required areas of competence, training needs / interests
- Training measures and methods



Age of cluster managers (N=107)



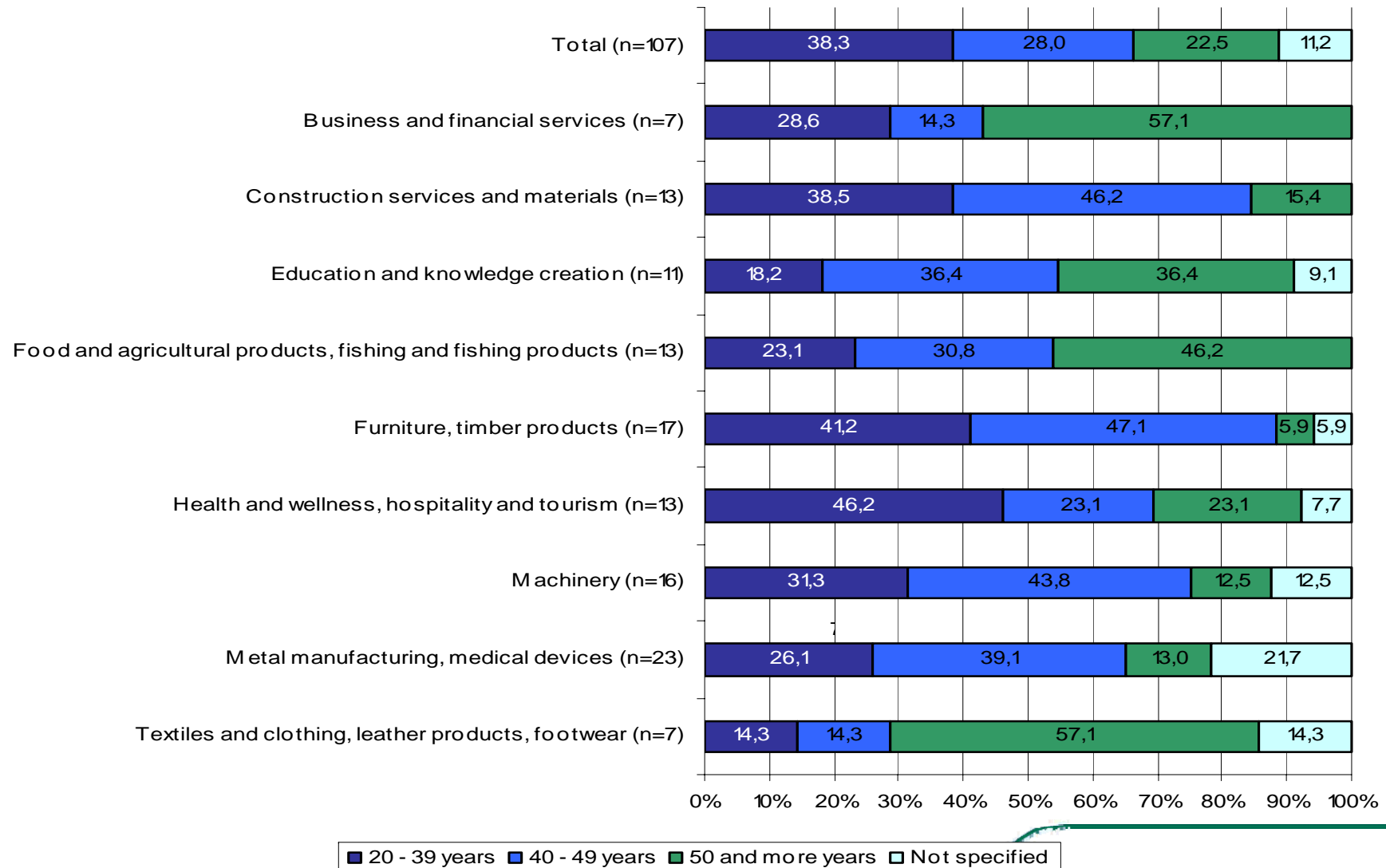
Age of cluster managers (by country of cluster)



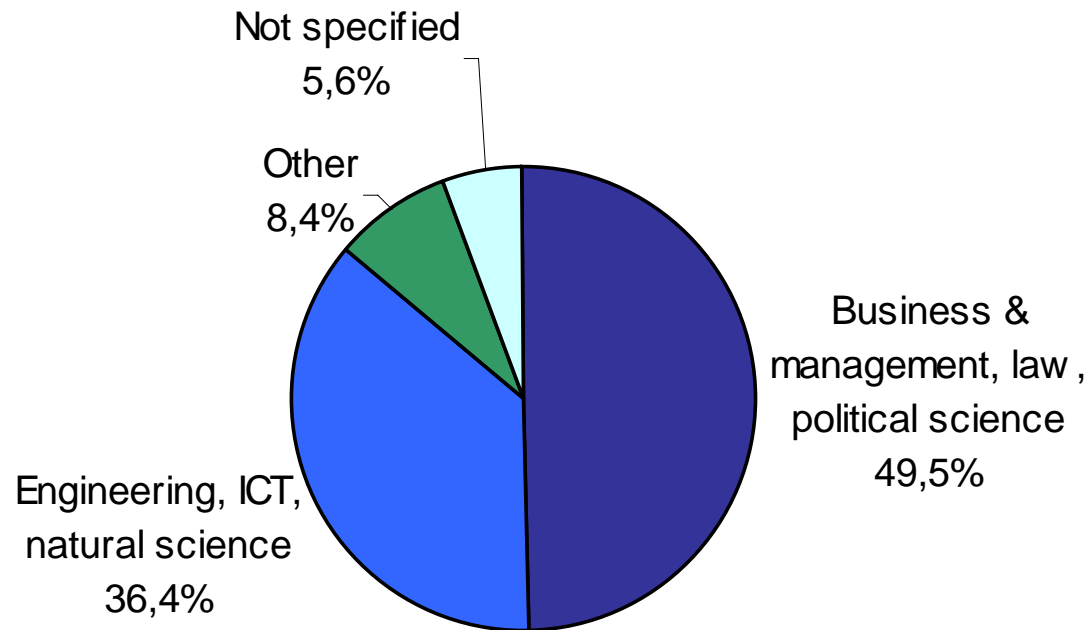
Note regarding the high proportion of younger cluster managers in Austria: Only 3 out of the 16 persons between 20-39 years are younger than 30 years.



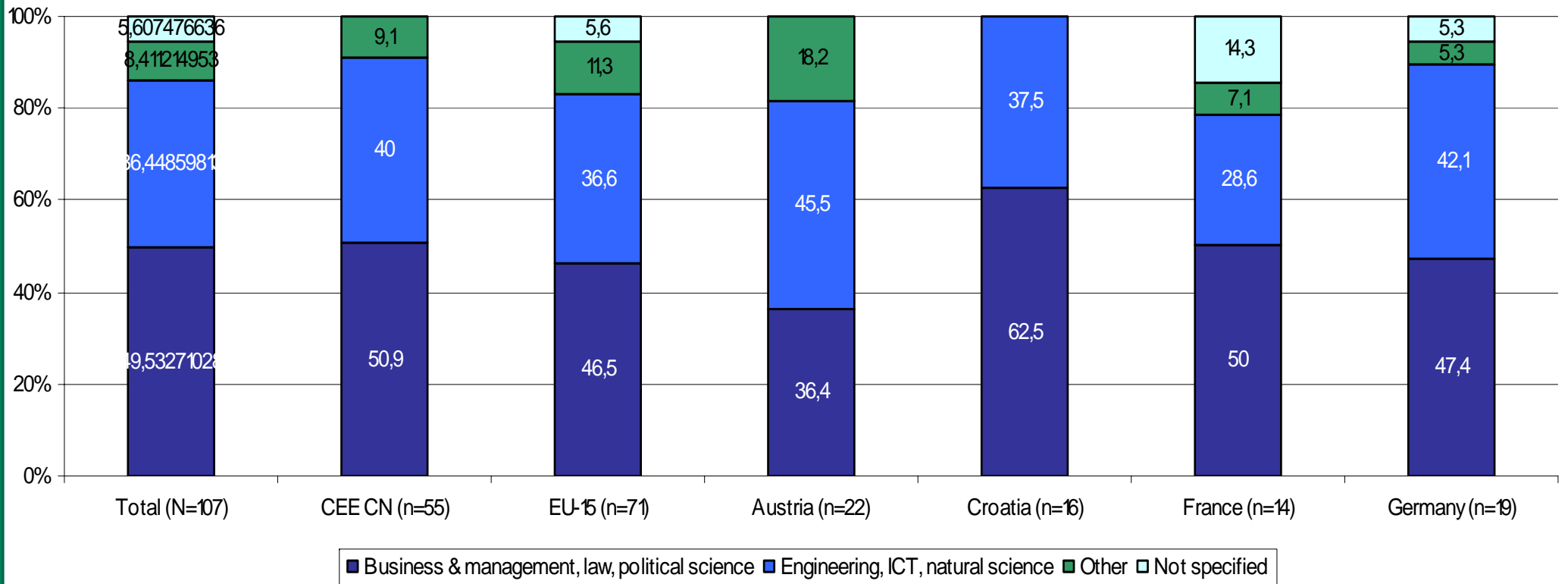
Age of cluster managers (by sector of cluster)



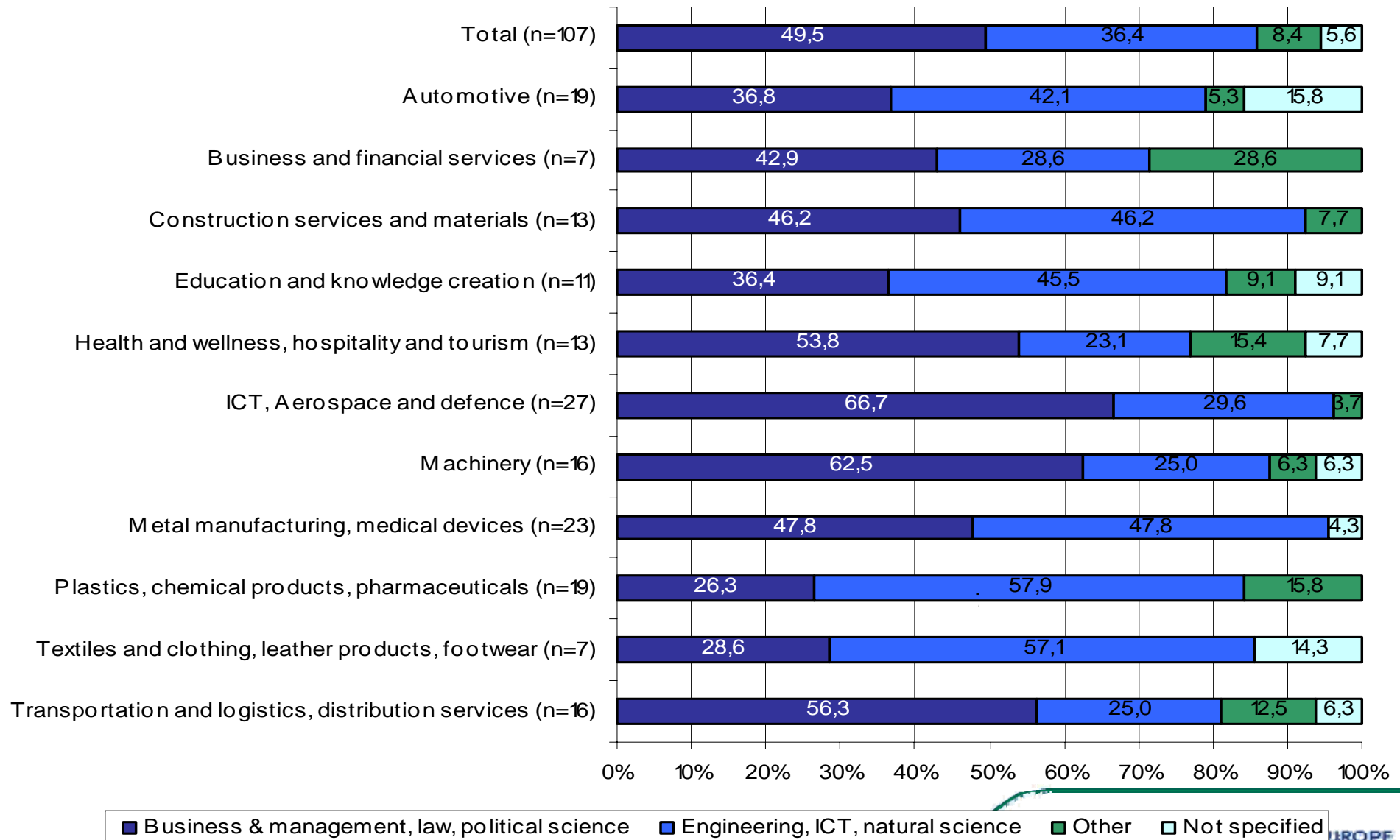
Education of cluster managers (N=107)



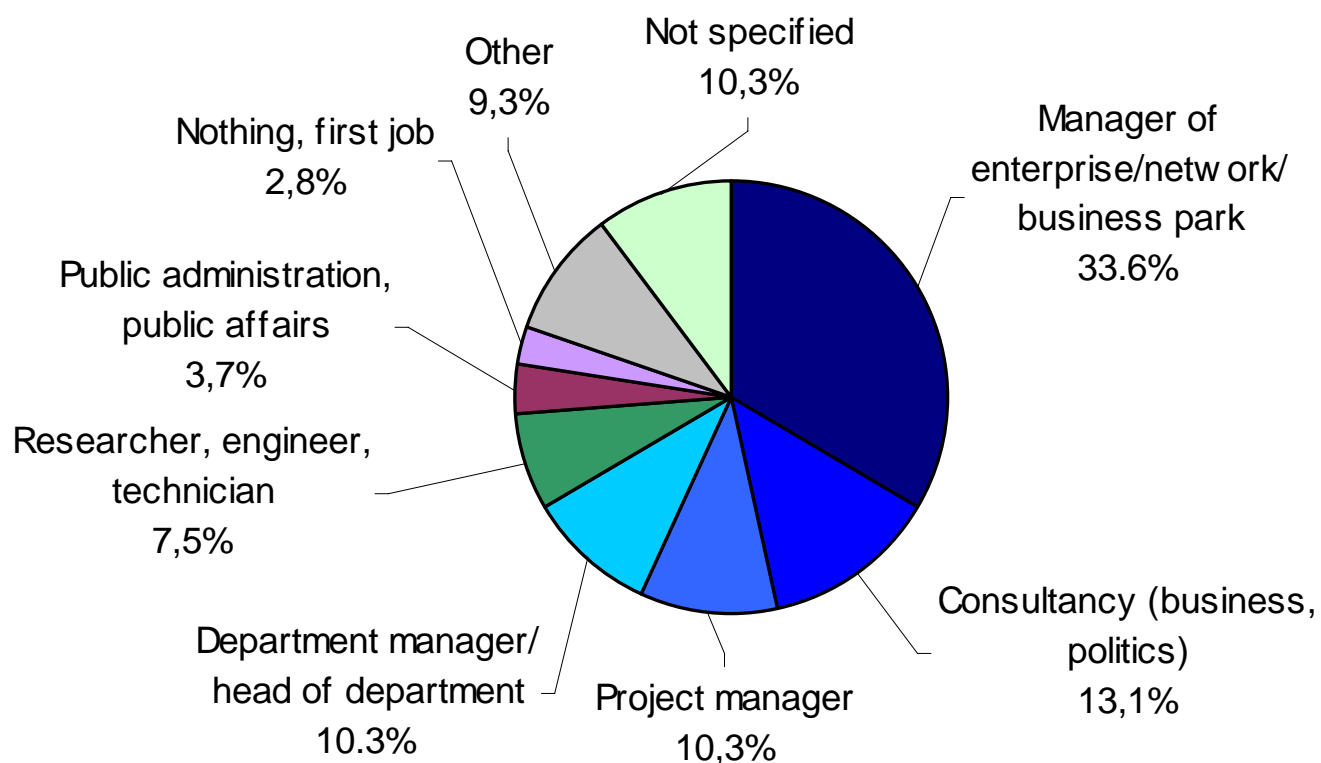
Education of cluster managers (by country of cluster)



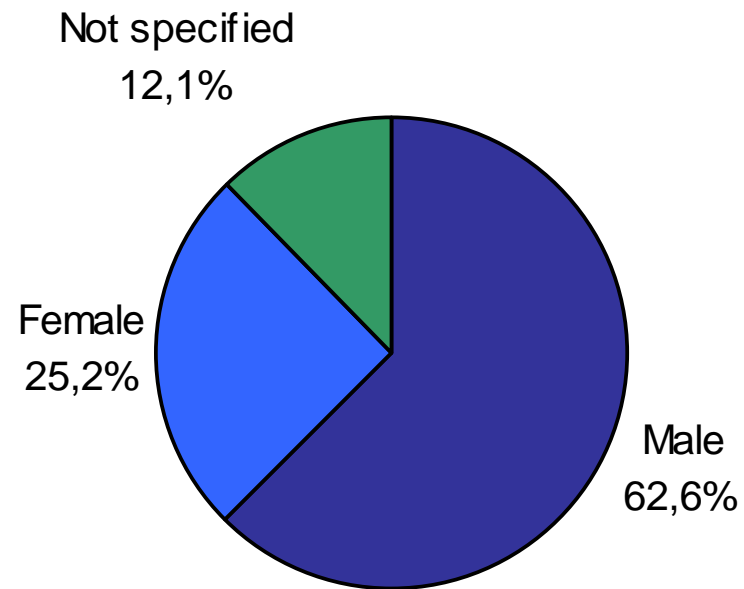
Education of cluster managers (by sector of cluster)



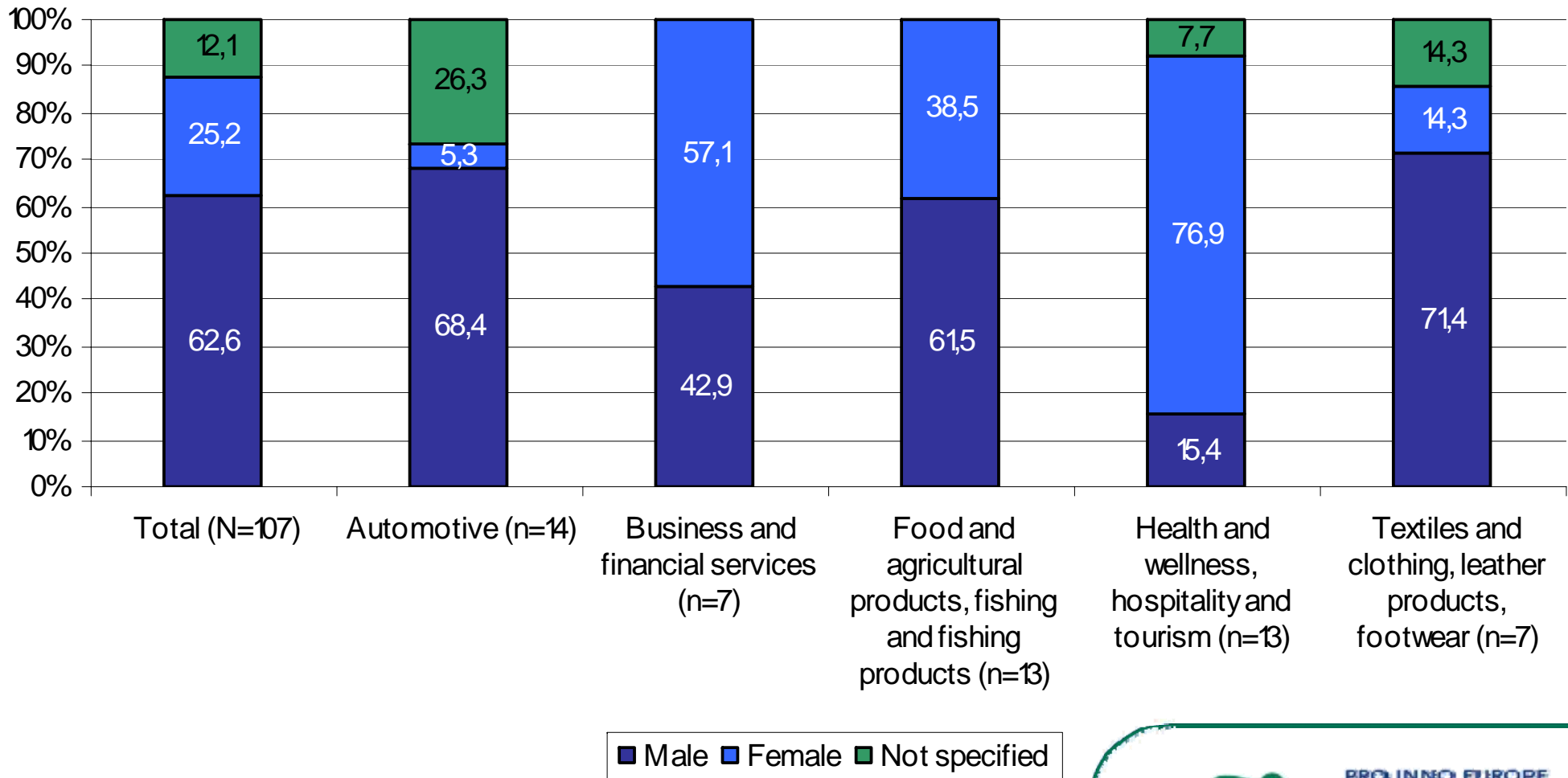
Main professional experience of cluster managers (N=107)



Sex of cluster managers (N=107)



Sex of cluster managers (by sector of cluster)



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Profiles of cluster managers

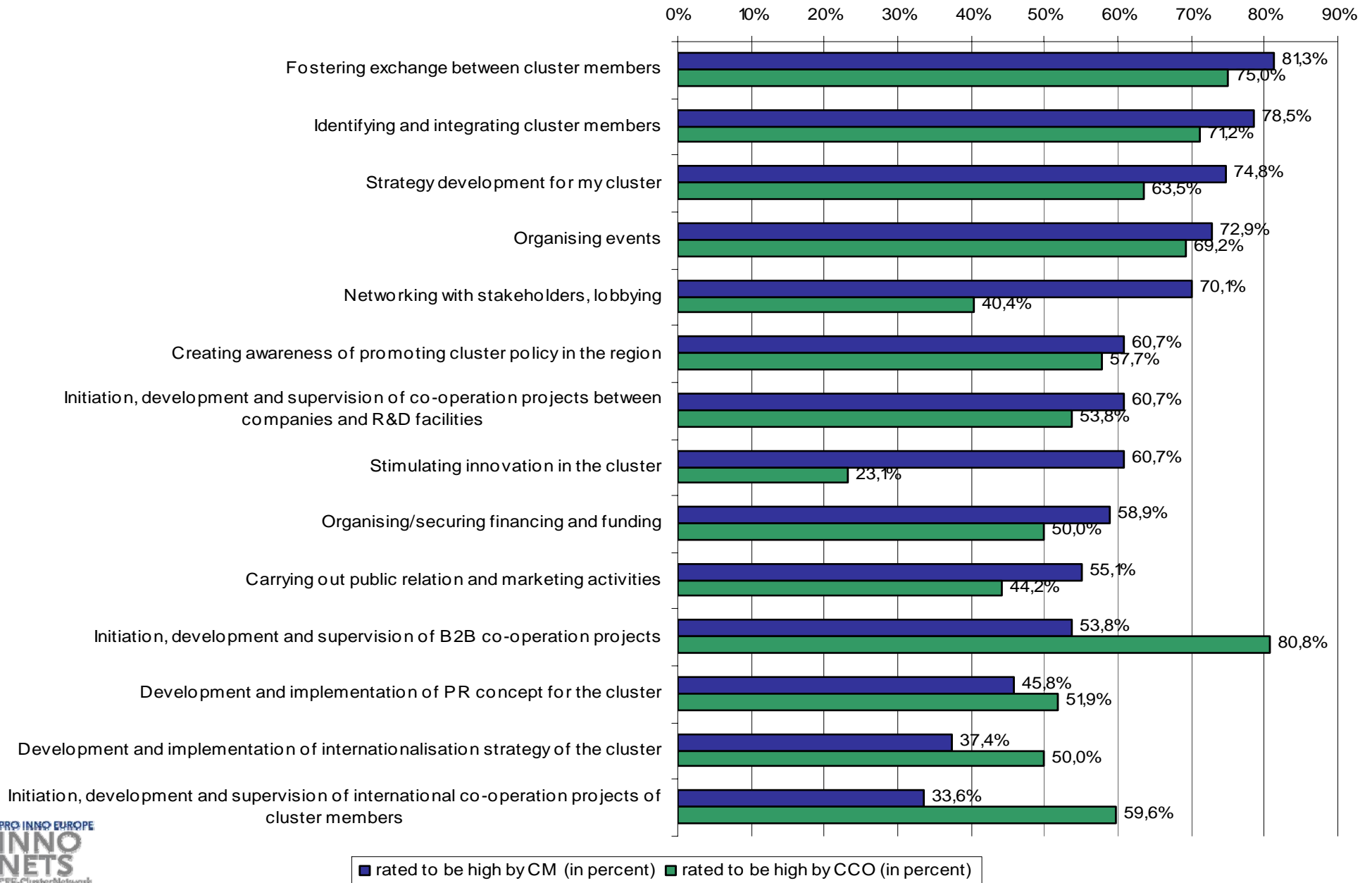
Question:

- **Cluster Managers (CM):** How important are the following **tasks and duties in your current position?**
- **Cluster Coordinating Organisations (CCO):** How important are the following **tasks for the work of your cluster managers and their teams?**

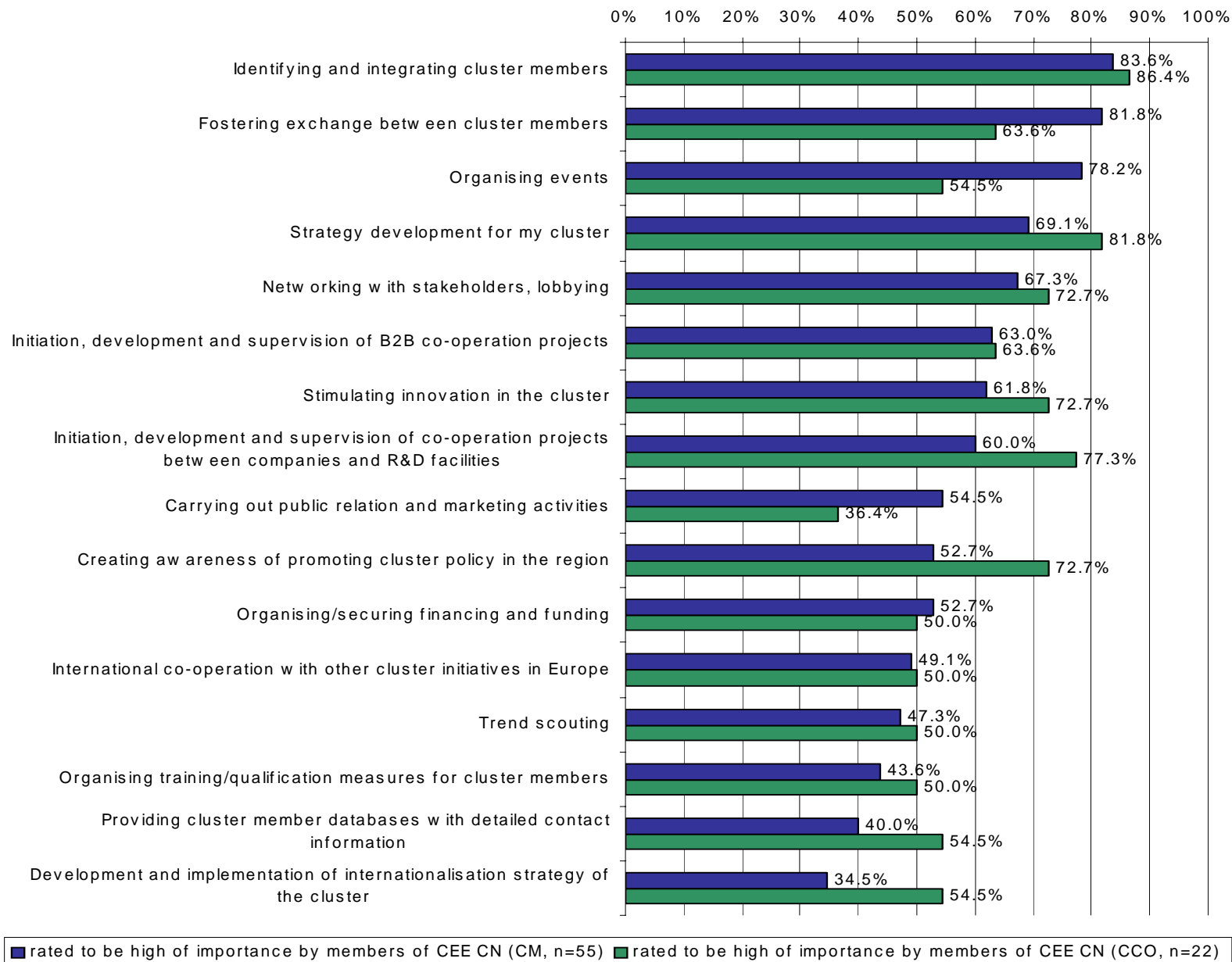


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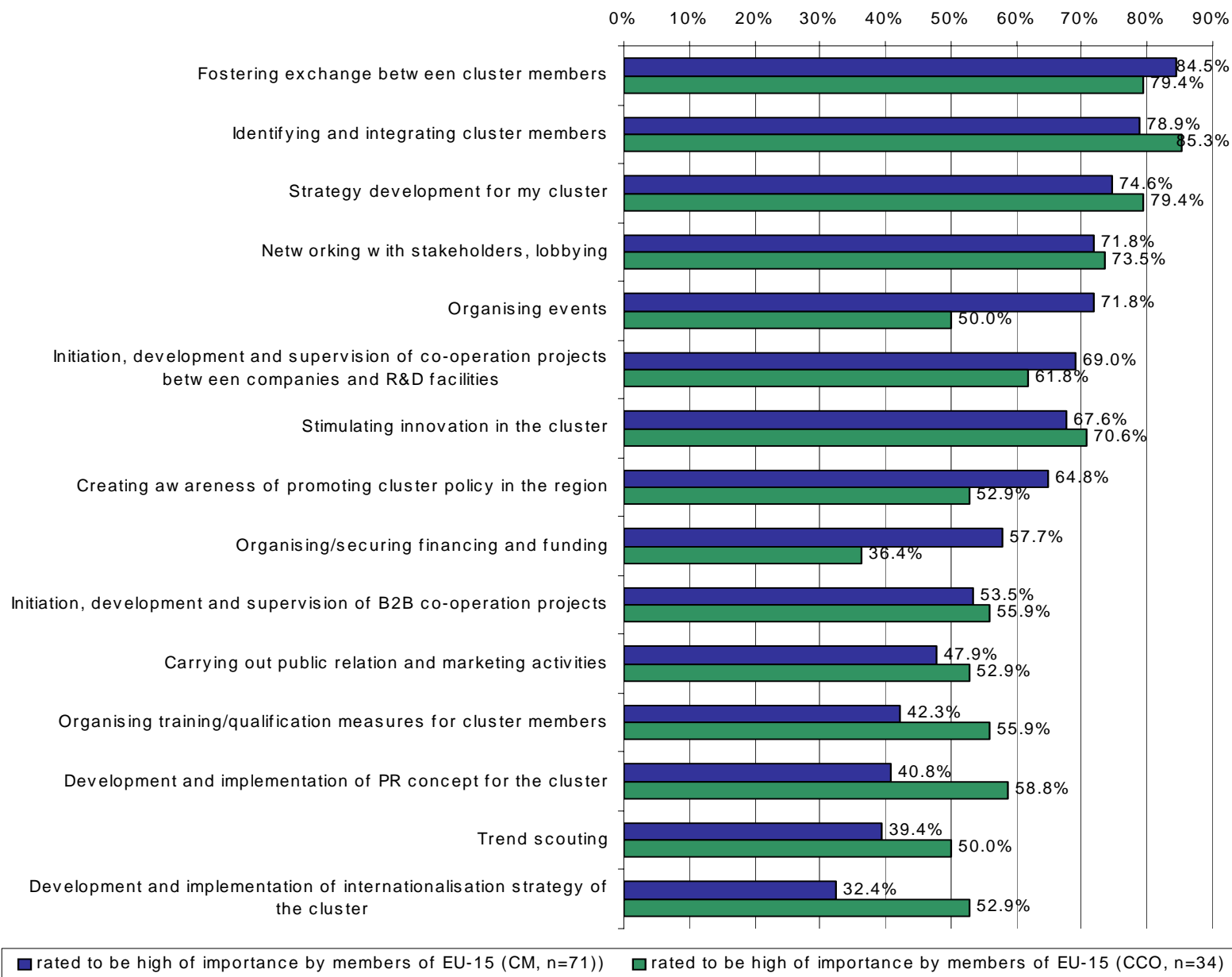
Tasks and duties important in the current position / for the work of cluster managers



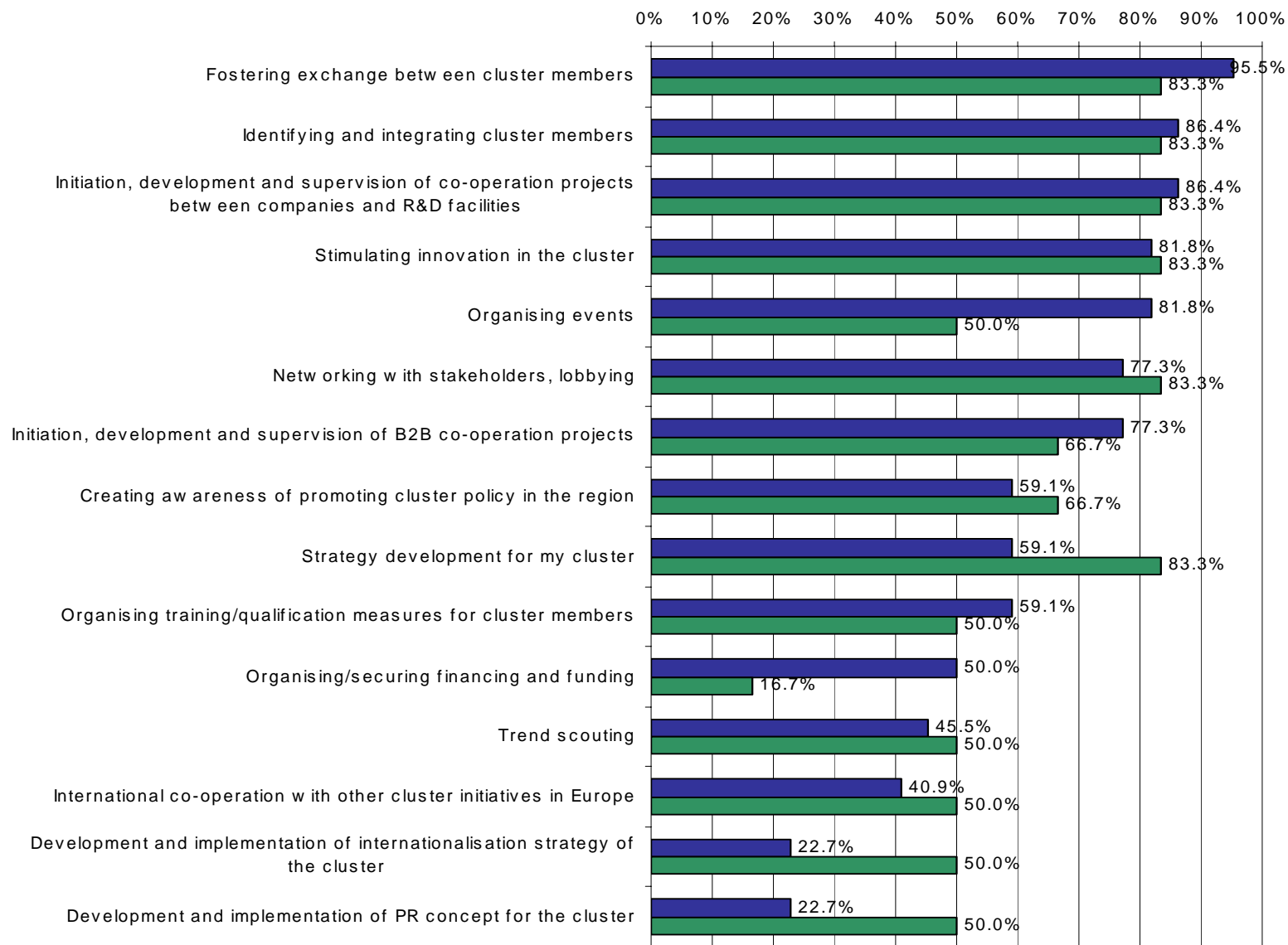
Tasks and duties important in the current position / for the work of cluster managers (Members of CEE CN)



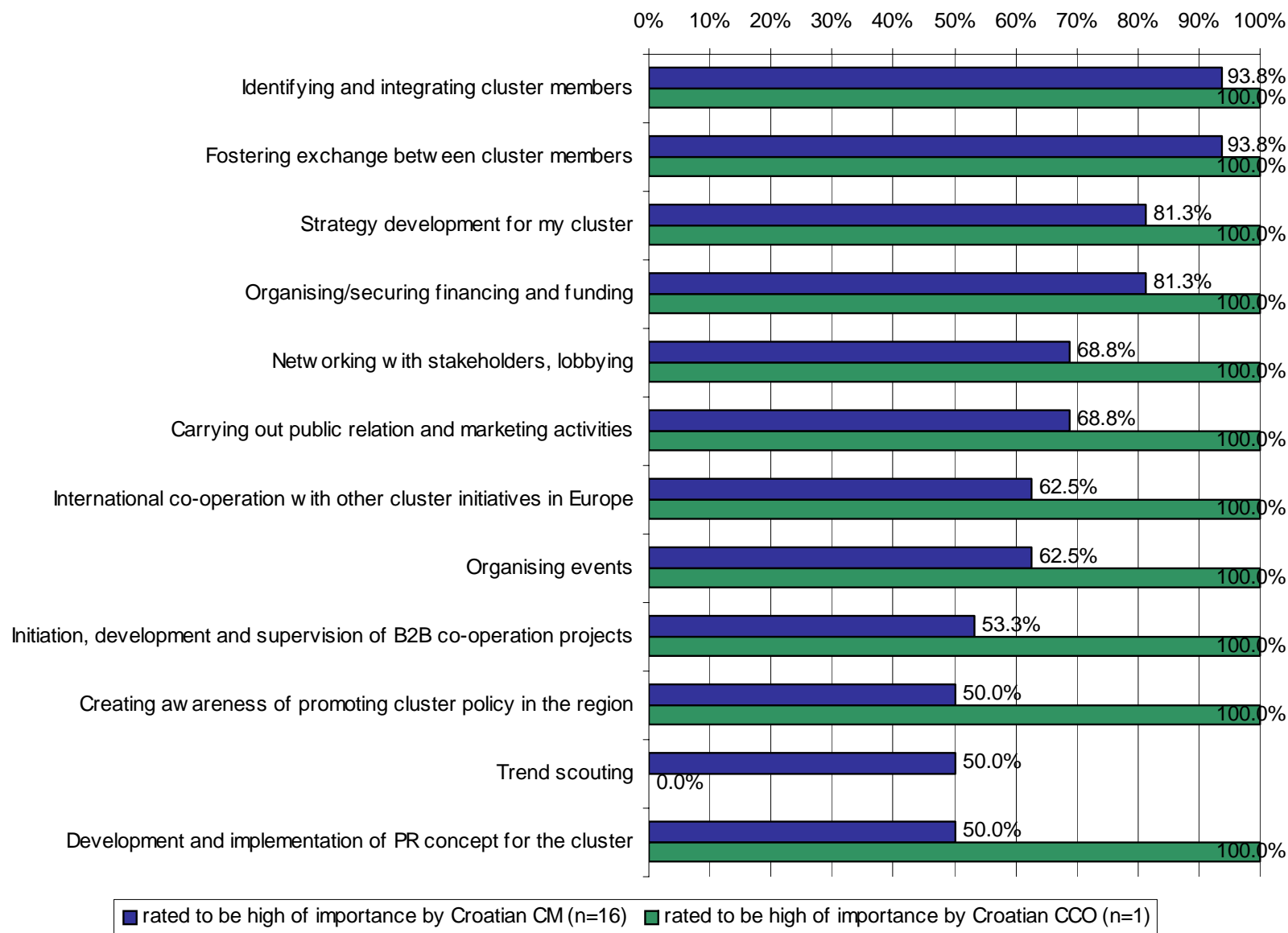
Tasks and duties important in the current position / for the work of cluster managers (Members of EU-15)



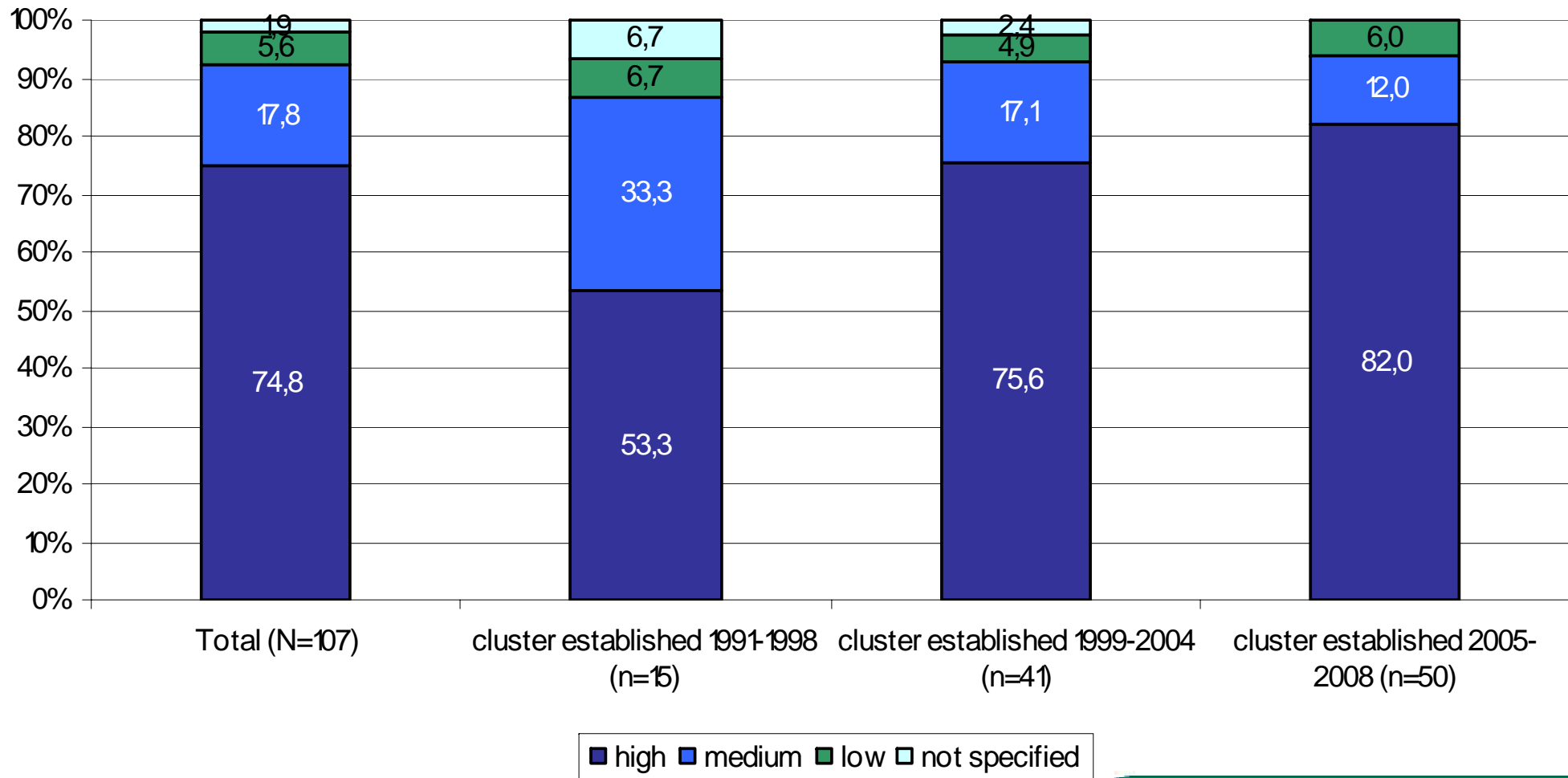
Tasks and duties important in the current position / for the work of cluster managers (Austria)



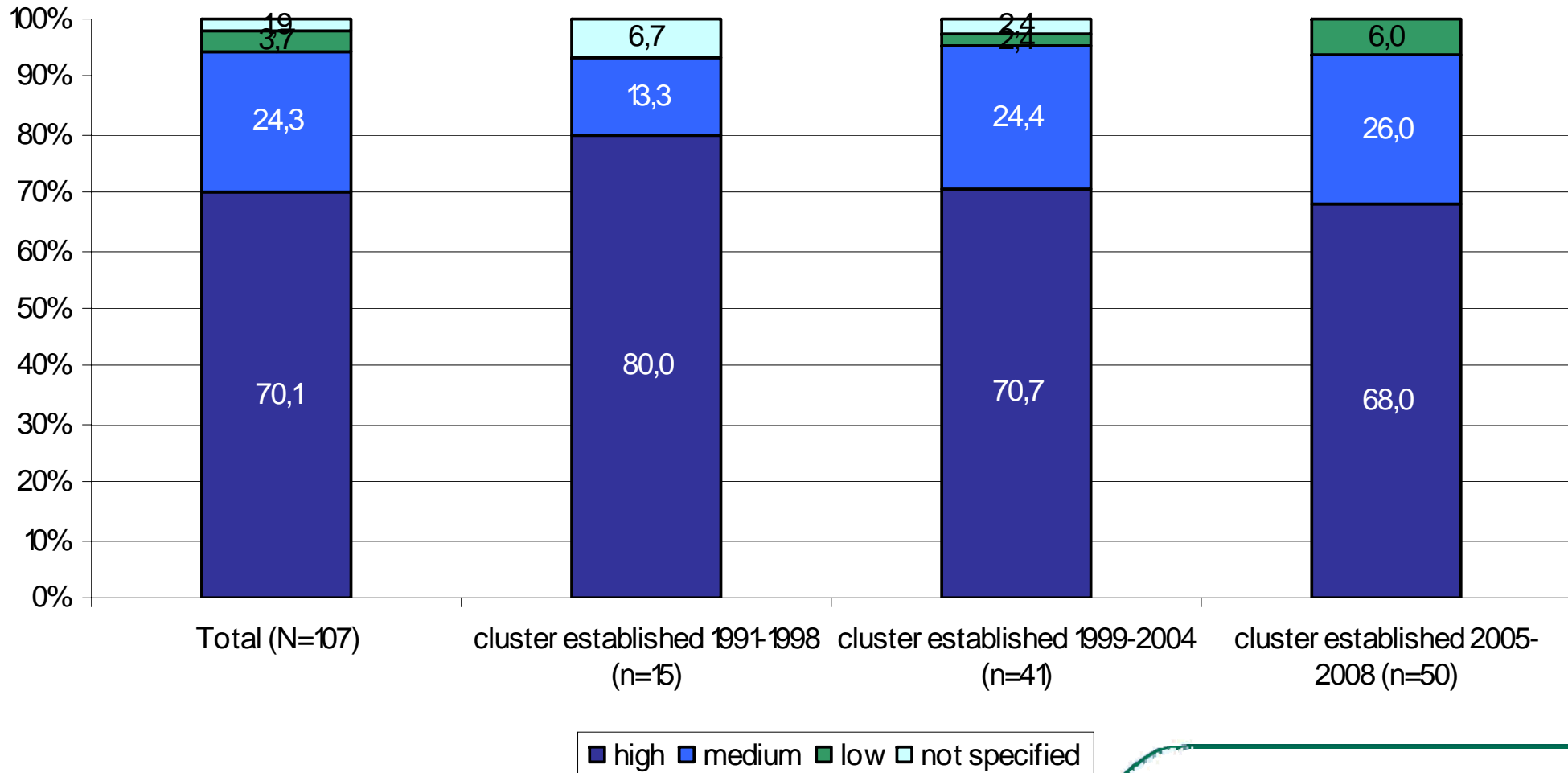
Tasks and duties important in the current position / for the work of cluster managers (Croatia)



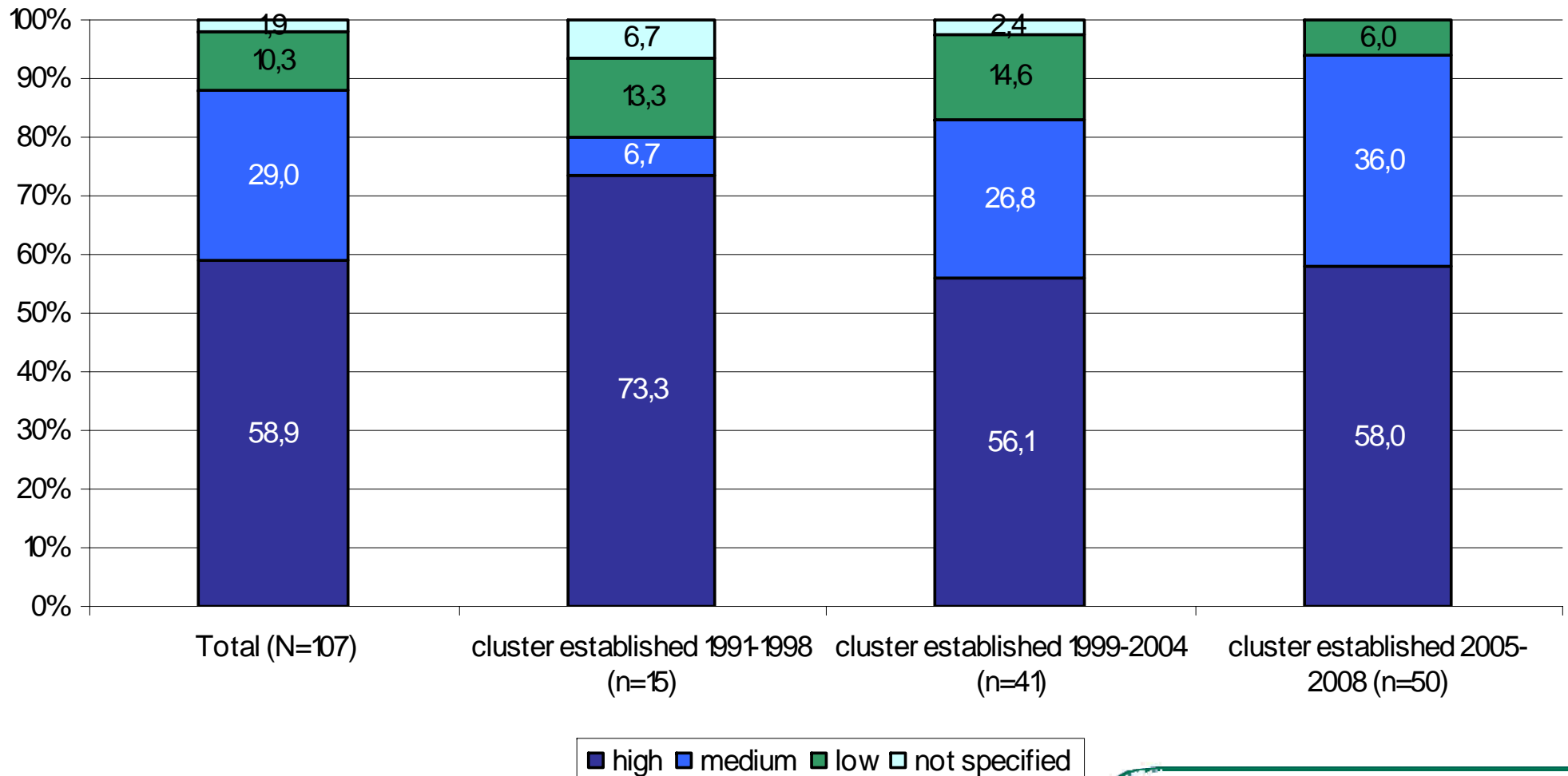
Strategy development for my cluster (by age of cluster)



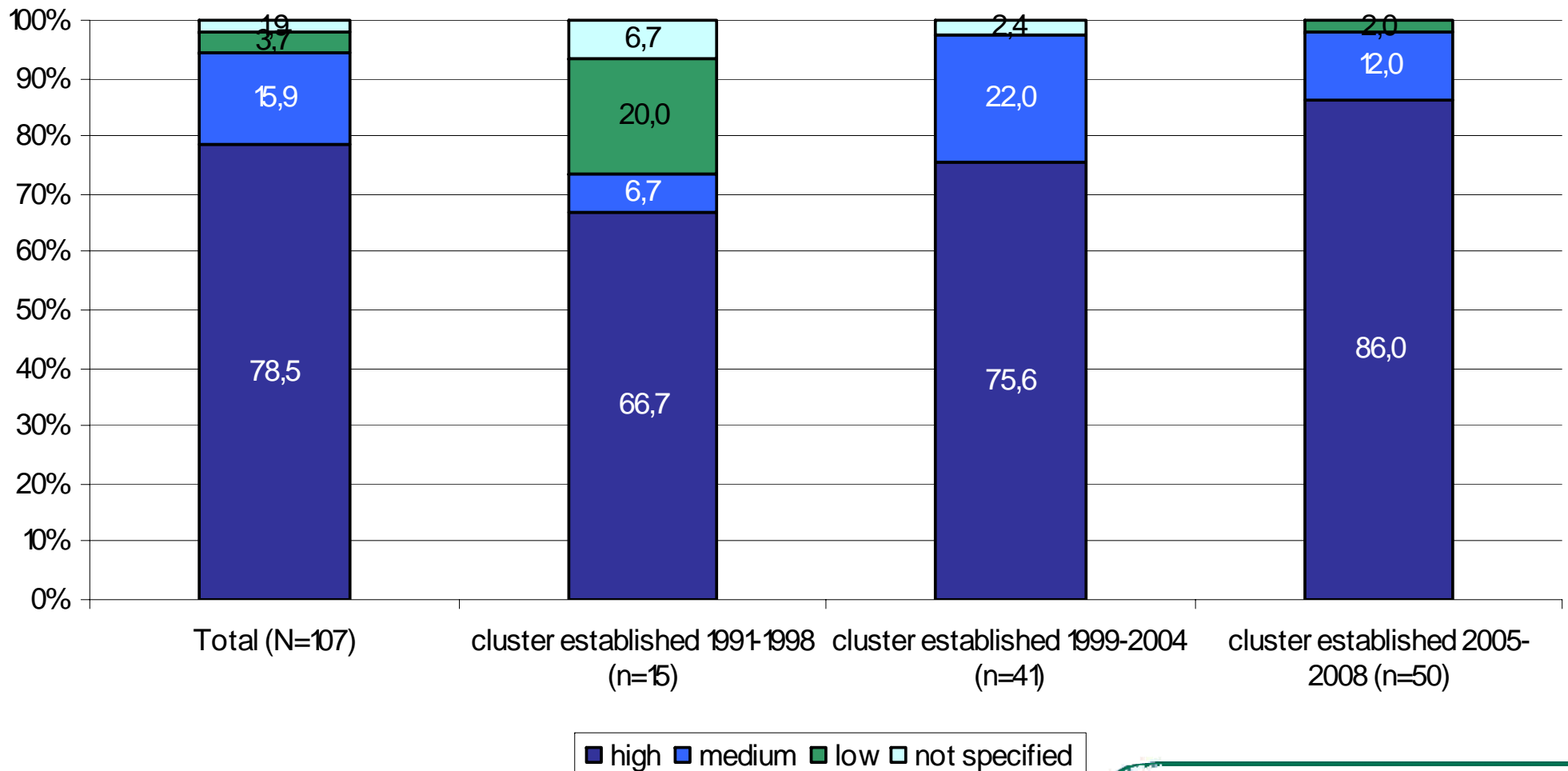
Networking with stakeholders, lobbying (by age of cluster)



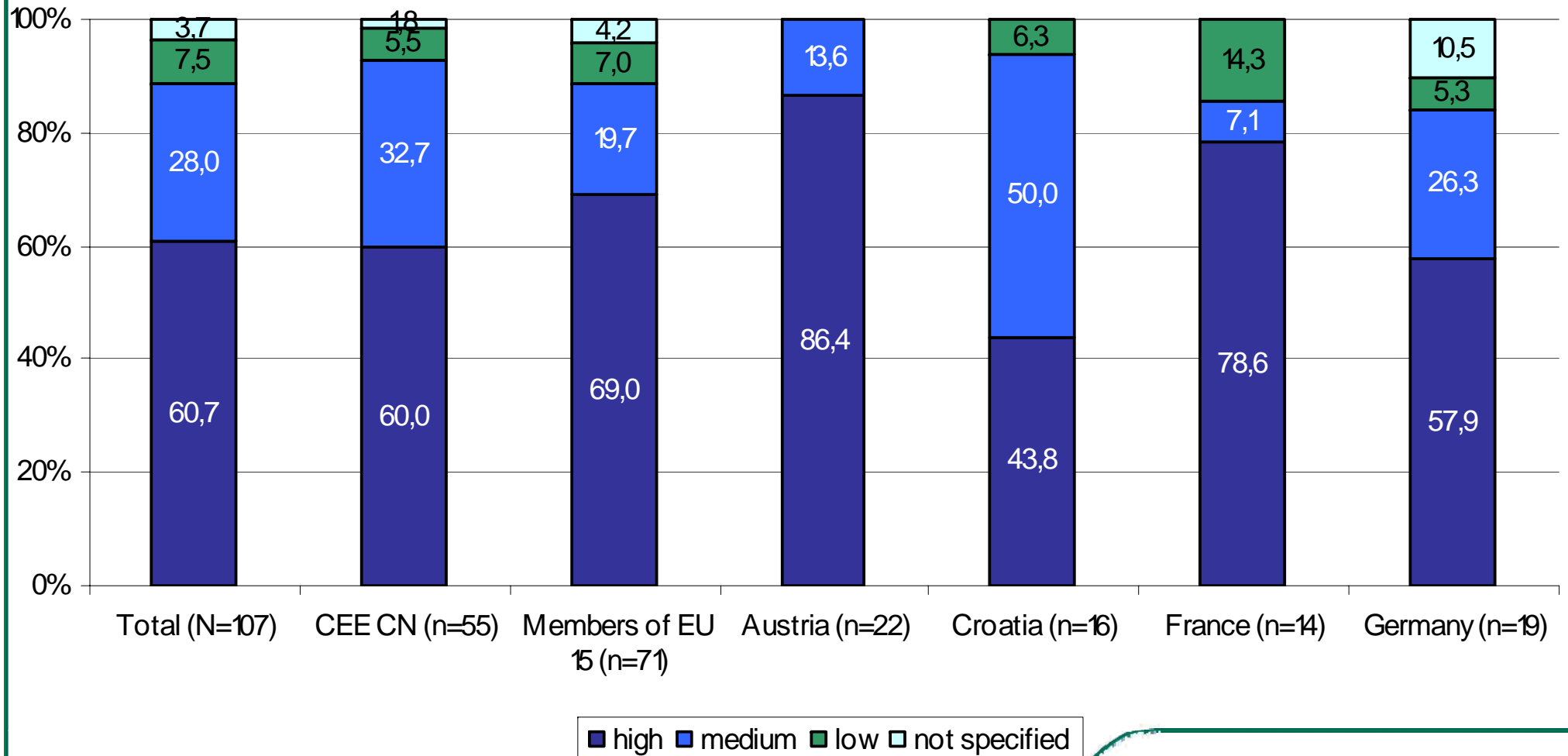
Organising/securing financing and funding (e.g. public subsidies, sponsoring) (by age of cluster)



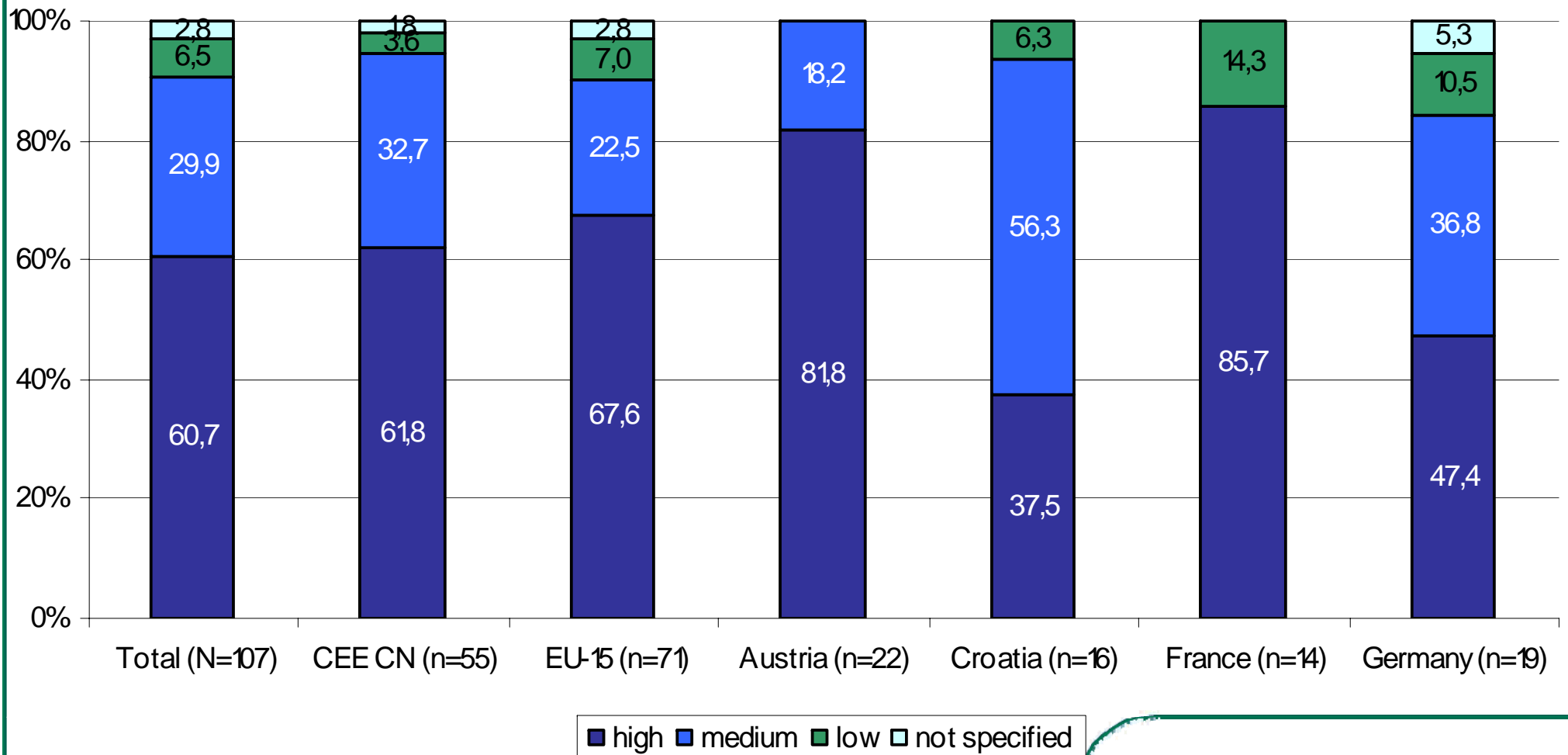
Identifying and integrating cluster members (companies, R&D facilities) (by age of cluster)



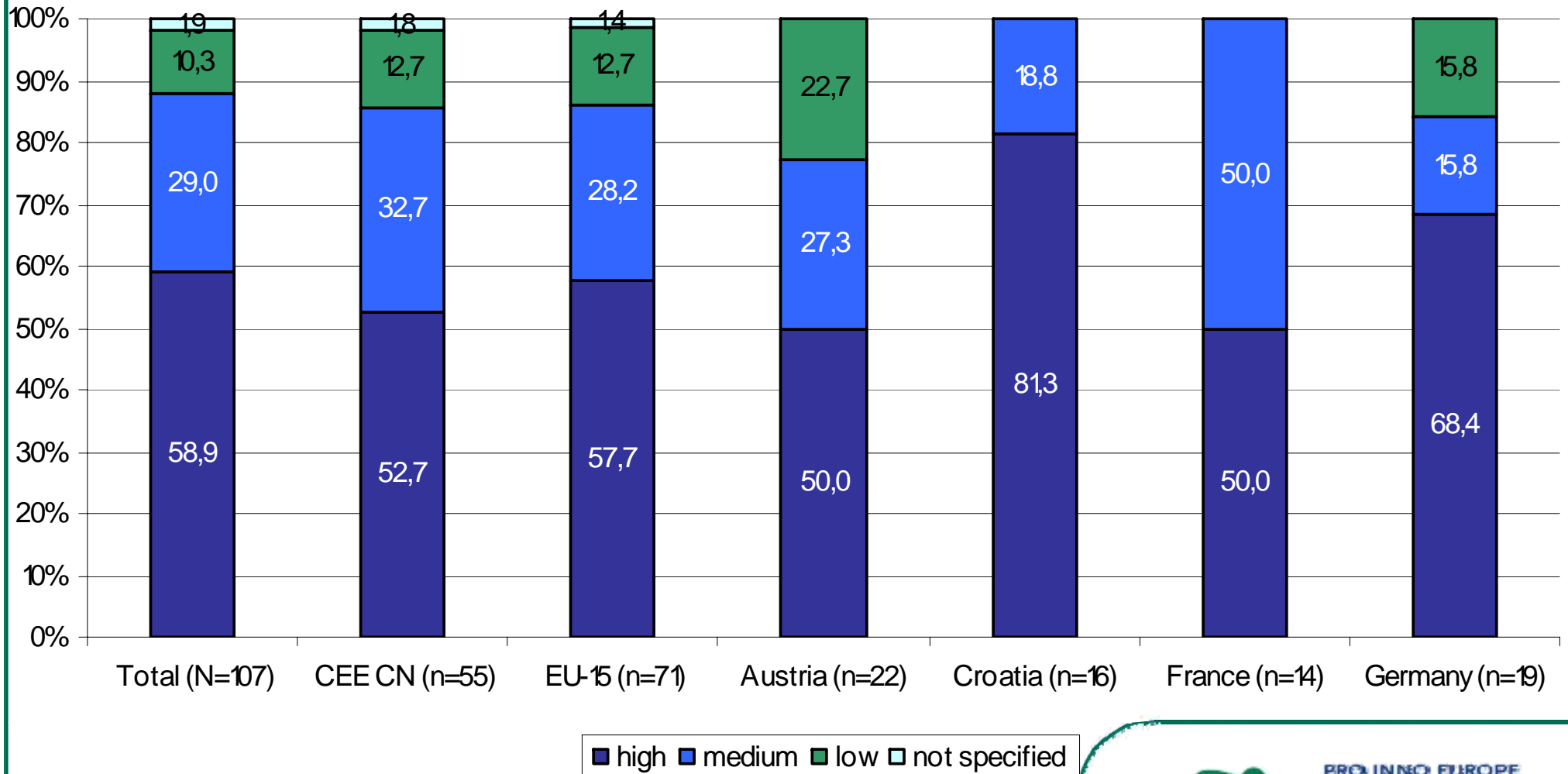
Initiation, development, supervision of co-operation projects of companies & R&D facilities (by country)



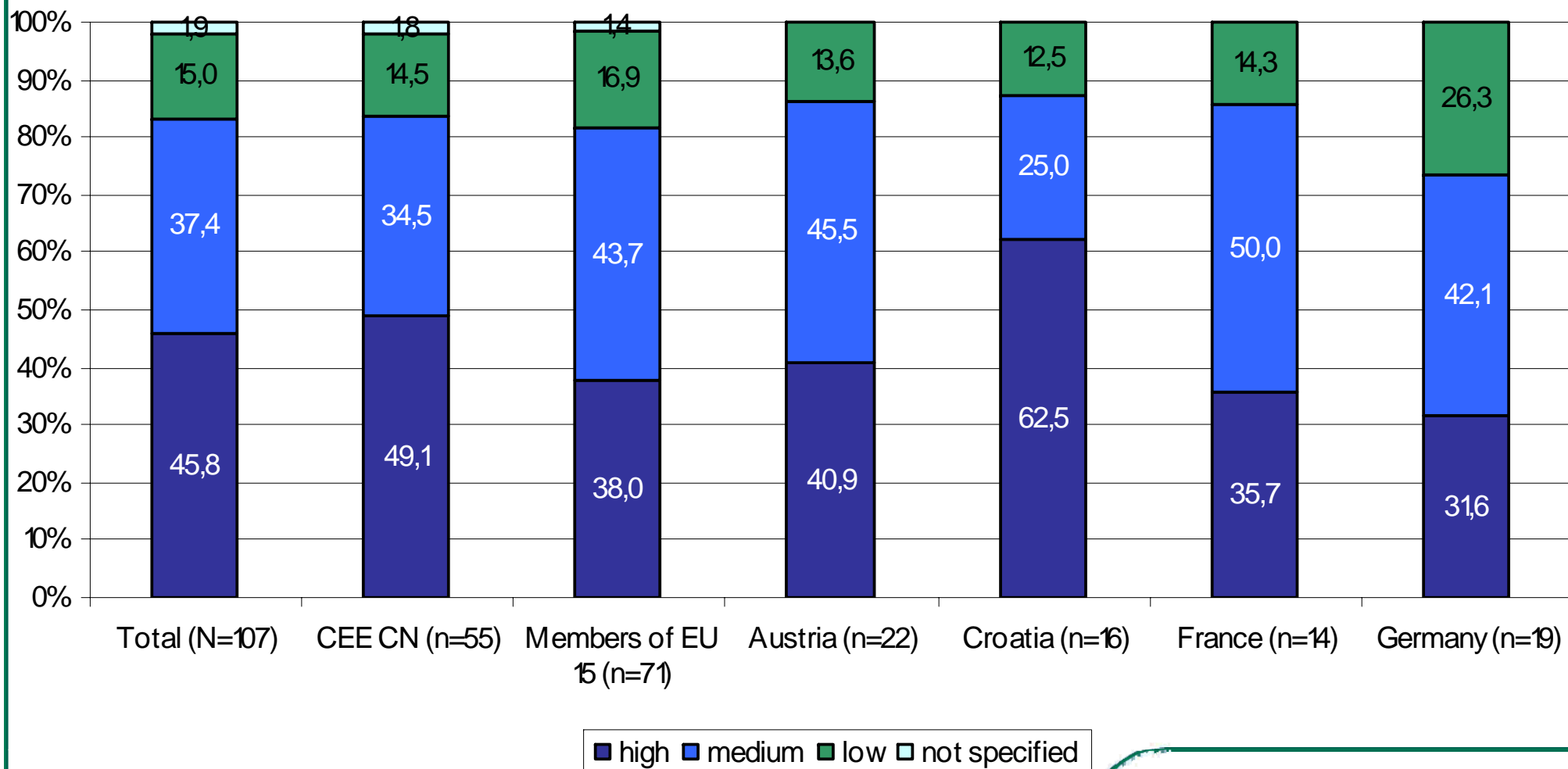
Stimulating innovation in the cluster (by country of cluster)



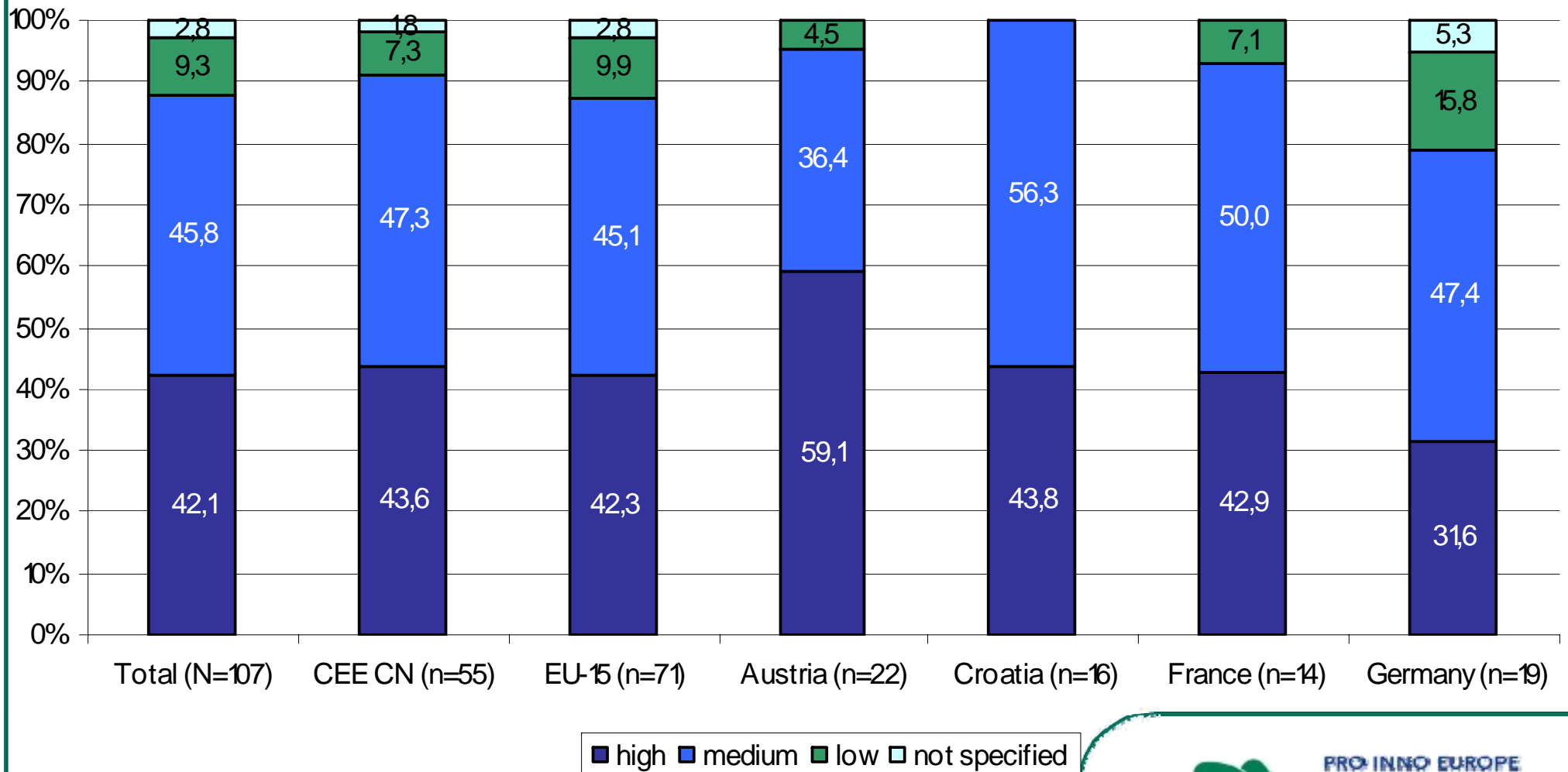
Organising/securing financing and funding (e.g. public subsidies, sponsoring) (by country)



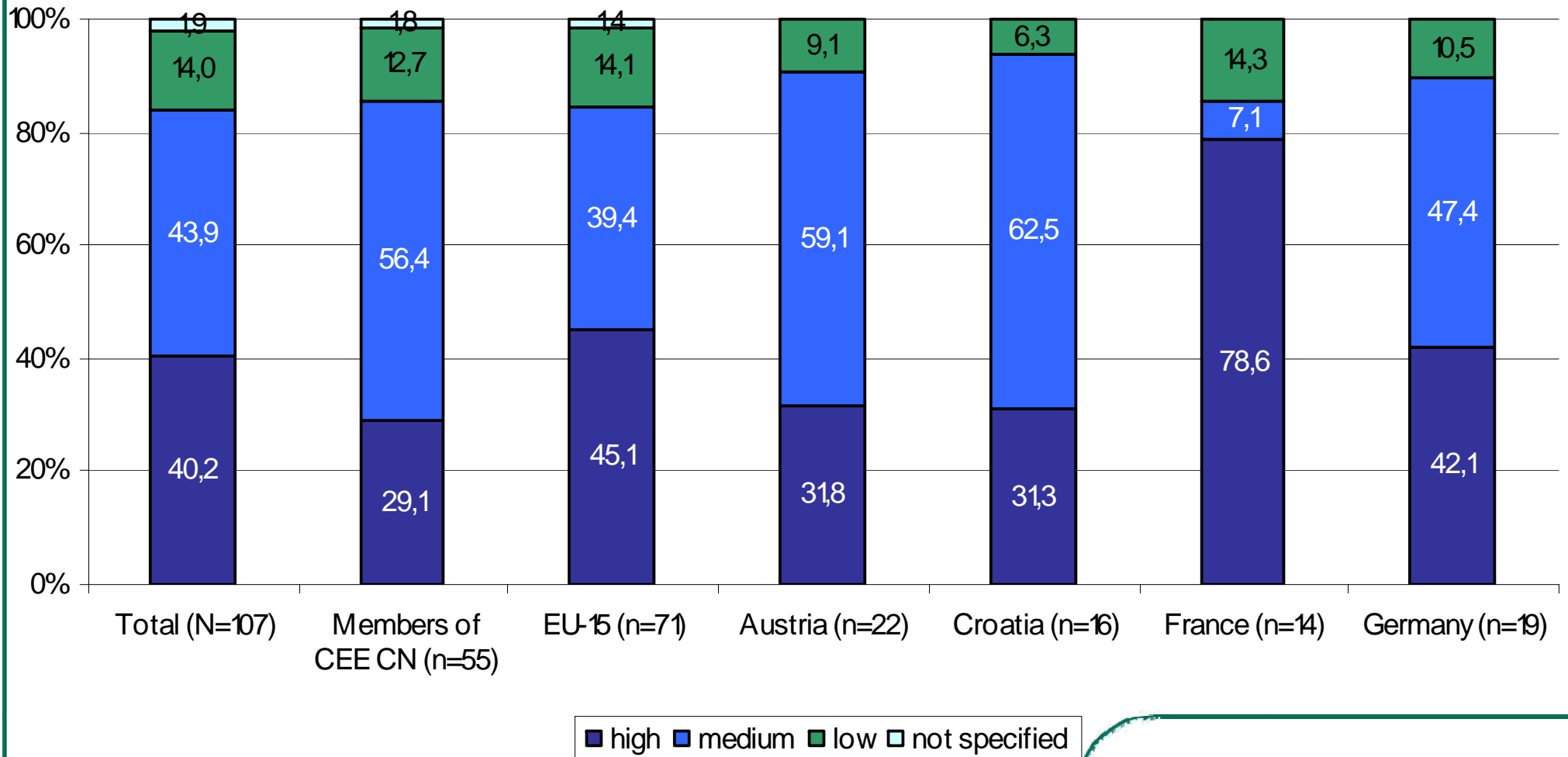
International co-operation with other cluster initiatives in Europe (by country)



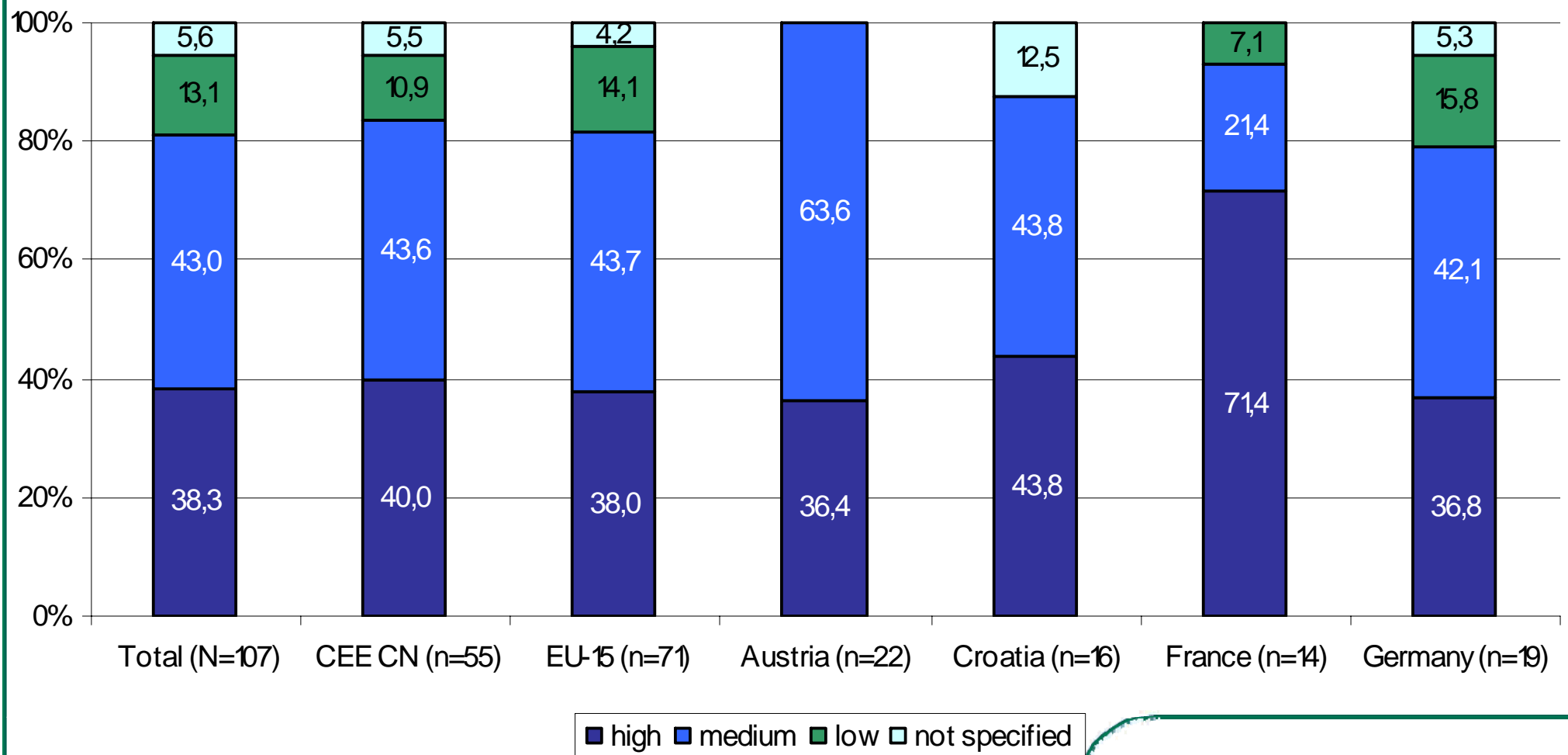
Organising training/qualification measures for cluster members (e.g. seminars) (by country)



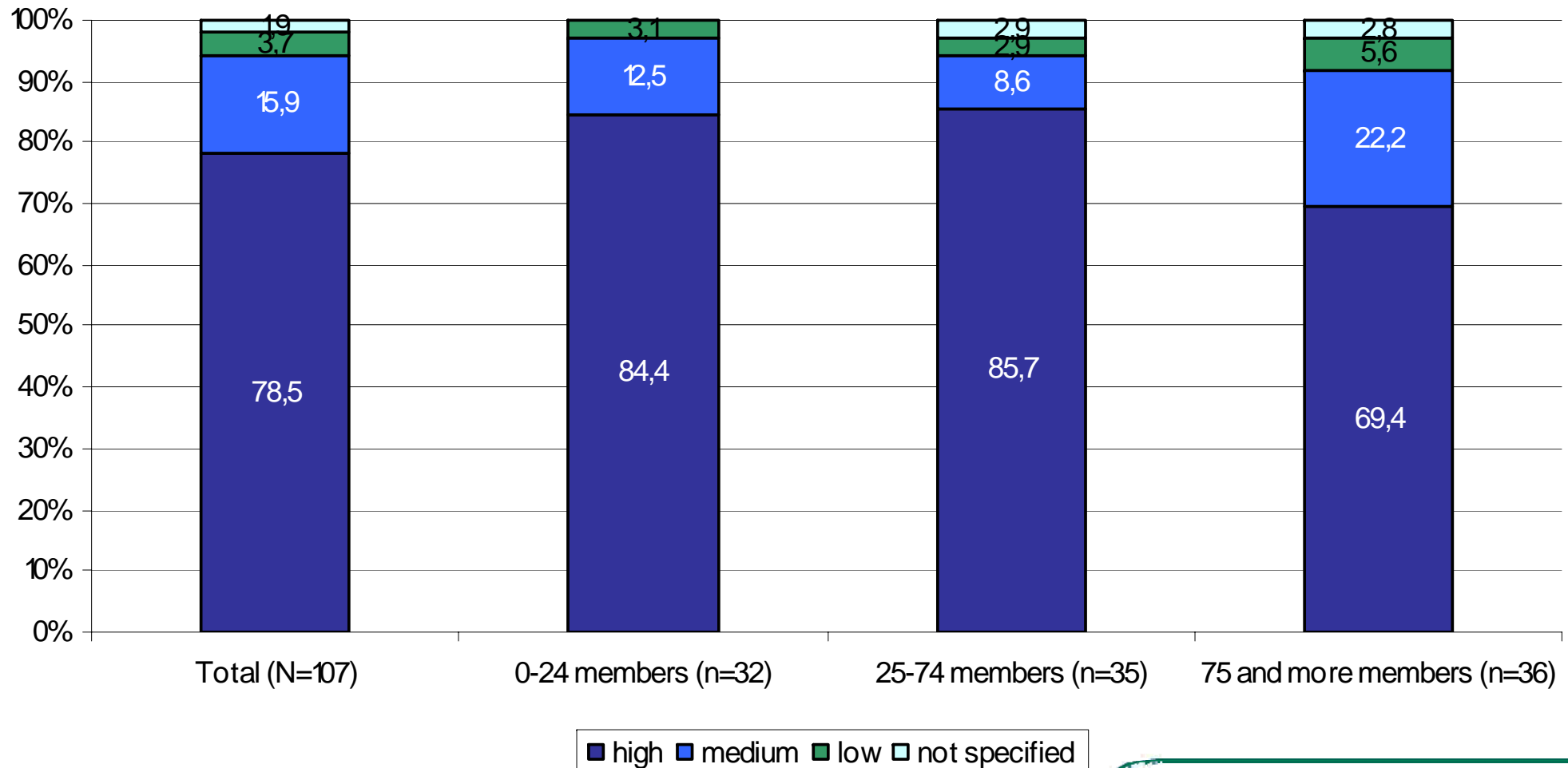
Mapping the areas of competence of my cluster members (by country)



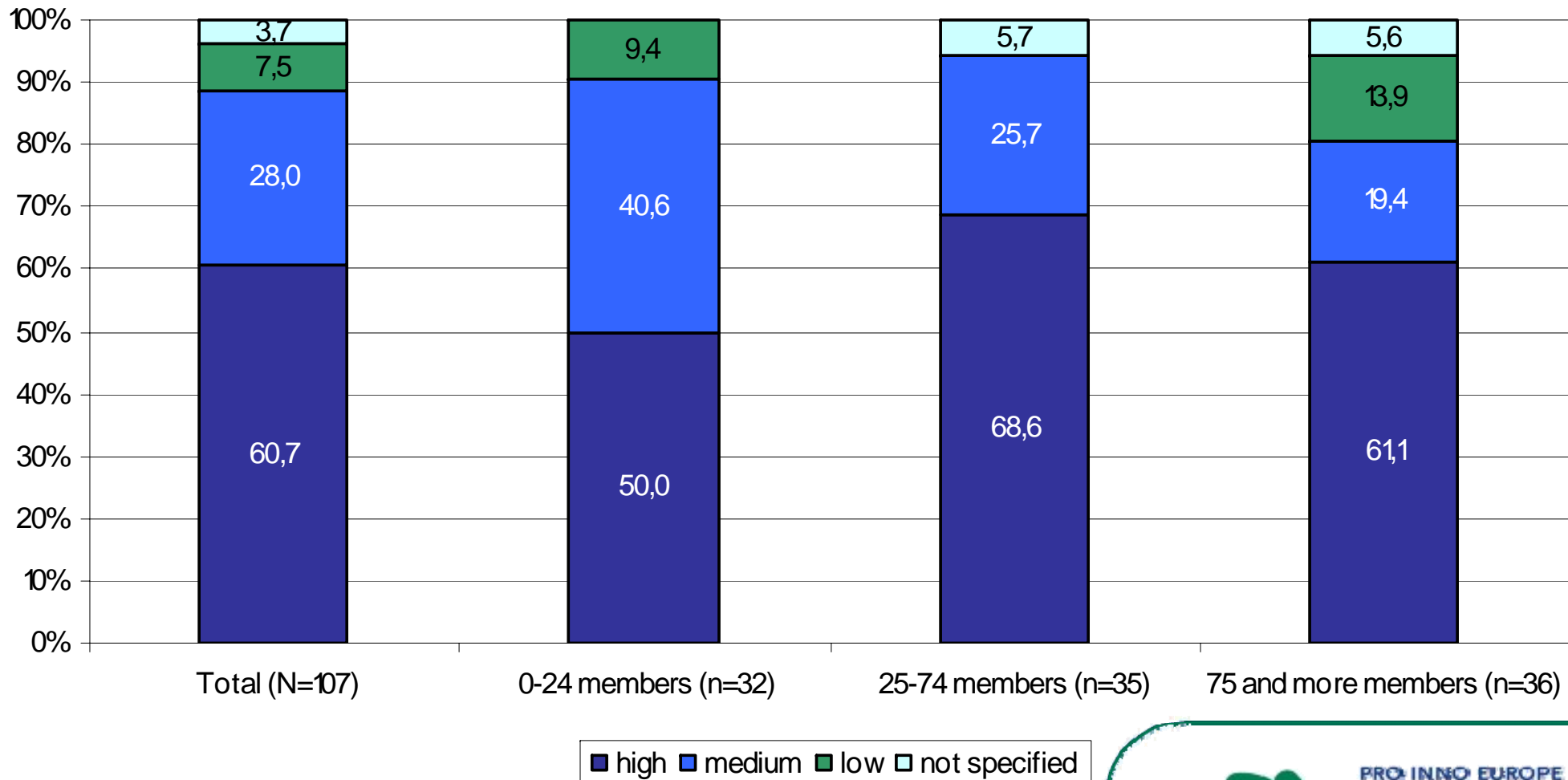
Providing cluster member databases with detailed contact information (by country)



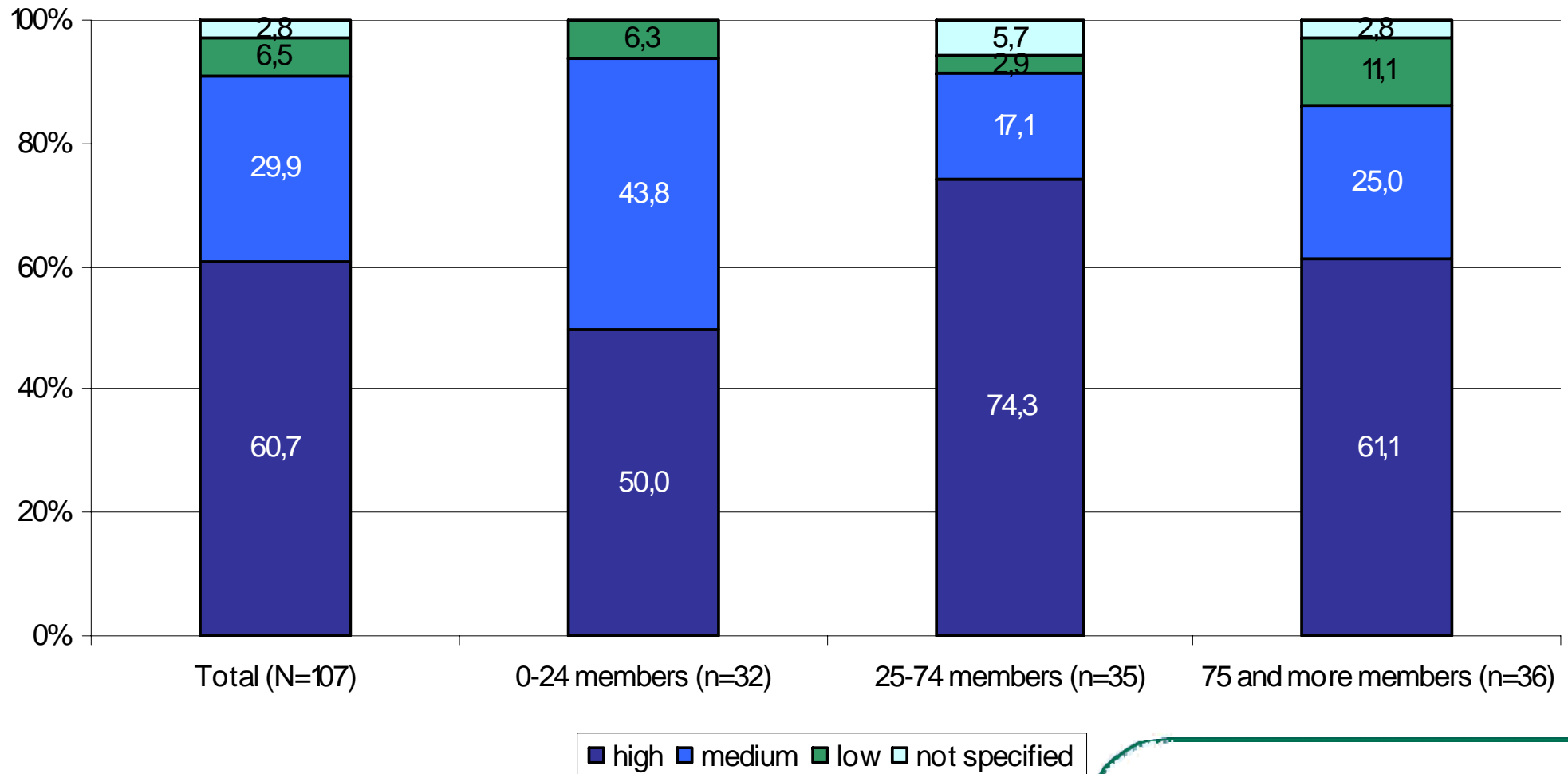
Identifying and integrating cluster members (companies, R&D facilities) (by size of cluster)



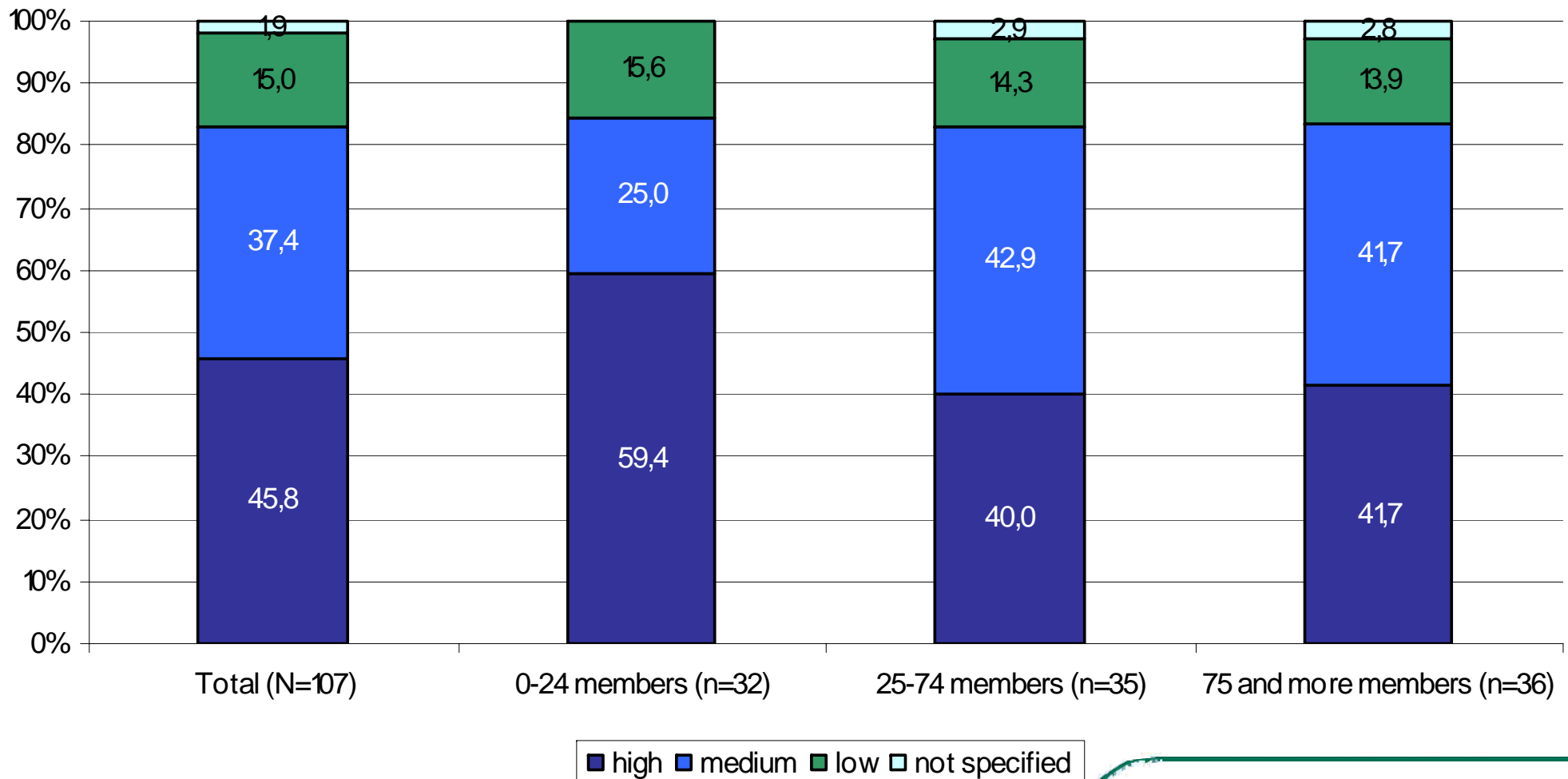
Initiation, development & supervision of co-operation projects of companies + R&D facilities (by size of cluster)



Stimulating innovation in the cluster (by size of cluster)



International co-operation with other cluster initiatives in Europe (by size of cluster)

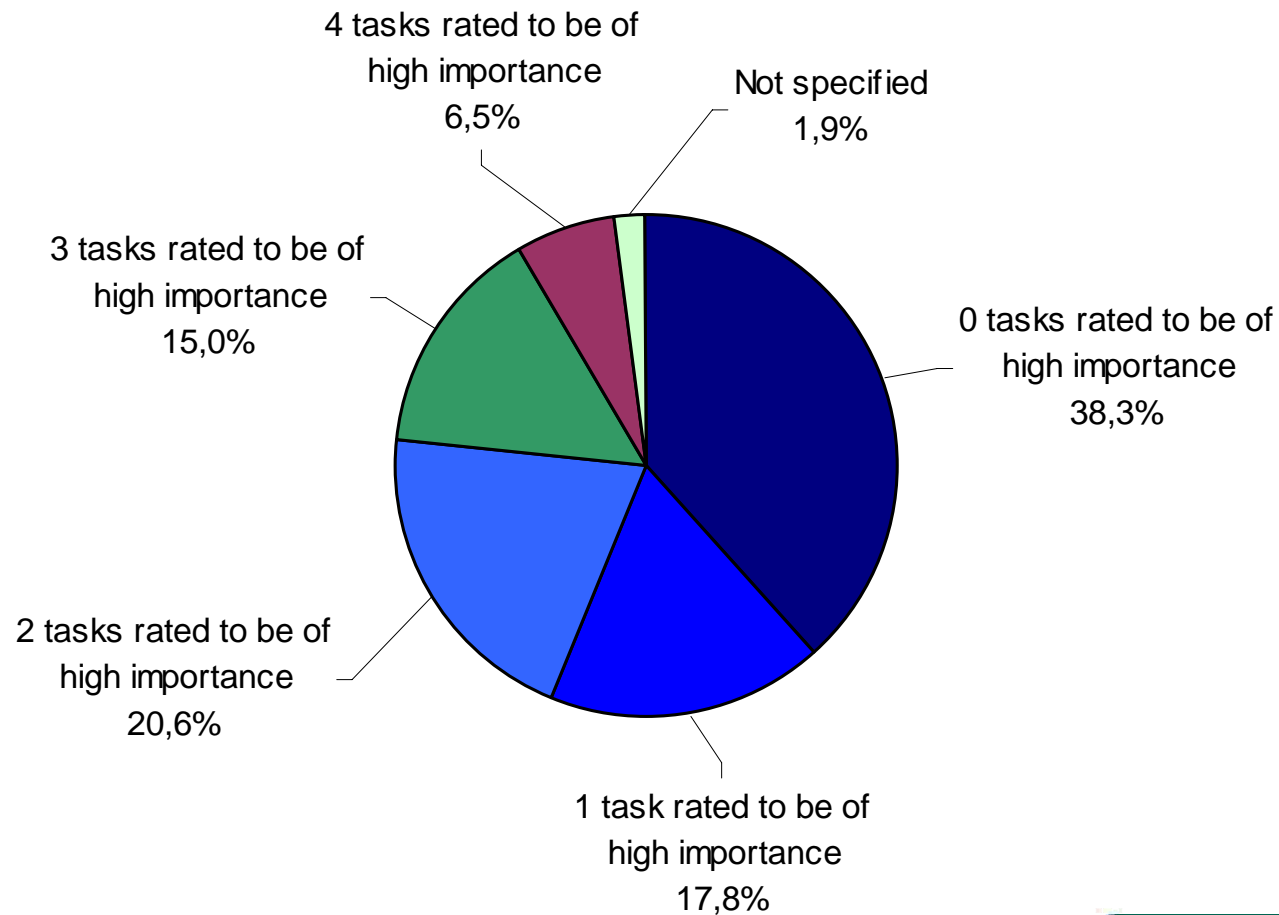


Importance of tasks and duties regarding internationalisation issues in the current position as a cluster manager (CM)

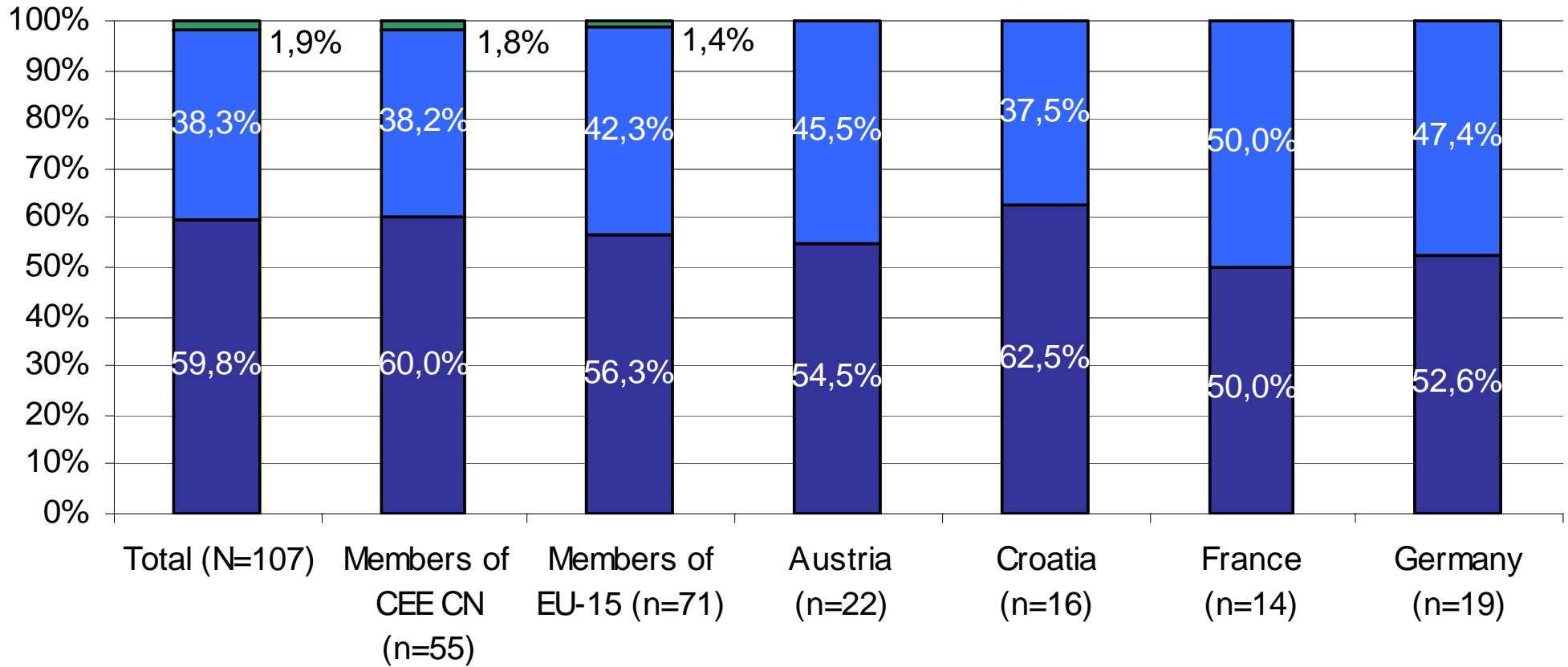
- How important are the following four issues of internationalisation?
 - Development and implementation of internationalisation strategy of the cluster
 - Initiation, development and supervision of international co-operation projects of cluster members
 - International co-operation with other cluster initiatives in Europe
 - International co-operation with other cluster initiatives overseas
- Response options: high-medium-low
- How many tasks of these internationalisation issues are rated to be high of importance by CM?



Tasks and duties important in the current position as a CM: issues of internationalisation



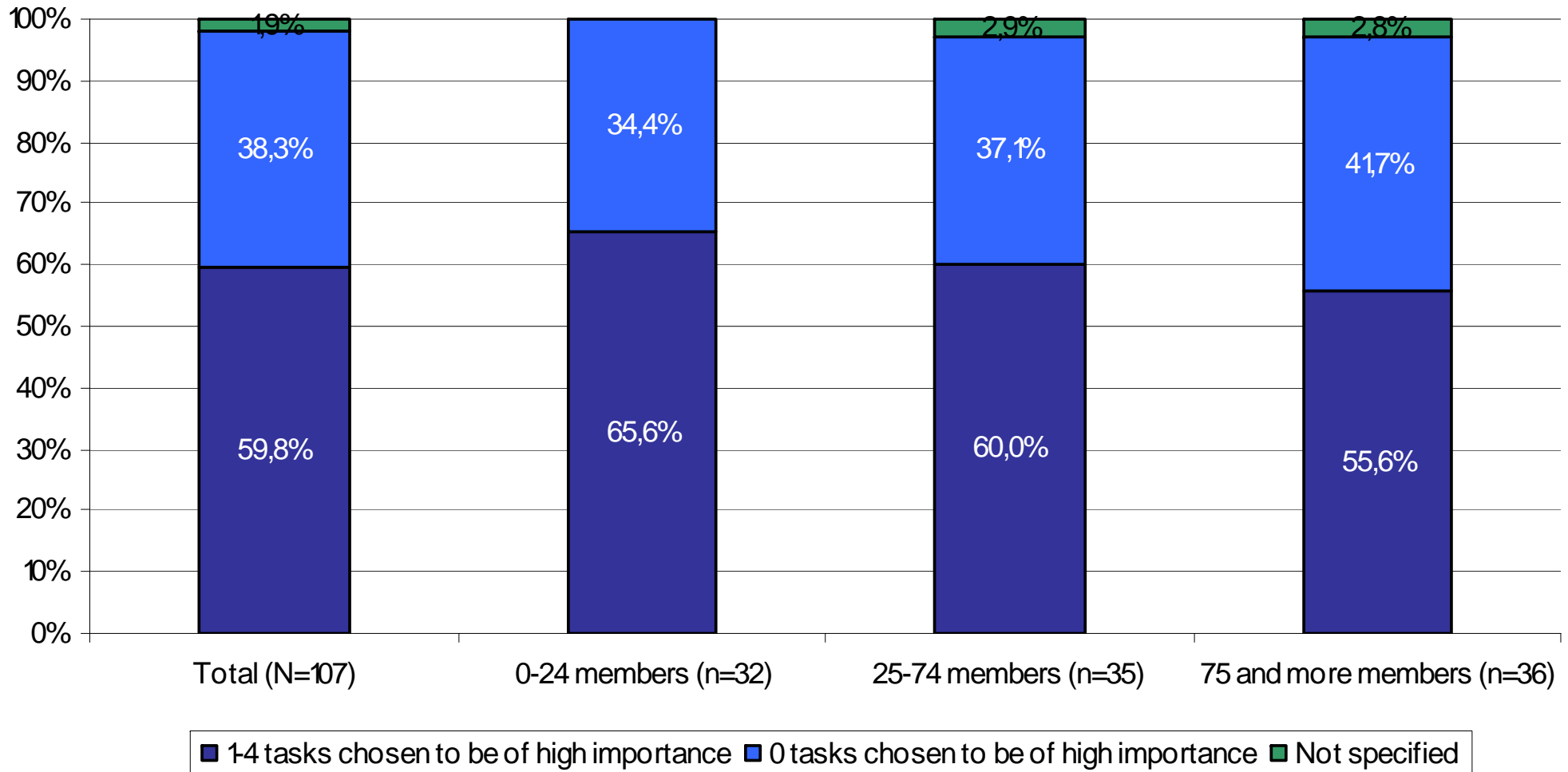
Tasks and duties important in the current position as a CM: issues of internationalisation (by country of cluster)



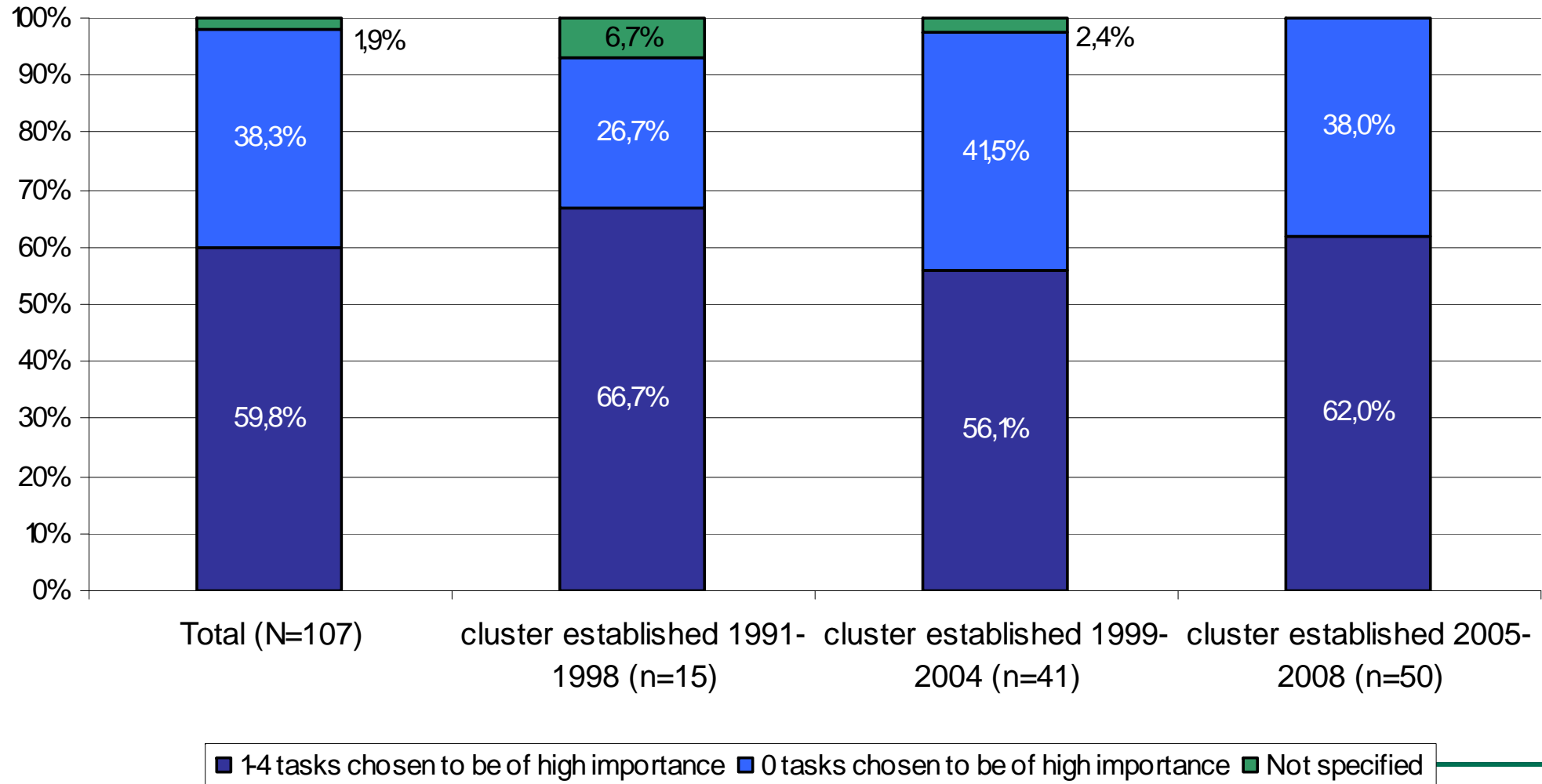
■ 1-4 tasks chosen to be of high importance
 ■ 0 tasks chosen to be of high importance
 ■ Not specified



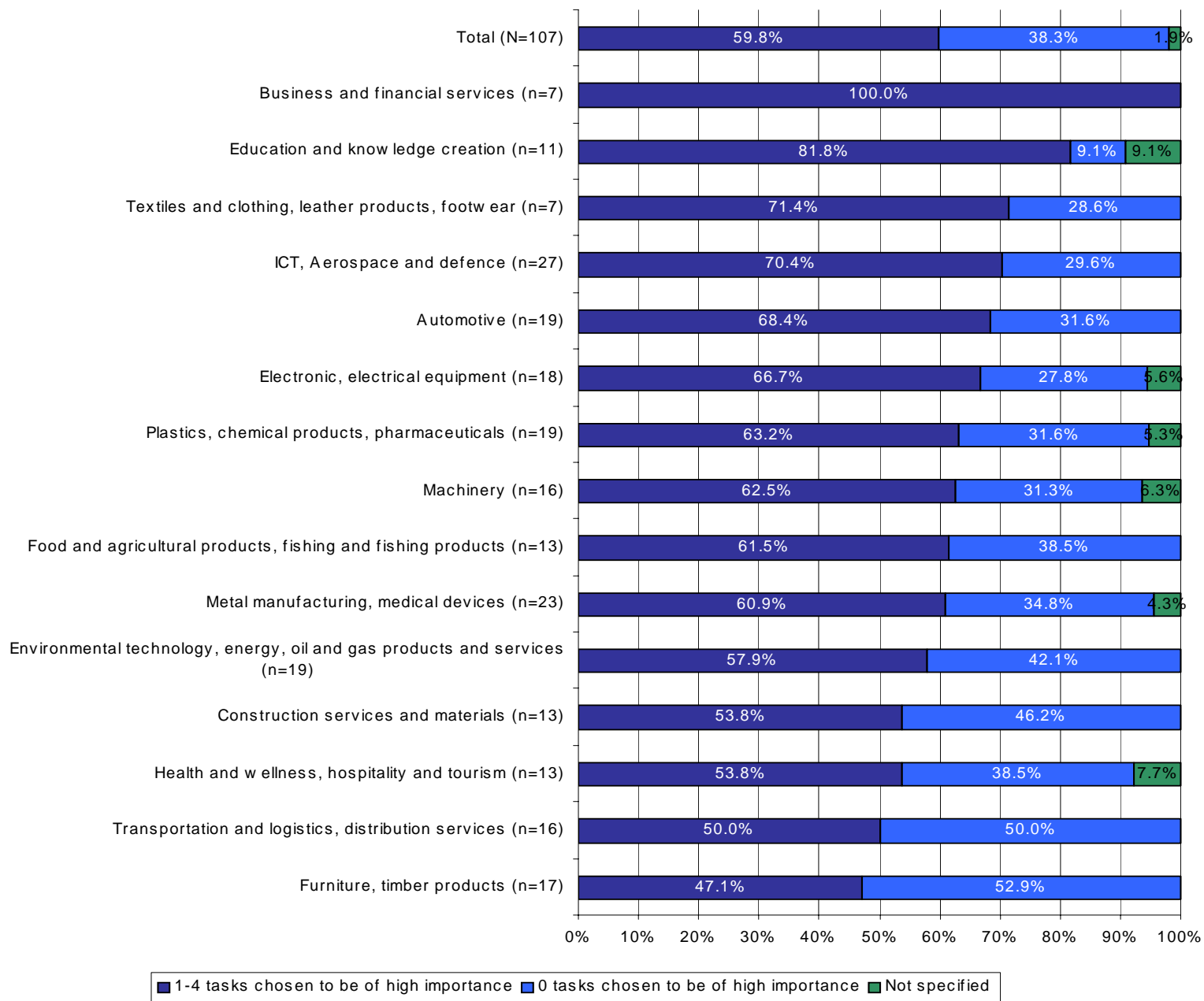
Tasks and duties important in the current position as a CM: issues of internationalisation (by size of cluster)



Tasks and duties important in the current position as a CM: issues of internationalisation (by age of cluster)



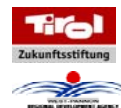
Tasks and duties important in the current position as a CM: issues of internationalisation (by sector)



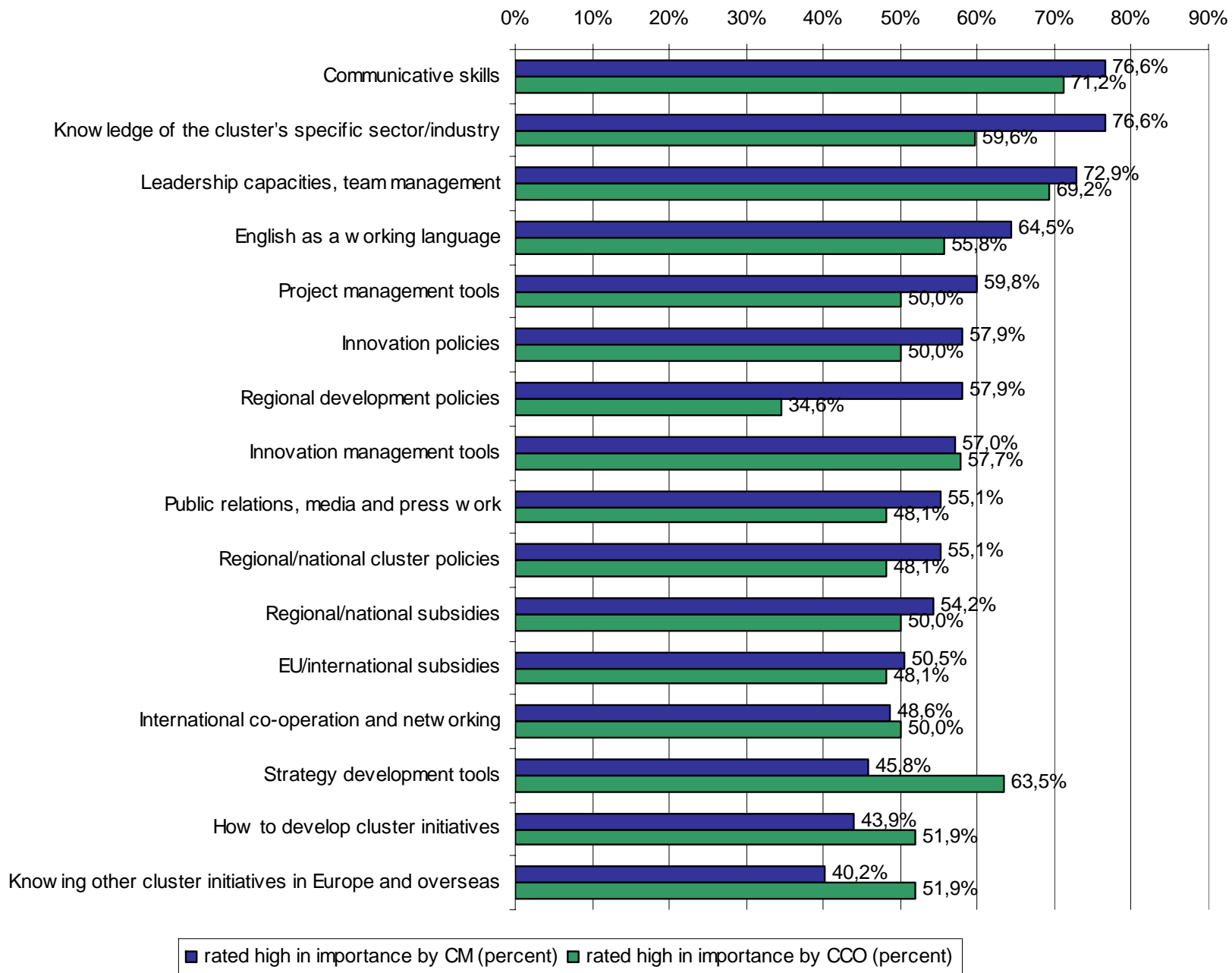
Profiles of cluster managers

Question:

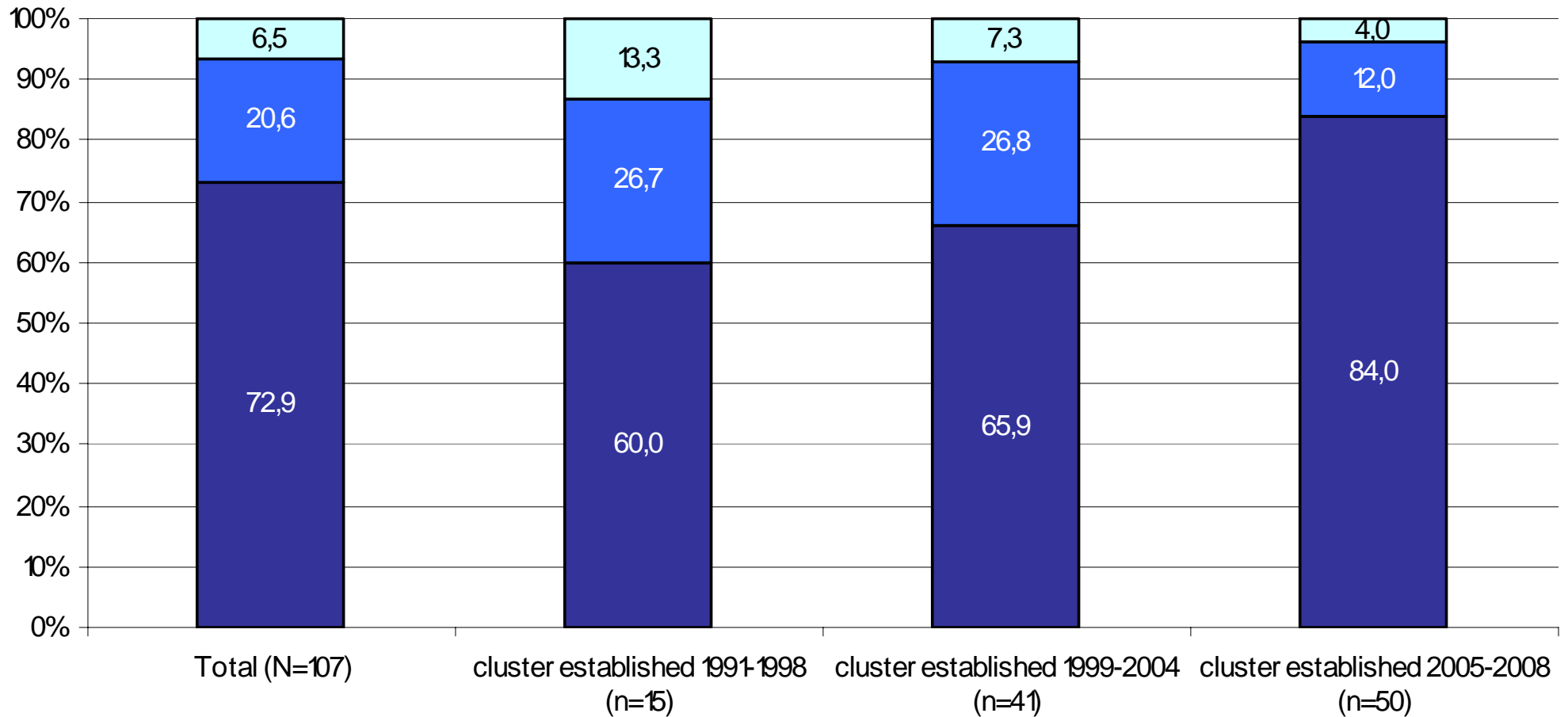
- **Cluster Managers (CM):** How important are the following **skills** and areas of competence for your work?
- **Cluster coordinating Organisations (CCO):** How important are the following **skills** and areas of competence for the work of your cluster managers and their teams?



Skills and areas of competence important for the work of cluster managers (and their teams)



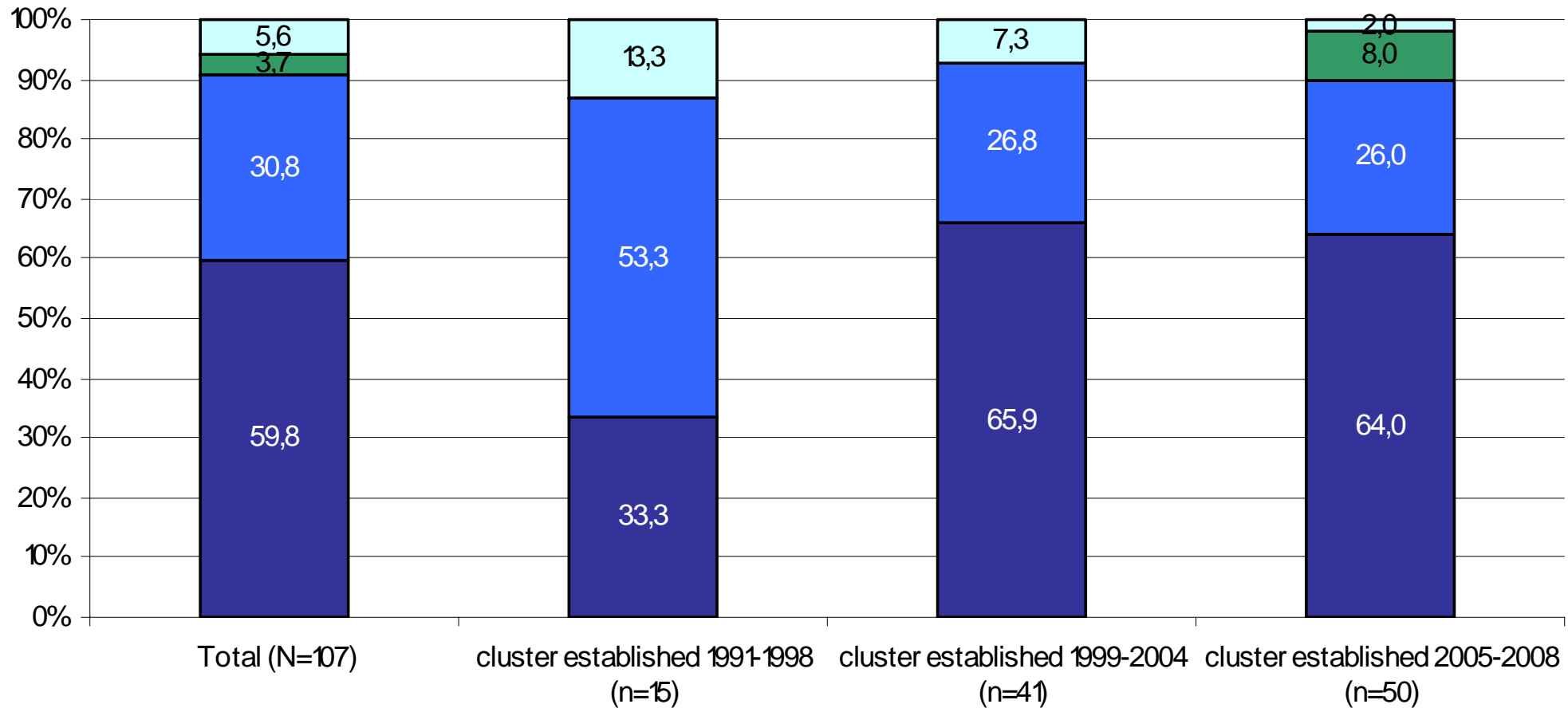
Leadership capacities, team management (importance by age of cluster)



■ high ■ medium ■ low □ not specified



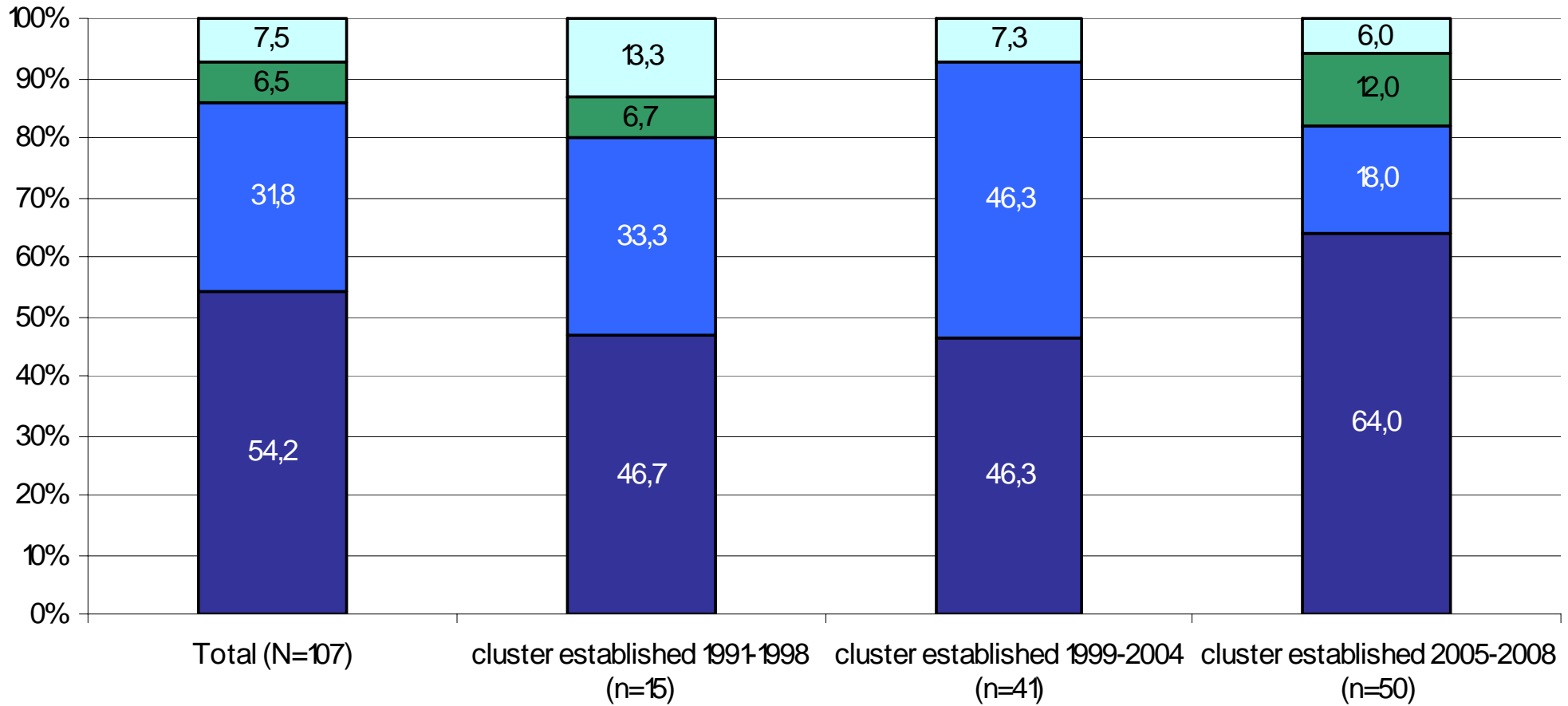
Project management tools (importance by age of cluster)



■ high ■ medium ■ low □ not specified



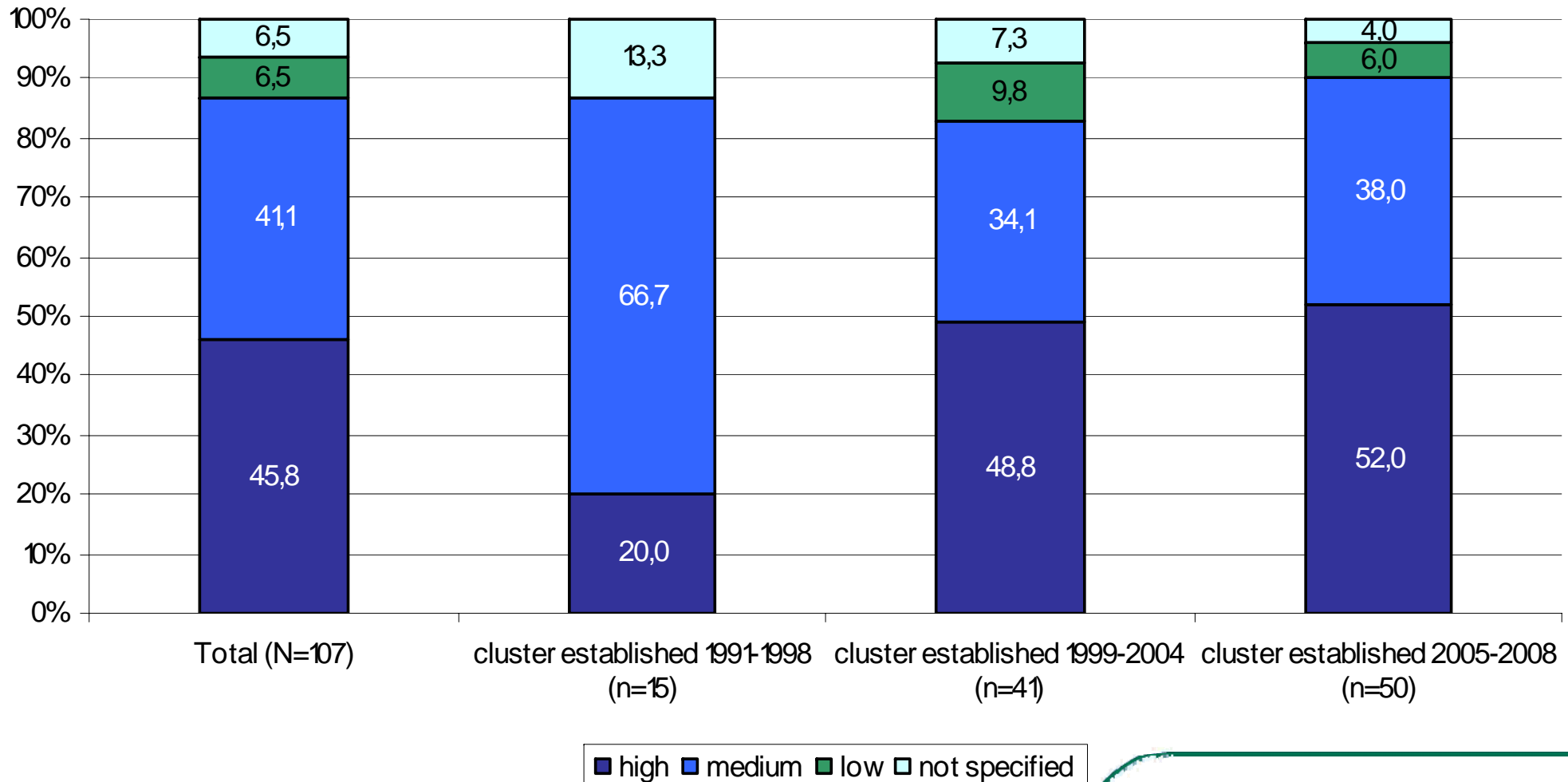
Regional/national subsidies (importance by age of cluster)



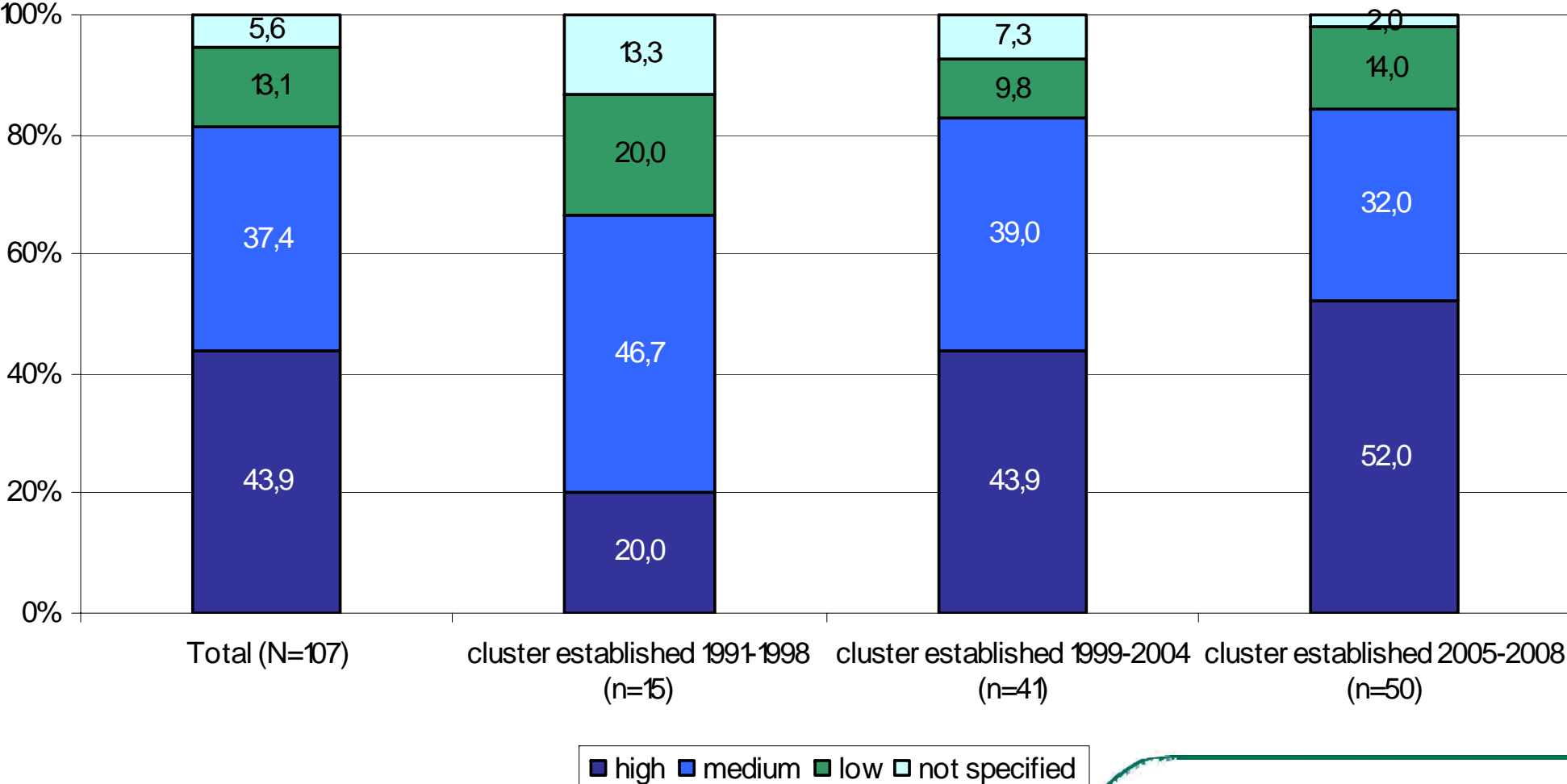
■ high ■ medium ■ low □ not specified



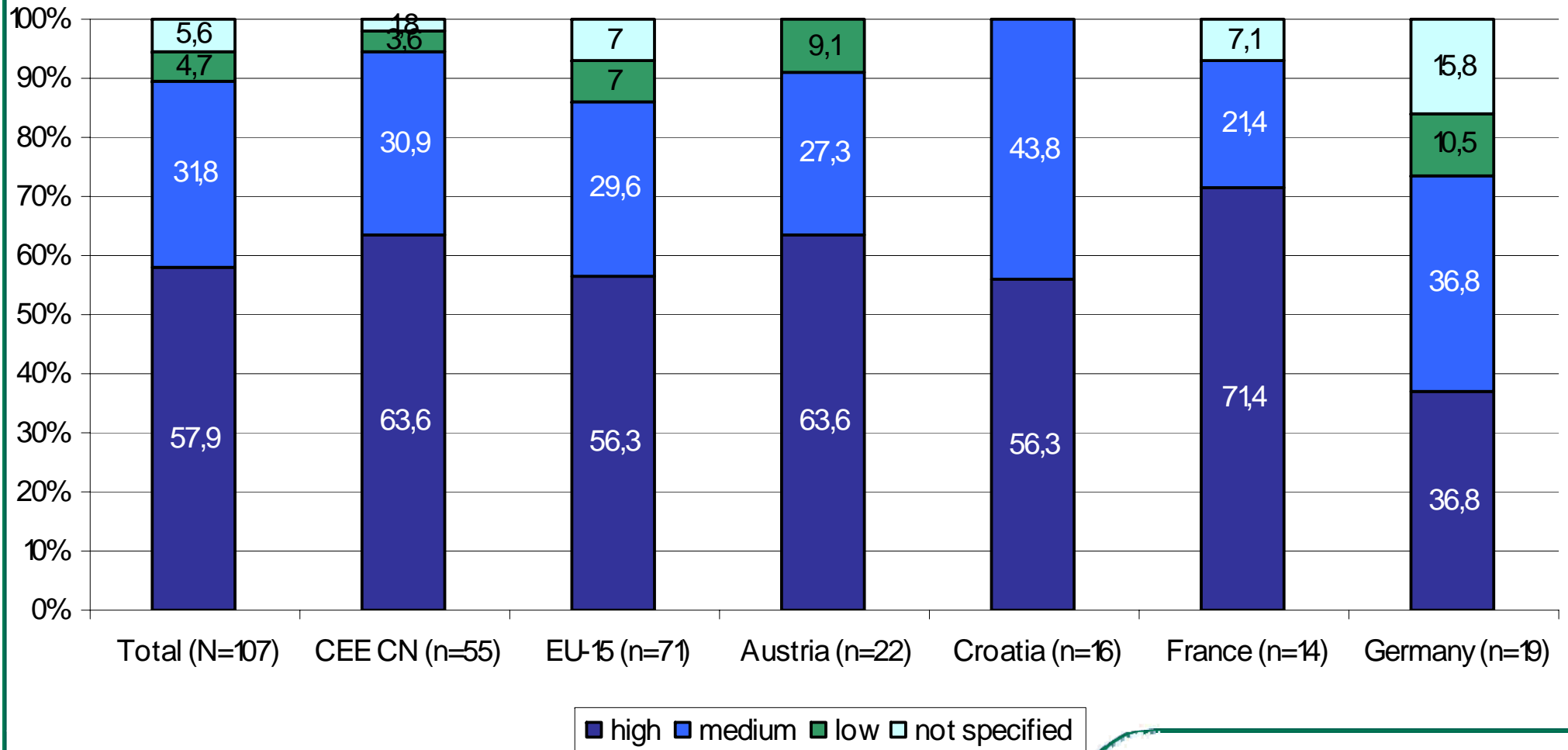
Strategy development tools (e.g. SWOT analysis) (importance by age of cluster)



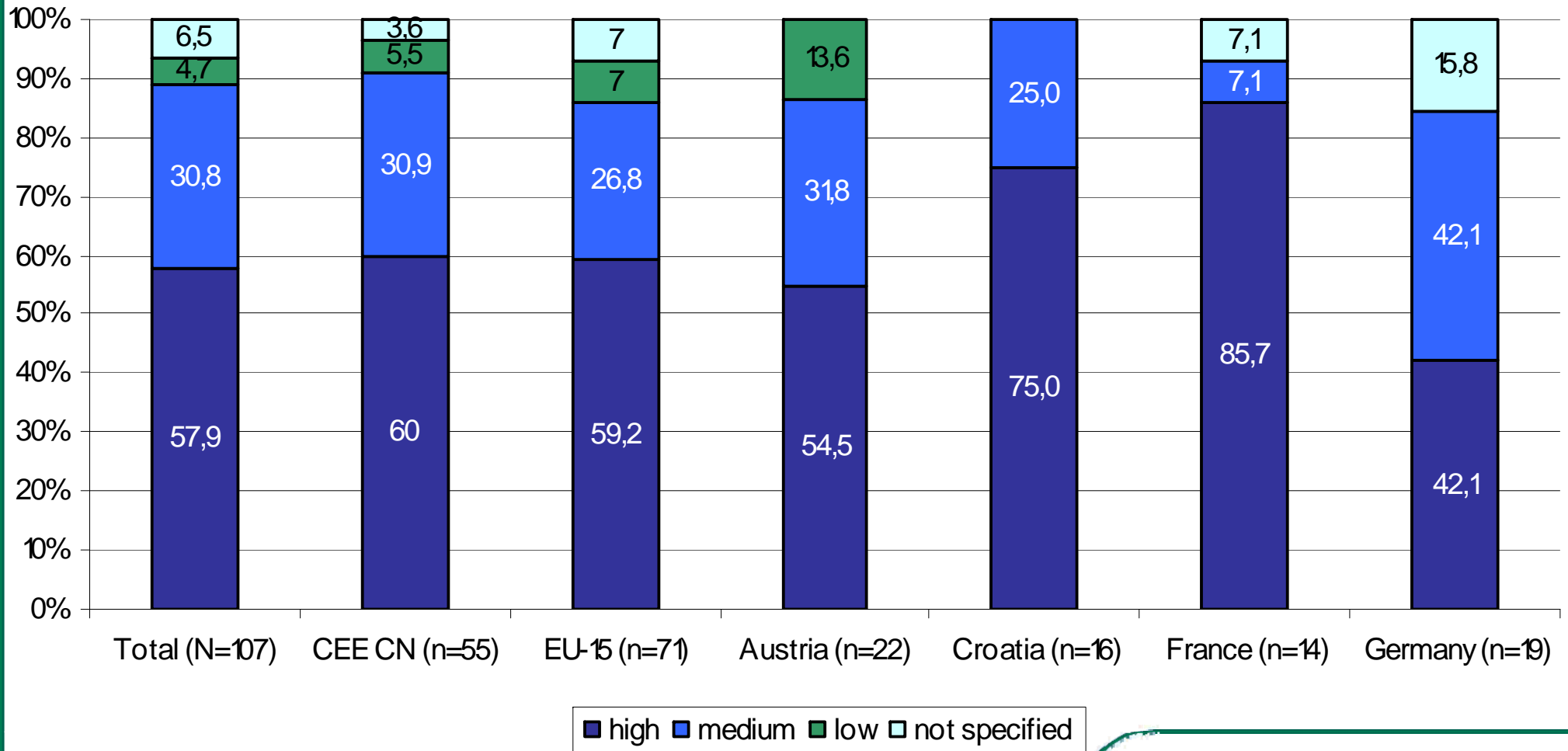
How to develop cluster initiatives (importance by age of cluster)



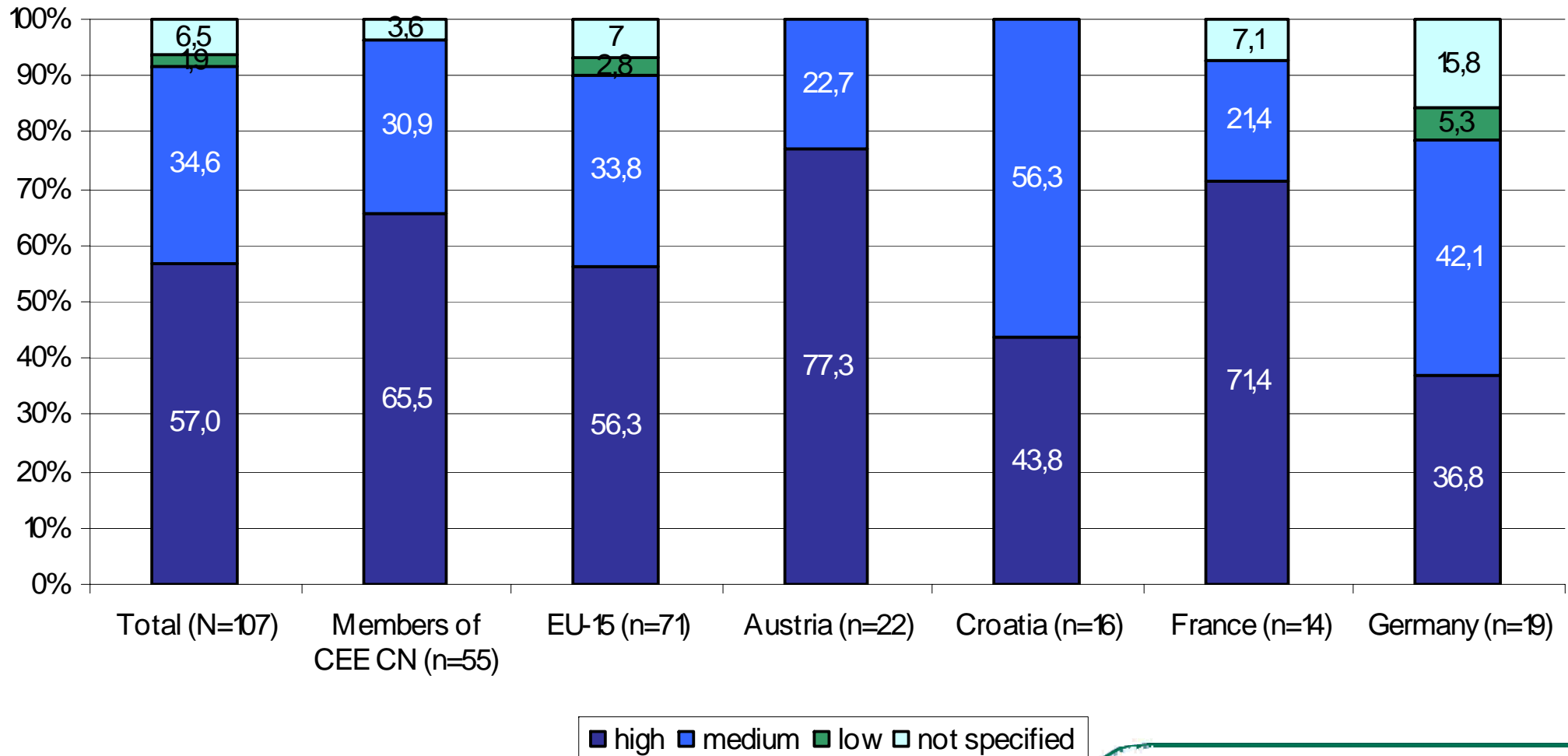
Innovation policies (importance by country of cluster)



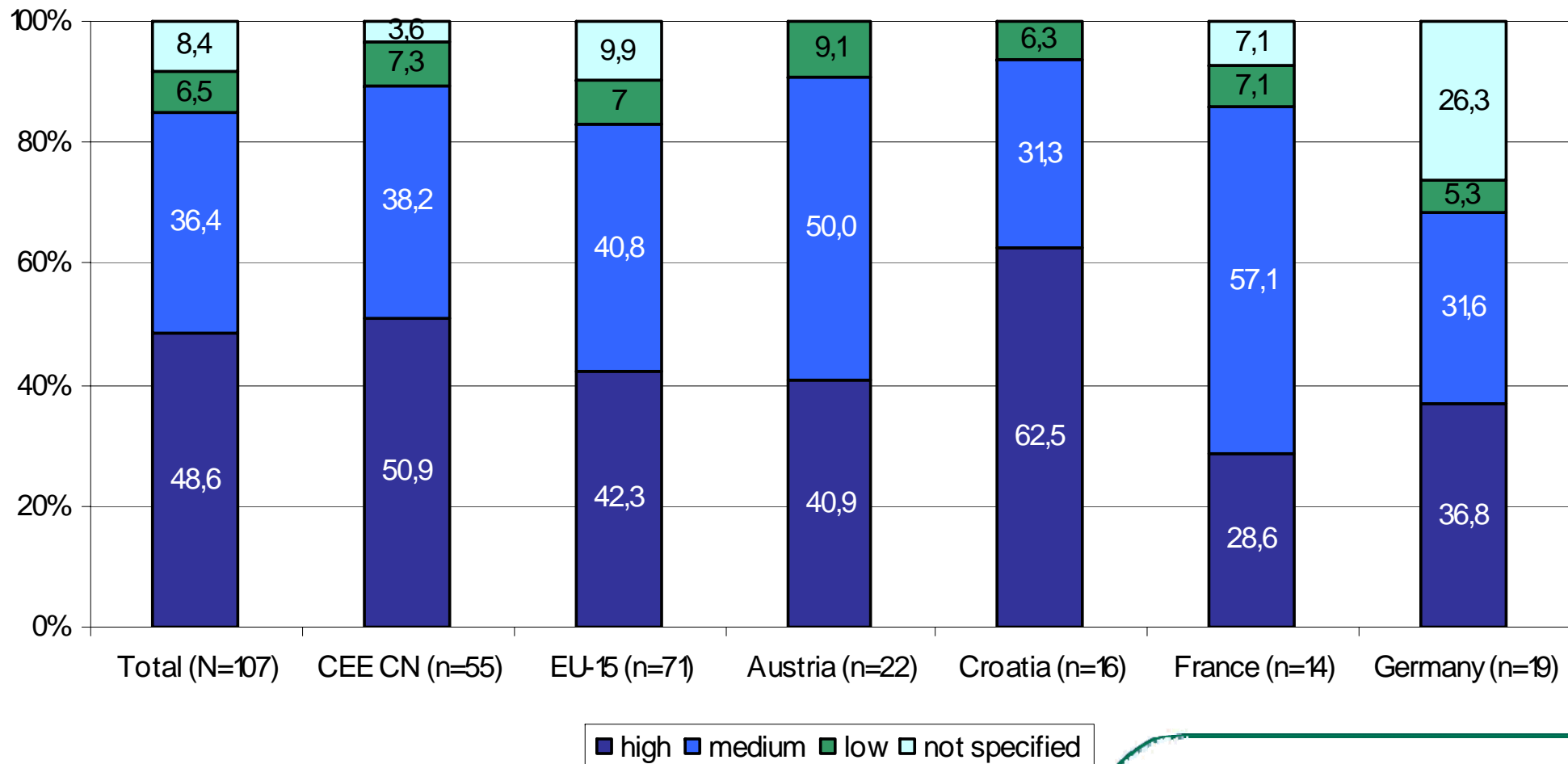
Regional development policies (importance by country of cluster)



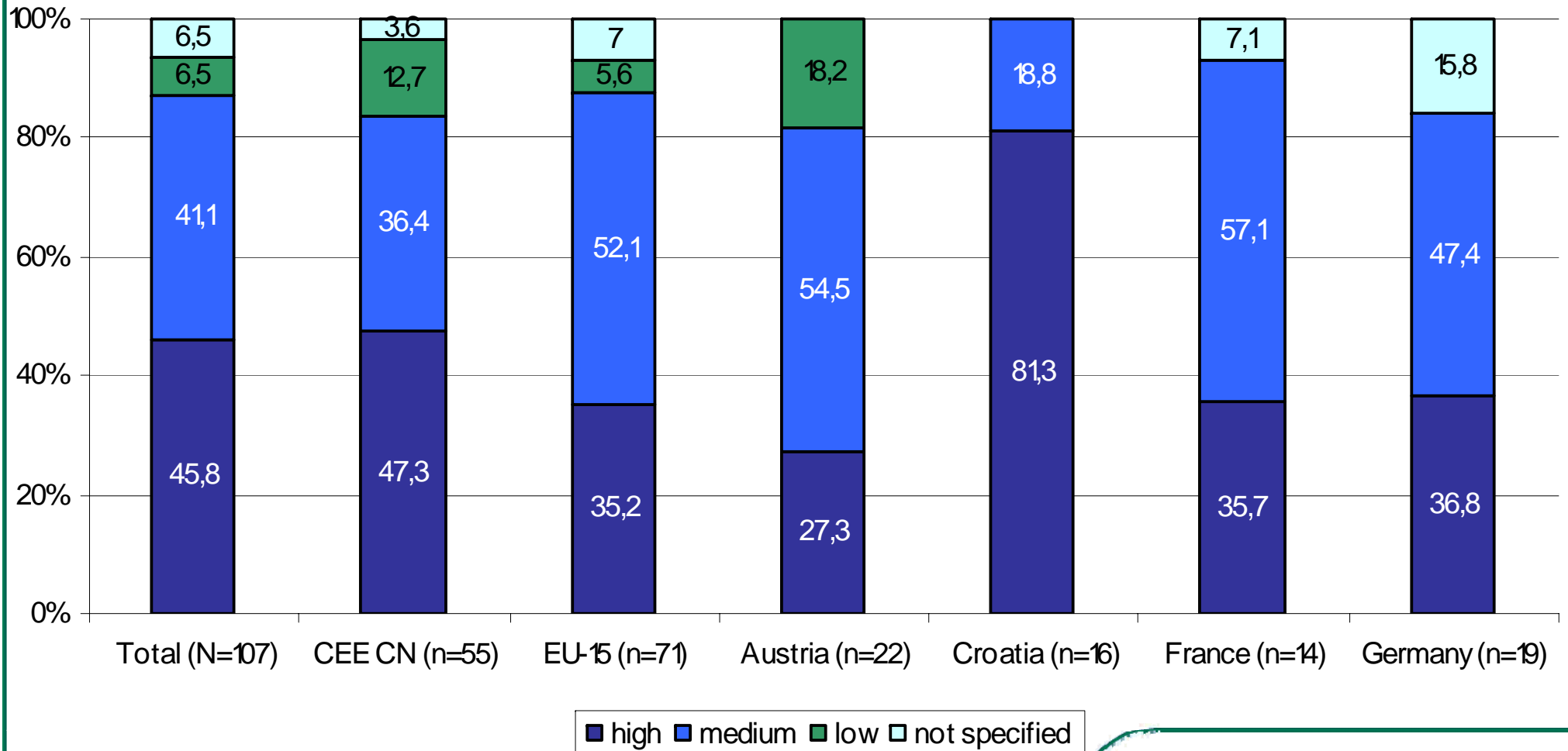
Innovation management tools (importance by country of cluster)



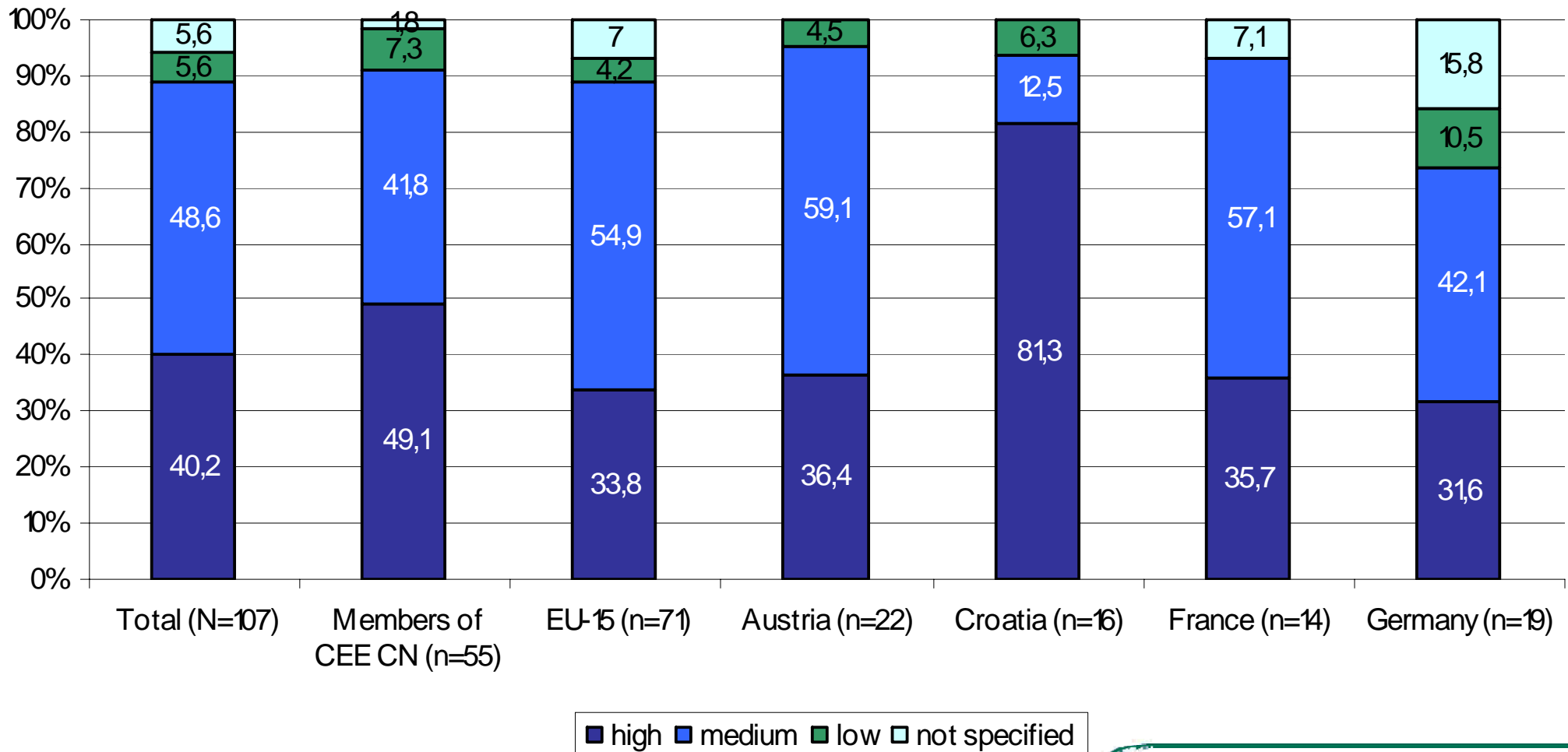
International co-operation and networking (importance by country of cluster)



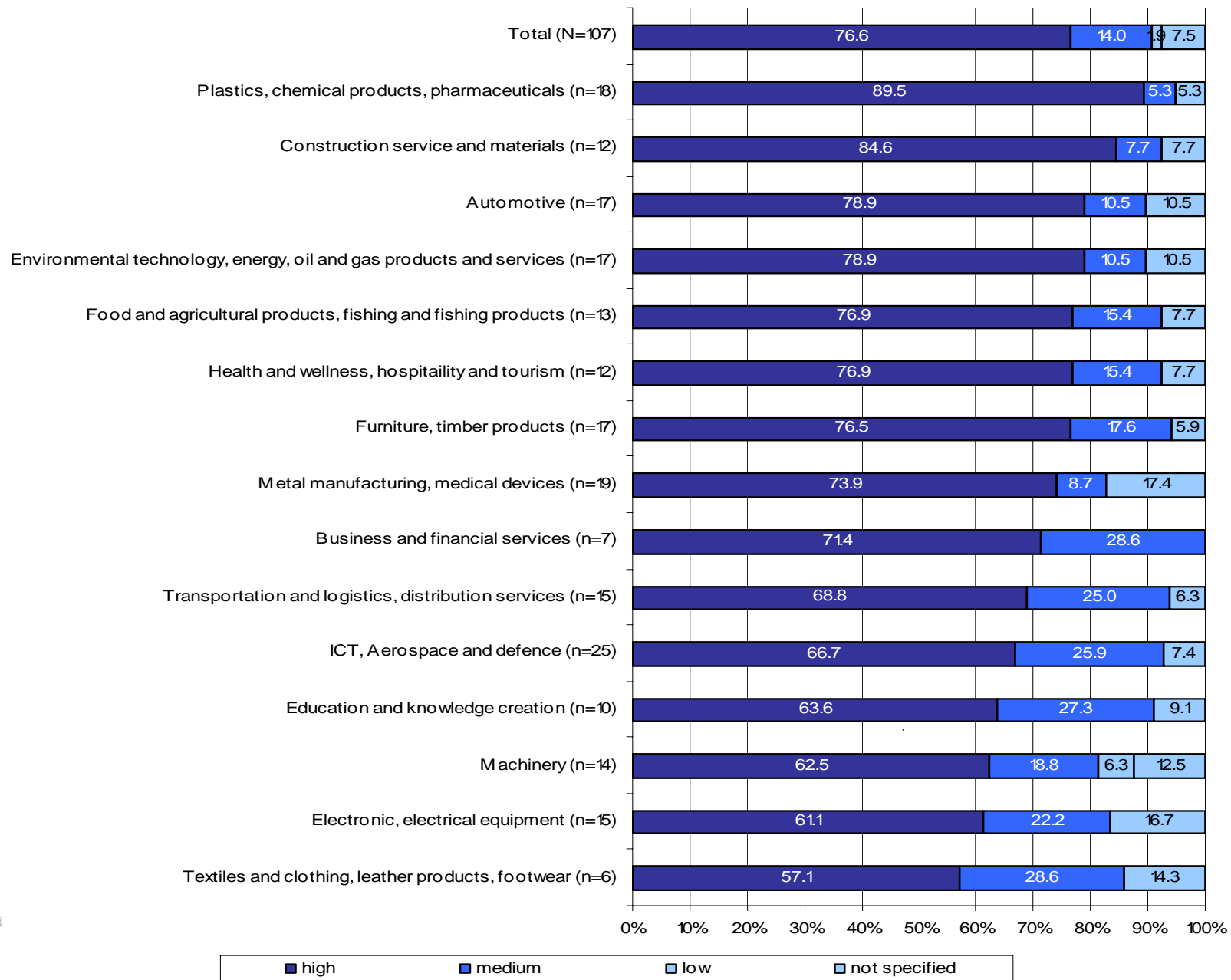
Strategy development tools (e.g. SWOT analysis) (importance by country of cluster)



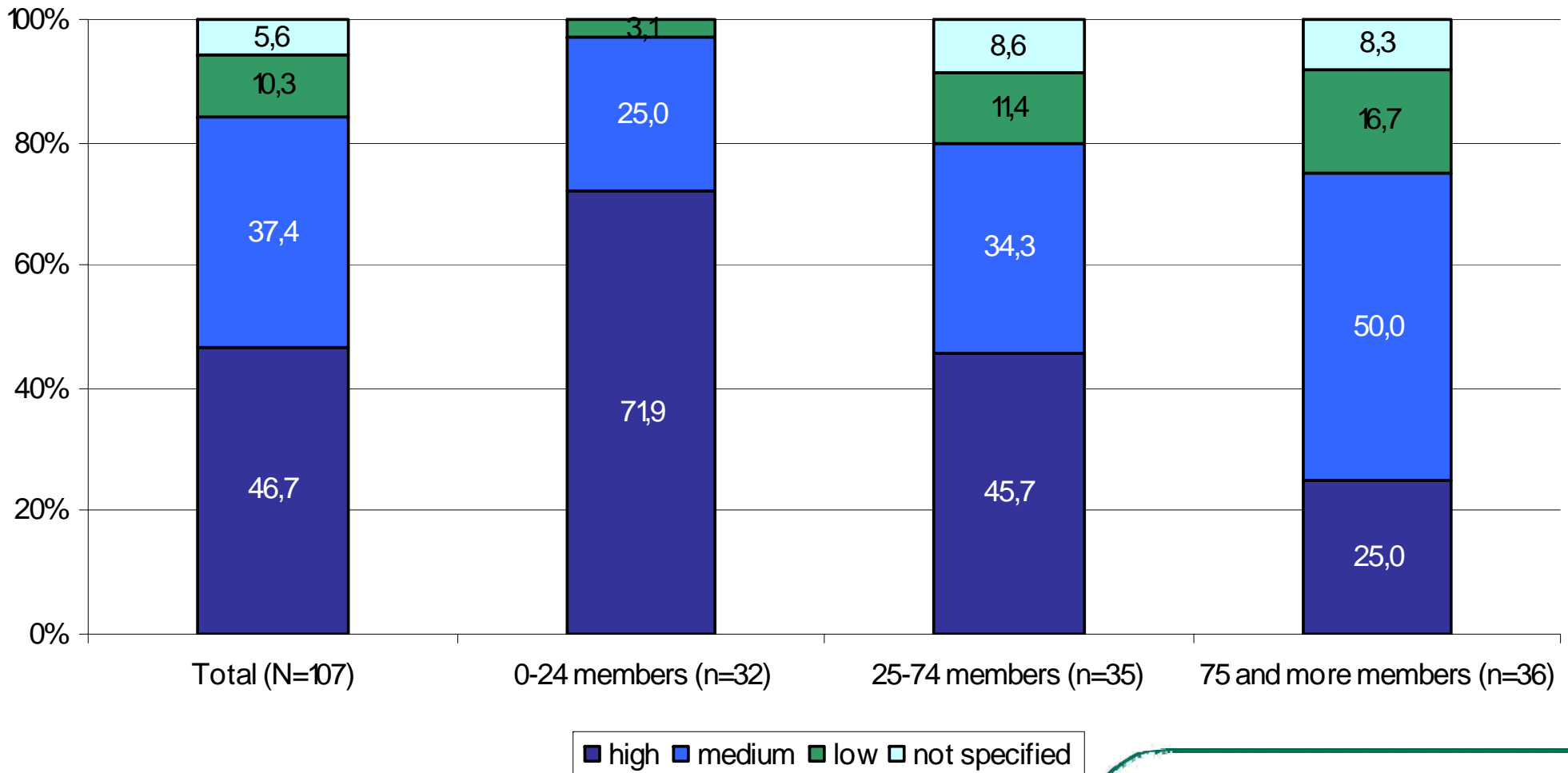
Knowing other cluster initiatives in Europe and overseas (importance by country of cluster)



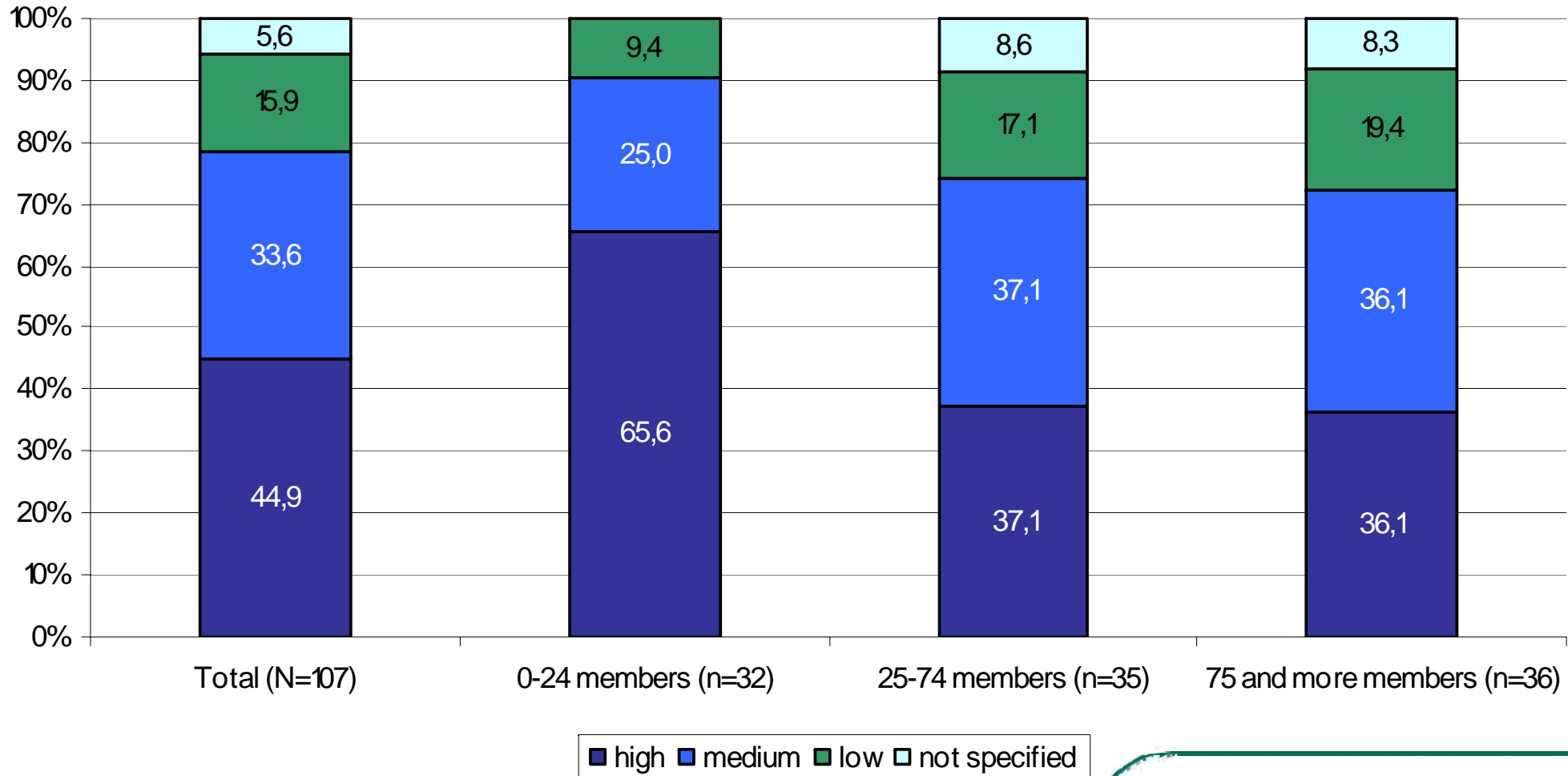
Knowledge of the cluster's specific sector/industry (importance by sector of cluster)



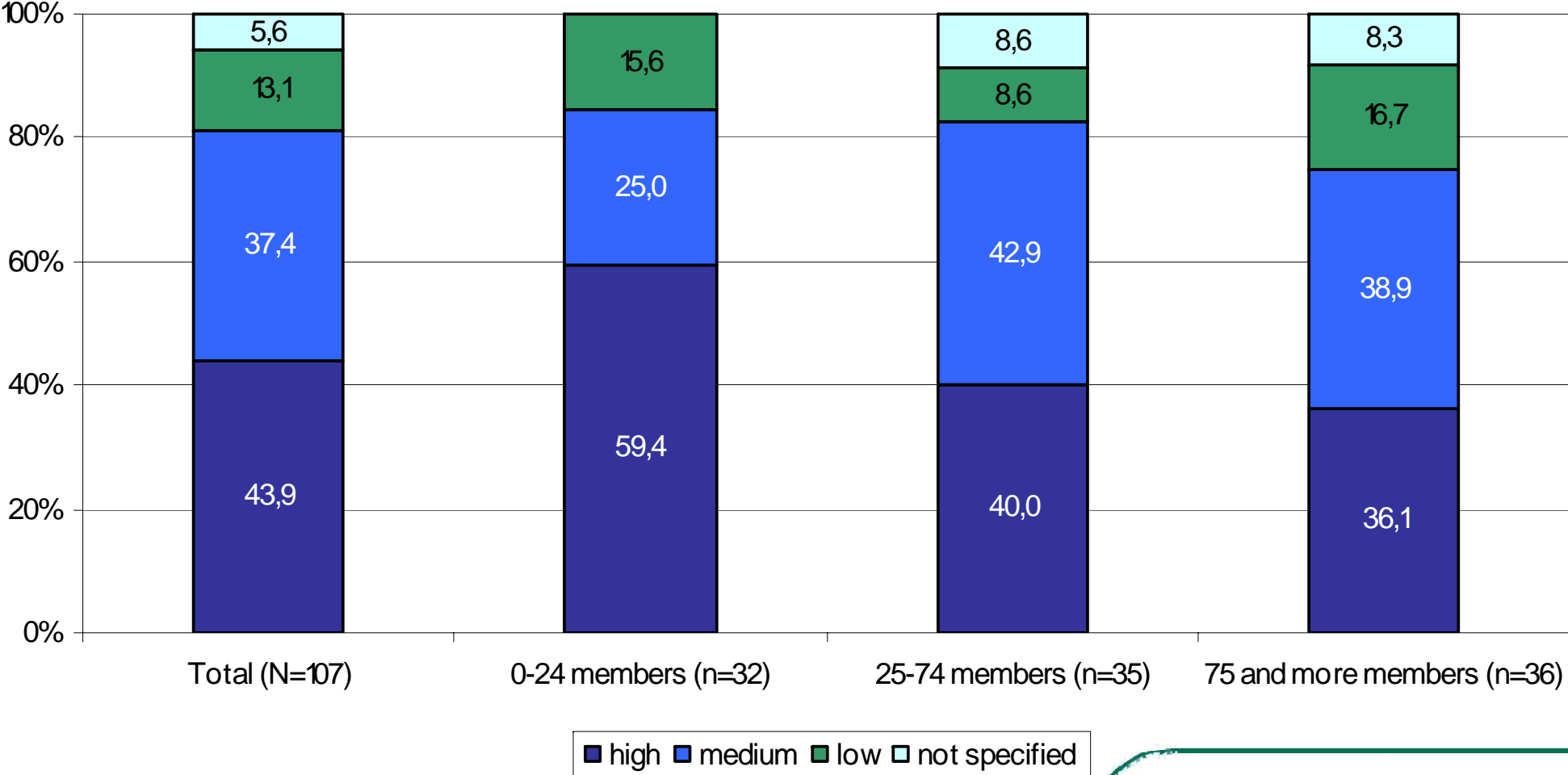
Business plans and financial planning (importance by size of cluster)



Quality management tools (importance by size of cluster)



How to develop cluster initiatives (importance by size of cluster)



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- Required areas of competence, training needs / interests
- Training measures and methods



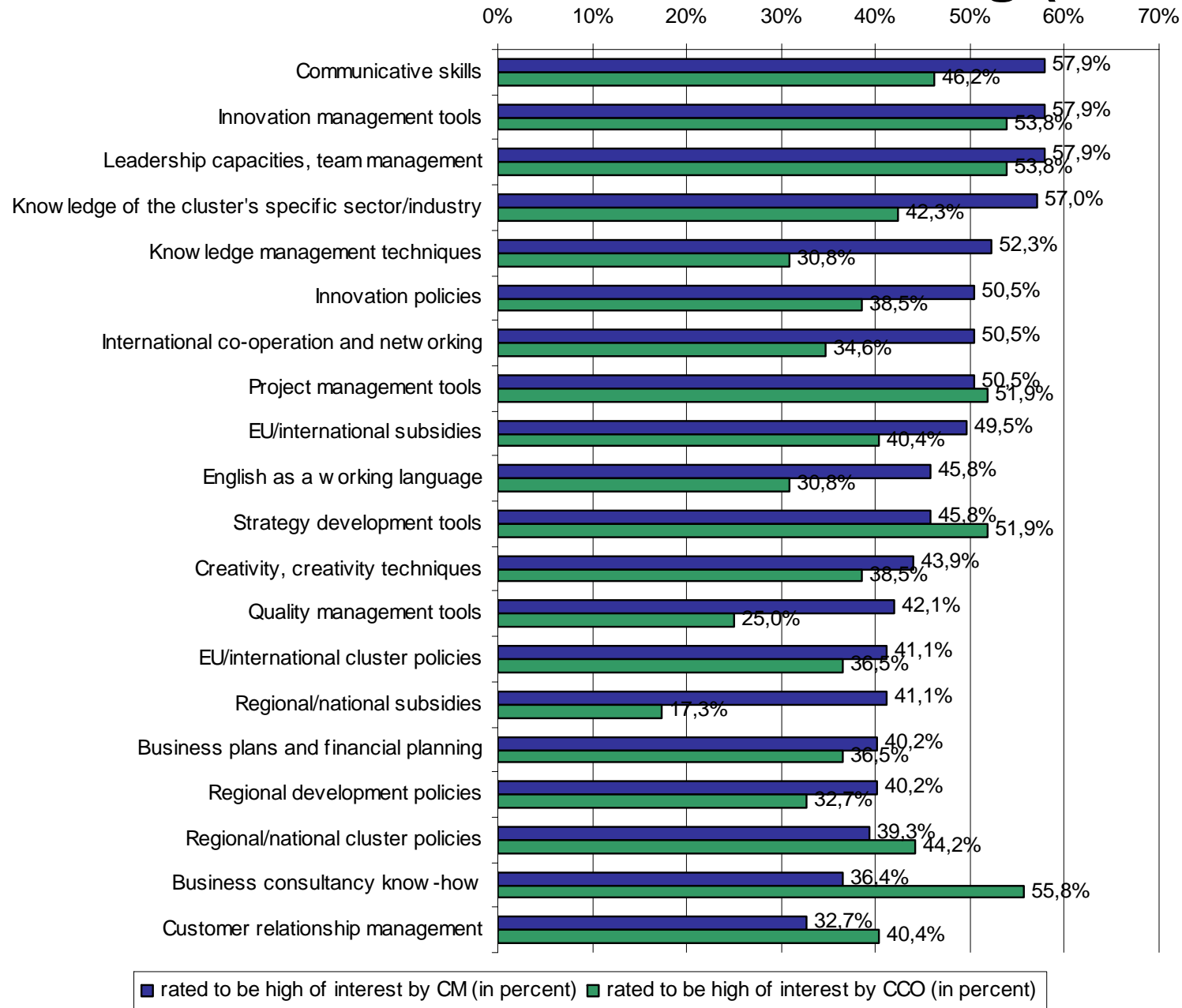
Required areas of competence, training needs/interests

Question:

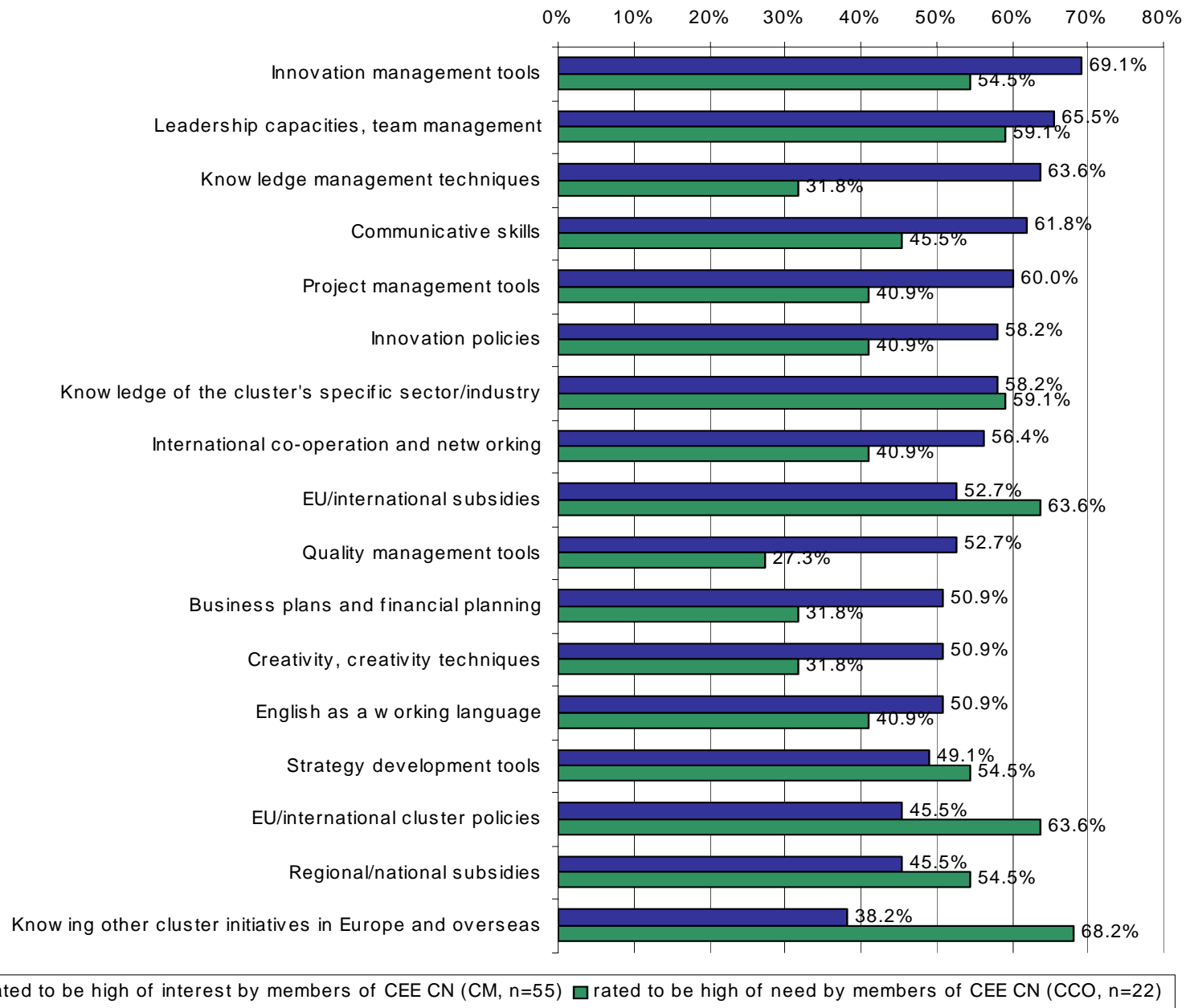
- **Cluster Managers (CM):** With reference to the skills and areas of competence which might be important for your work: Are you interested in (further) training of these skills? If so, should that training be in an international context with colleagues and peers from other countries?
- **Cluster Coordinating Organisations (CCO):** With reference to the skills and areas of competence which might be important for the work of your cluster managers and their teams: Do you think there is a need to (further) train these skills? If so, should that training be in an international context with colleagues and peers from other countries?



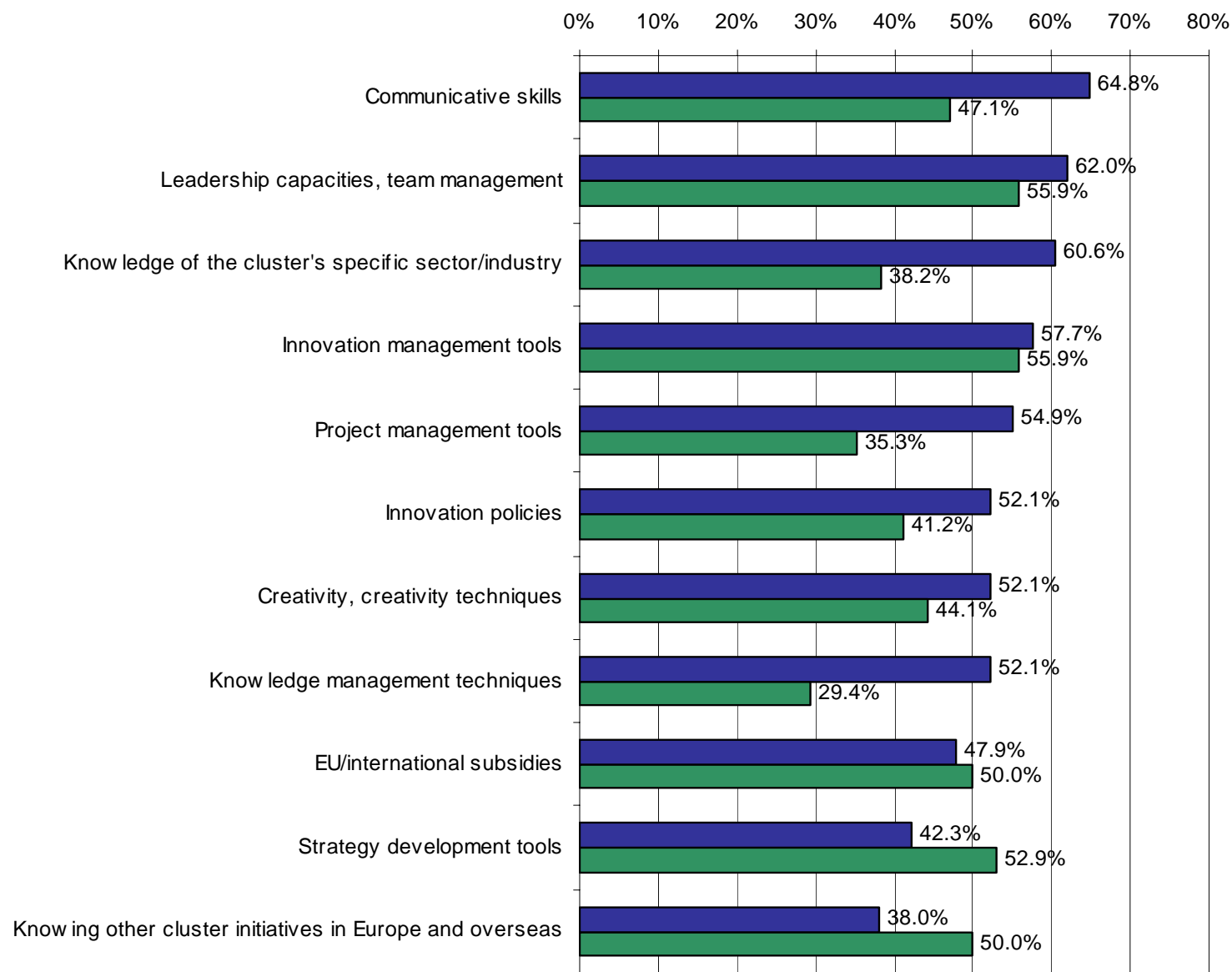
Skills and areas of competence where CM and CCO have interest / see need in training (total)



Skills and areas of competence where CM and CCO have interest / see need in training (Members of CEE CN)

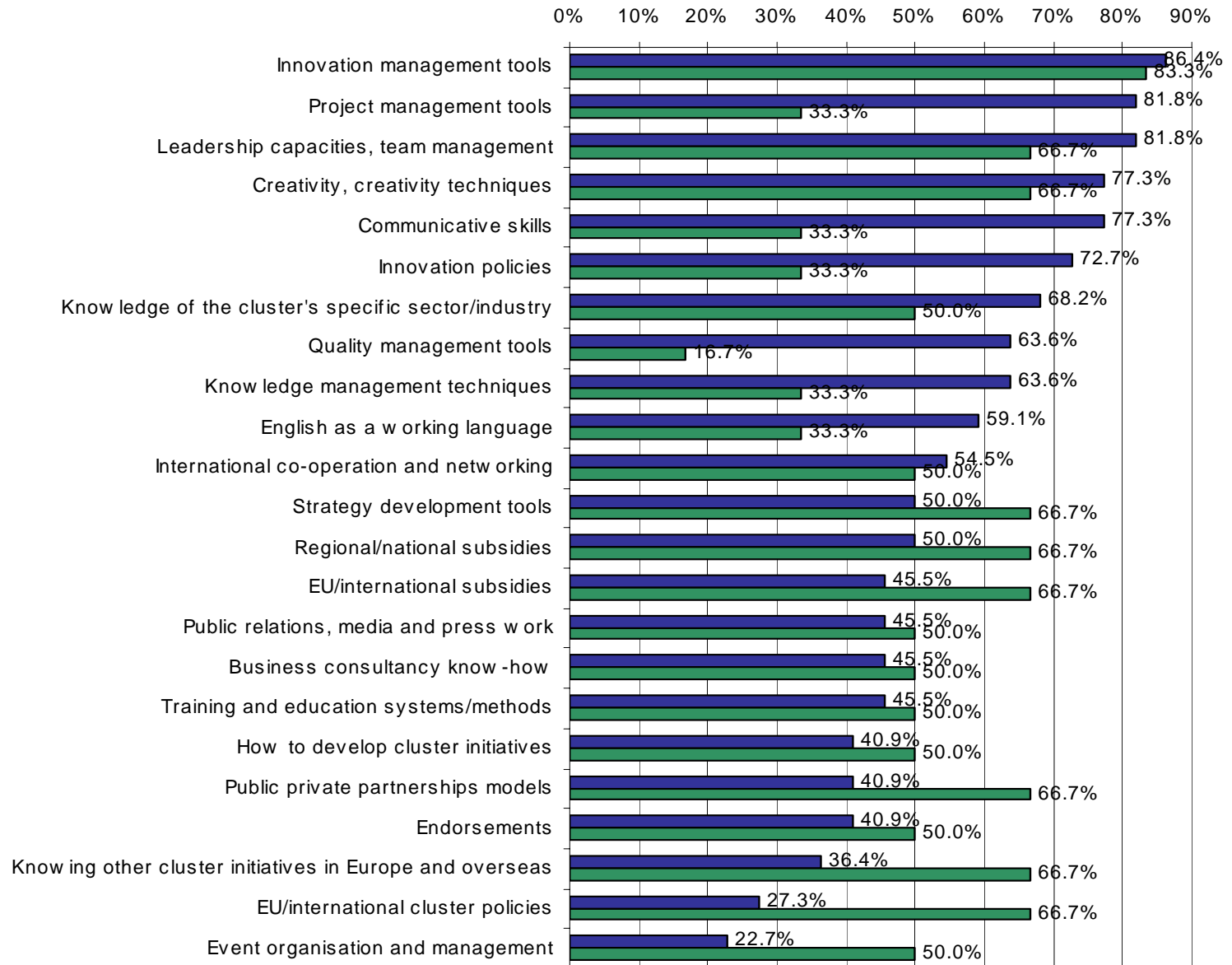


Skills and areas of competence where CM and CCO have interest / see need in training (Members of EU-15)



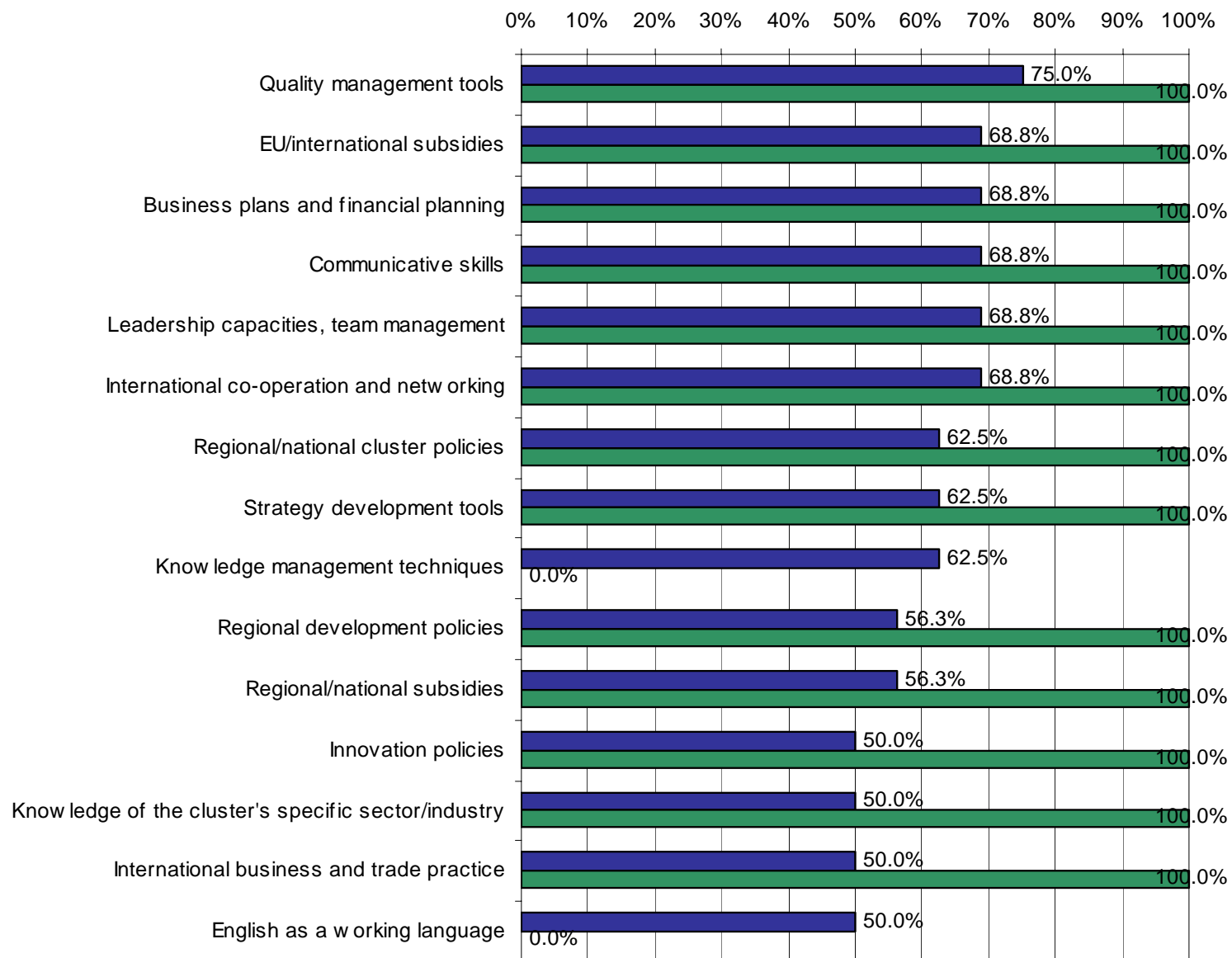
■ rated to be high of interest by members of EU-15 (CM, n=71) ■ rated to be high of need by members of EU-15 (CCO, n=34)

Skills and areas of competence where CM and CCO have interest / see need in training (Austria)



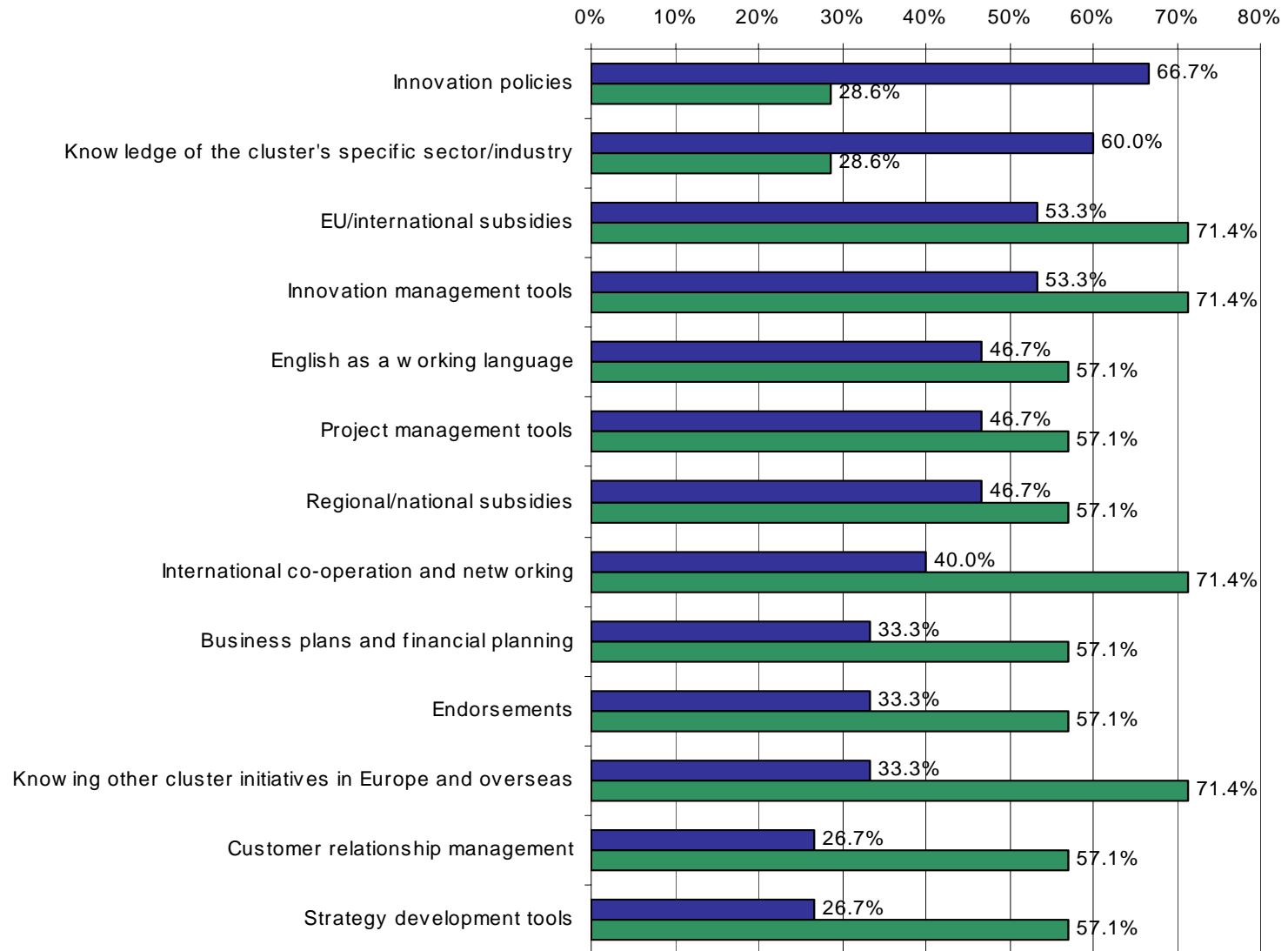
■ rated to be high of interest by Austrian CM (n=22) ■ rated to be high of need by Austrian CCO (n=6)

Skills and areas of competence where CM and CCO have interest / see need in training (Croatia)



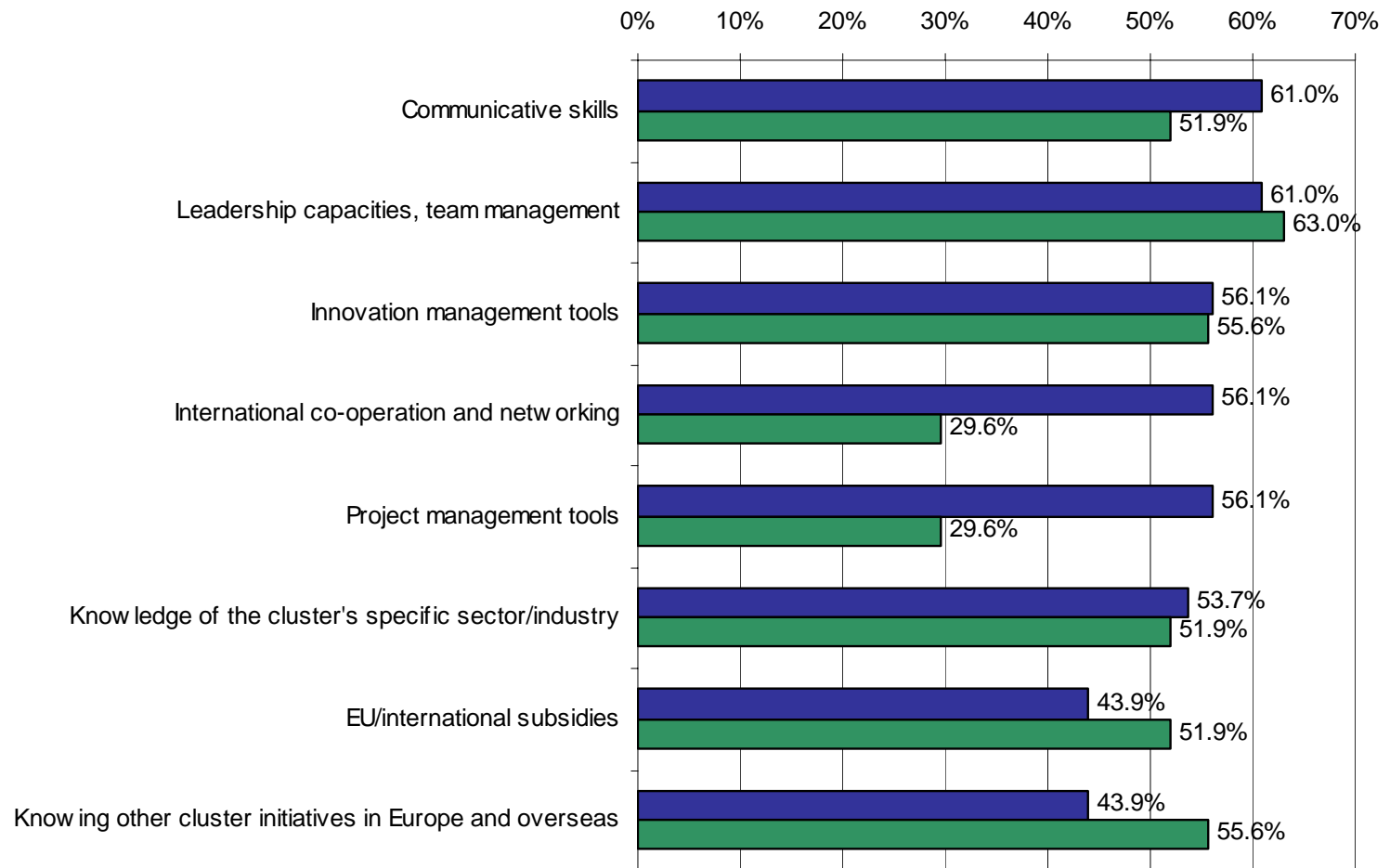
■ rated to be high of interest by Croatian CM (n=16) ■ rated to be high of need by Croatian CCO (n=1)

Skills and areas of competence where CM and CCO have interest / see need in training (establishment of cluster/CCO before 1998)



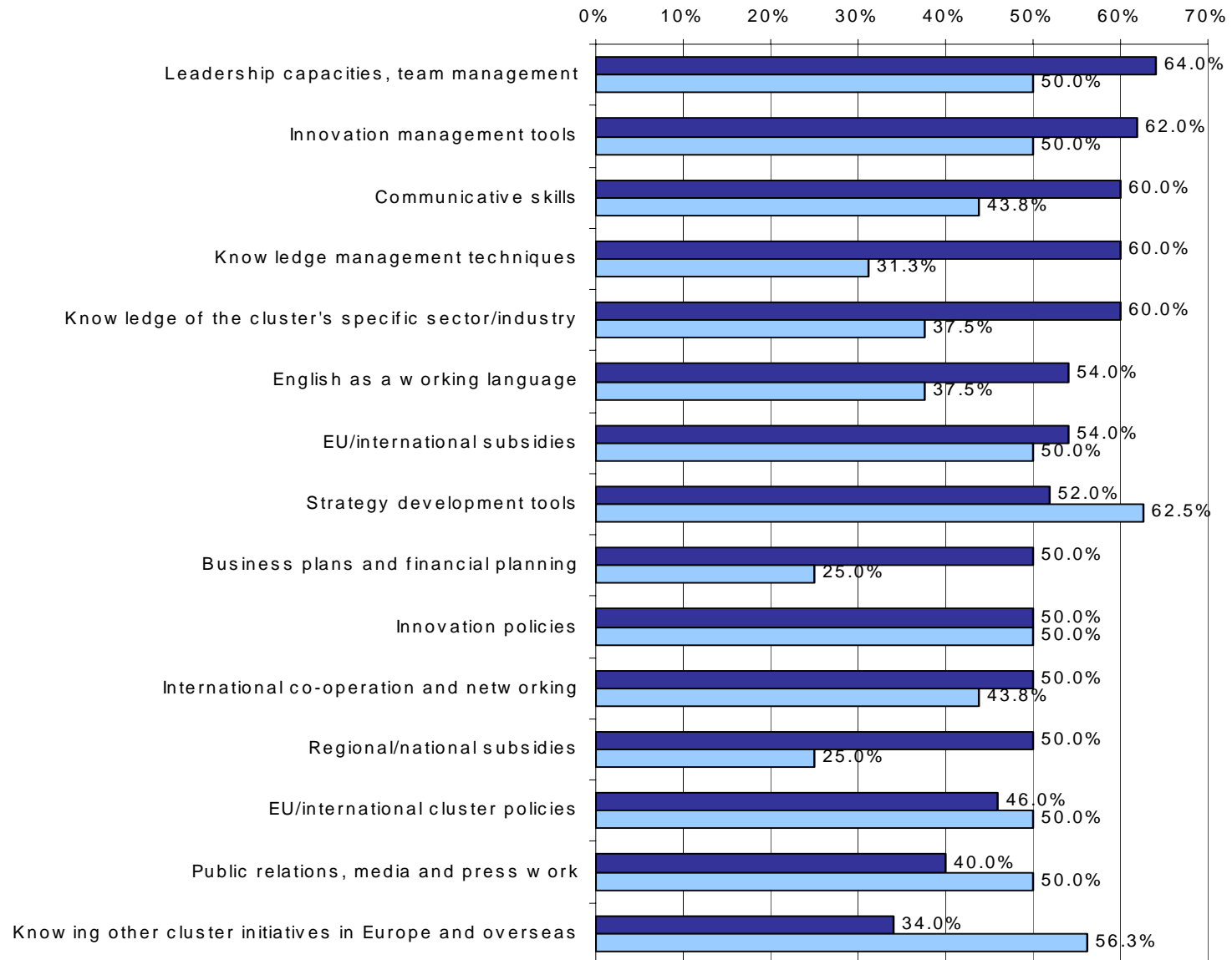
■ clusters established between 1991-1998 (CM, n=15) ■ cluster coordinating activity started between 1993-1998 (CCO, n=7)

Skills and areas of competence where CM and CCO have interest / see need in training (establishment of cluster/CCO between 1999 and 2004)



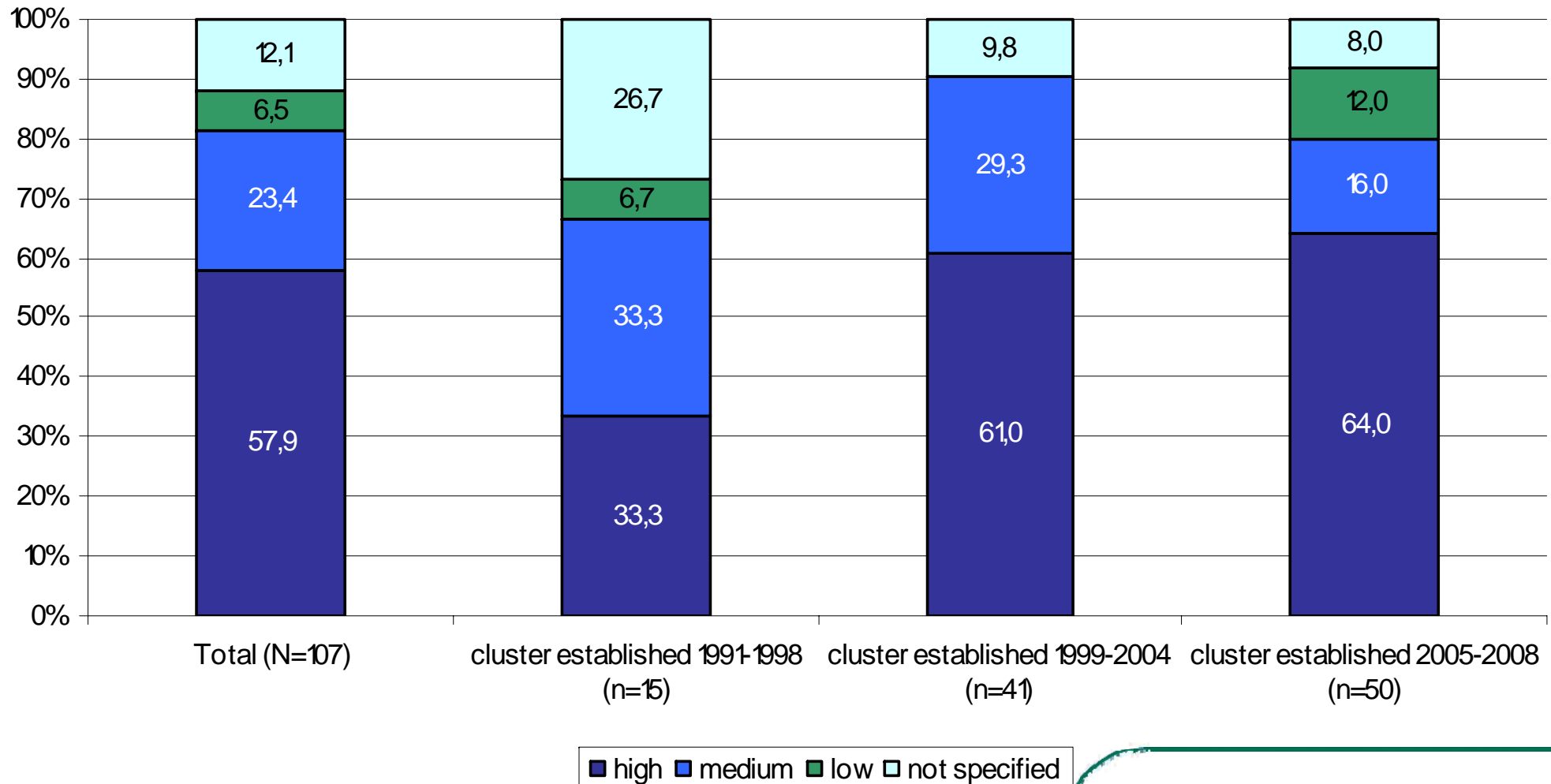
■ clusters established between 1999-2004 (CM, n=41) ■ cluster coordinating activity started between 1999-2004 (CCO, n=27)

Skills and areas of competence where CM and CCO have interest / see need in training (establishment of cluster/CCO between 2005 and 2008)

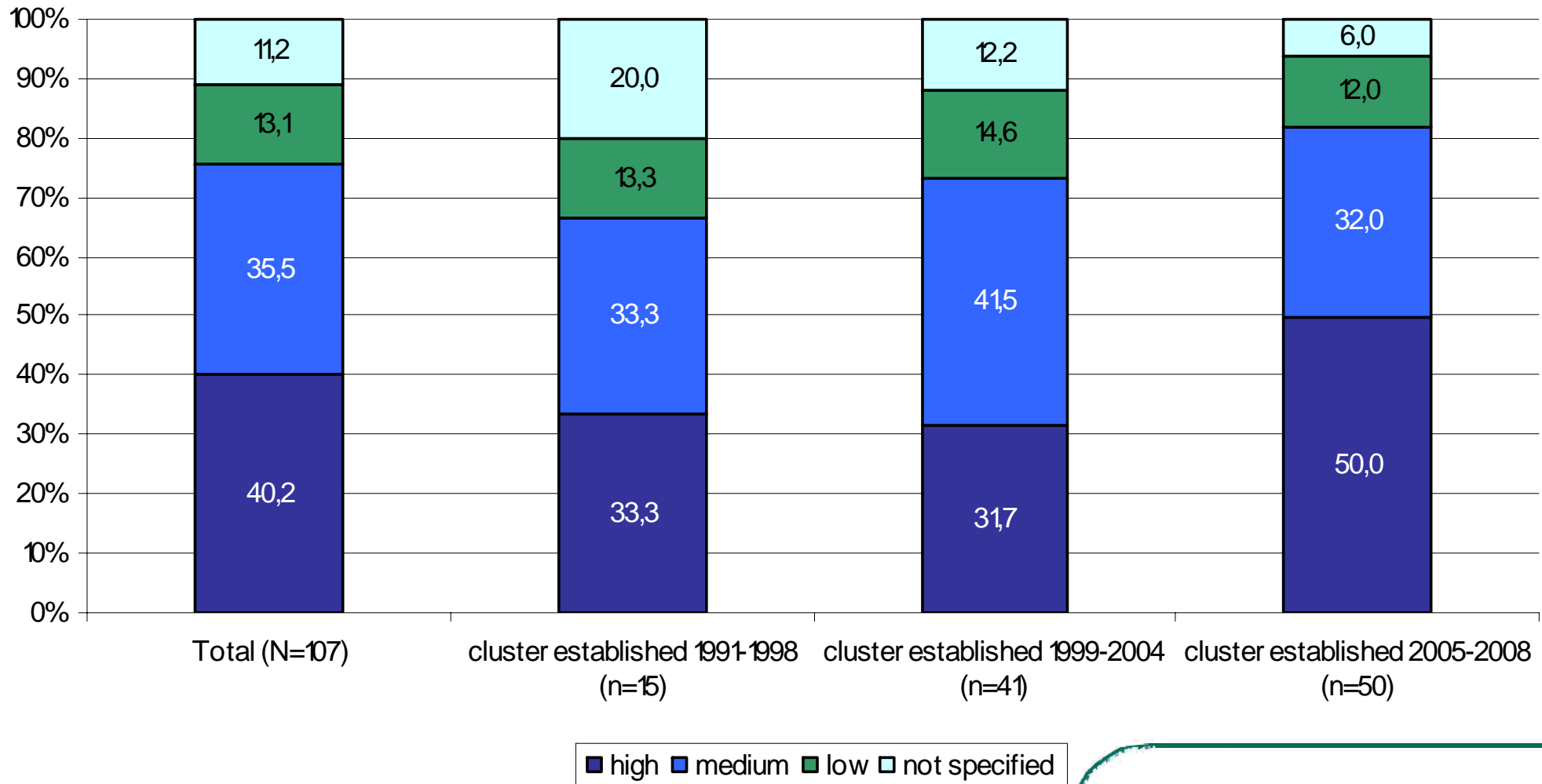


■ clusters established between 2005-2008 (CM, n=50) ■ cluster coordinating activity started between 2005-2008 (CCO, n=16)

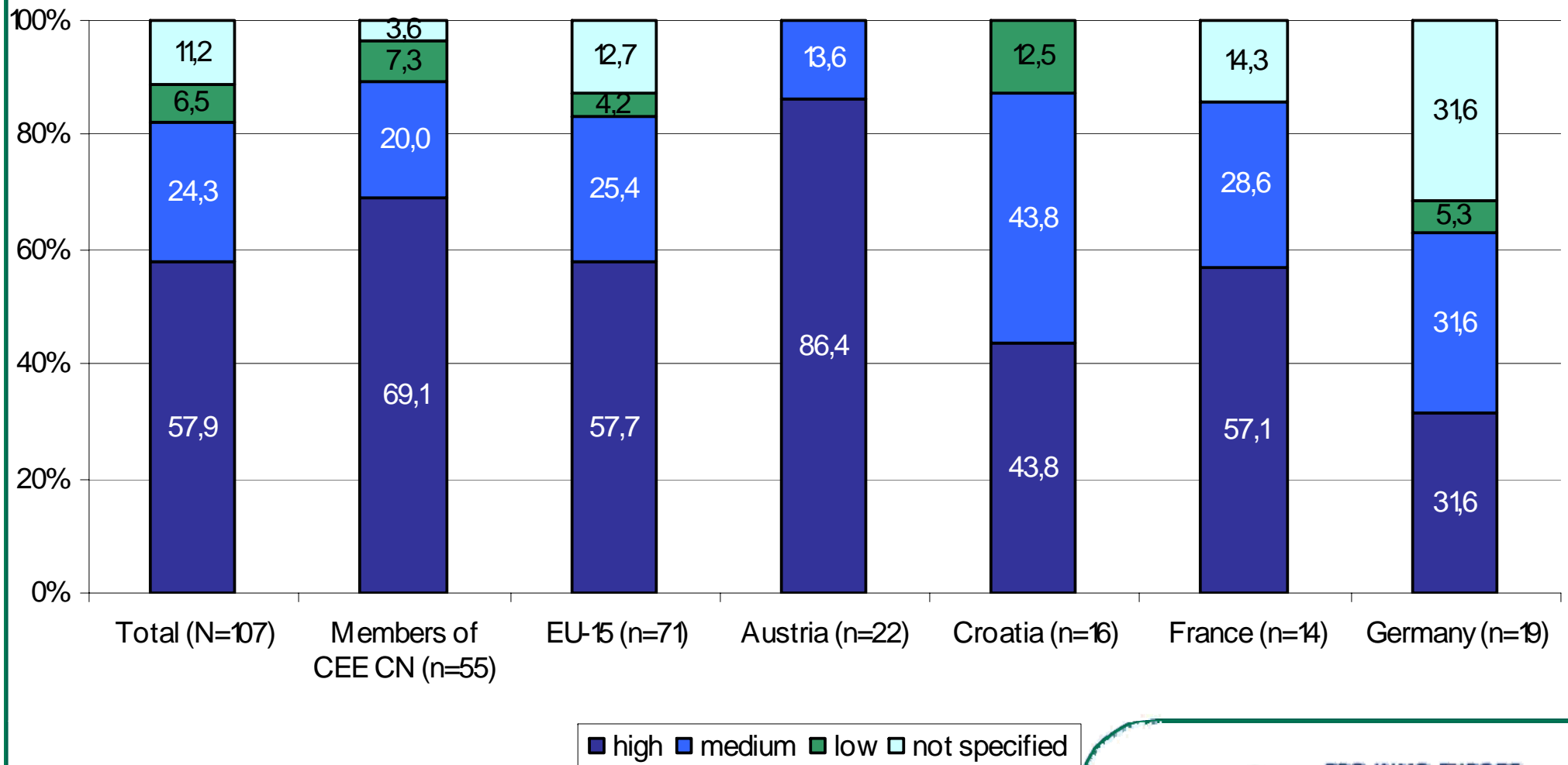
Leadership capacities, team management (interest in training by age of cluster)



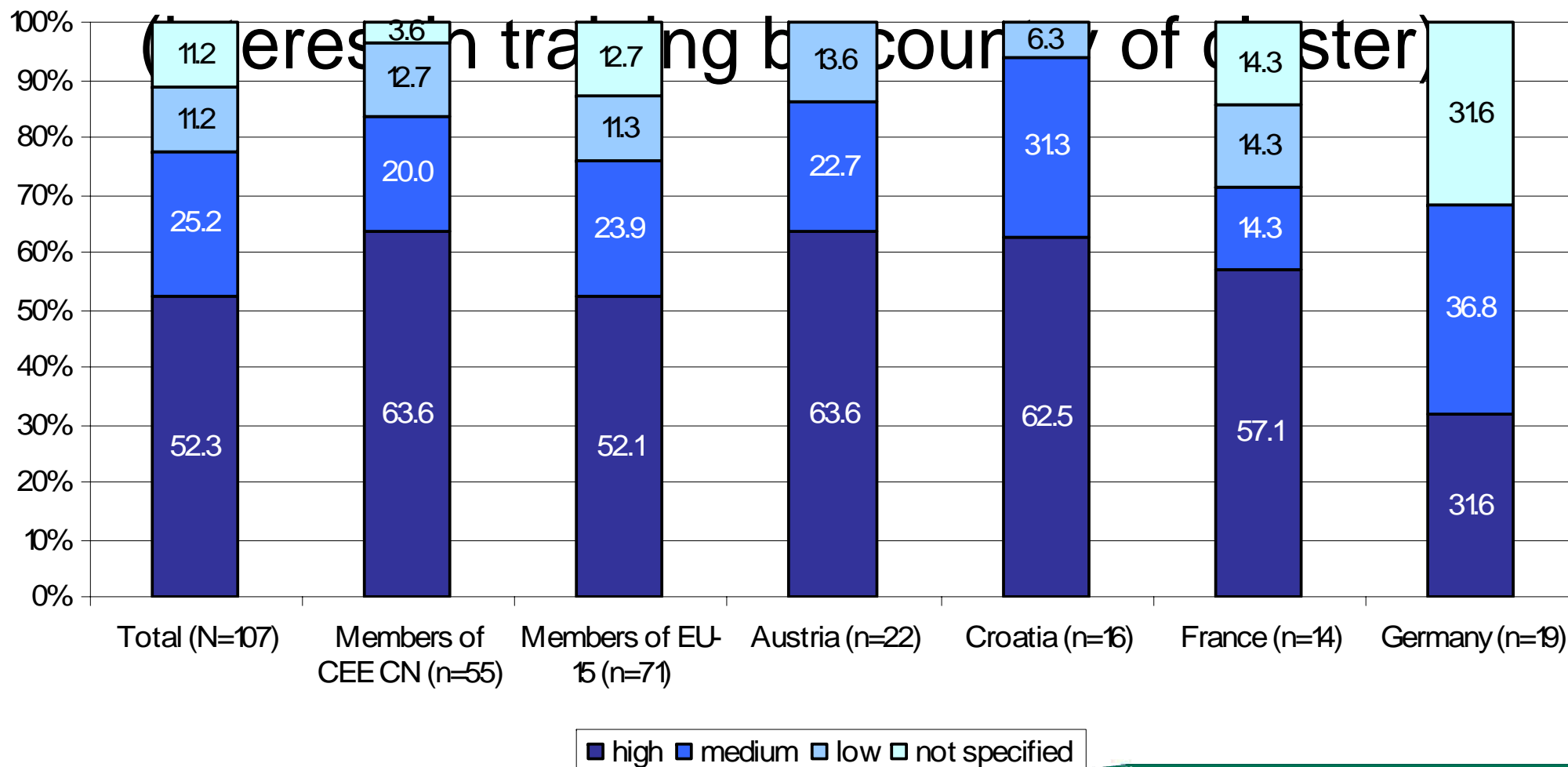
Business plans and financial planning (interest in training by age of cluster)



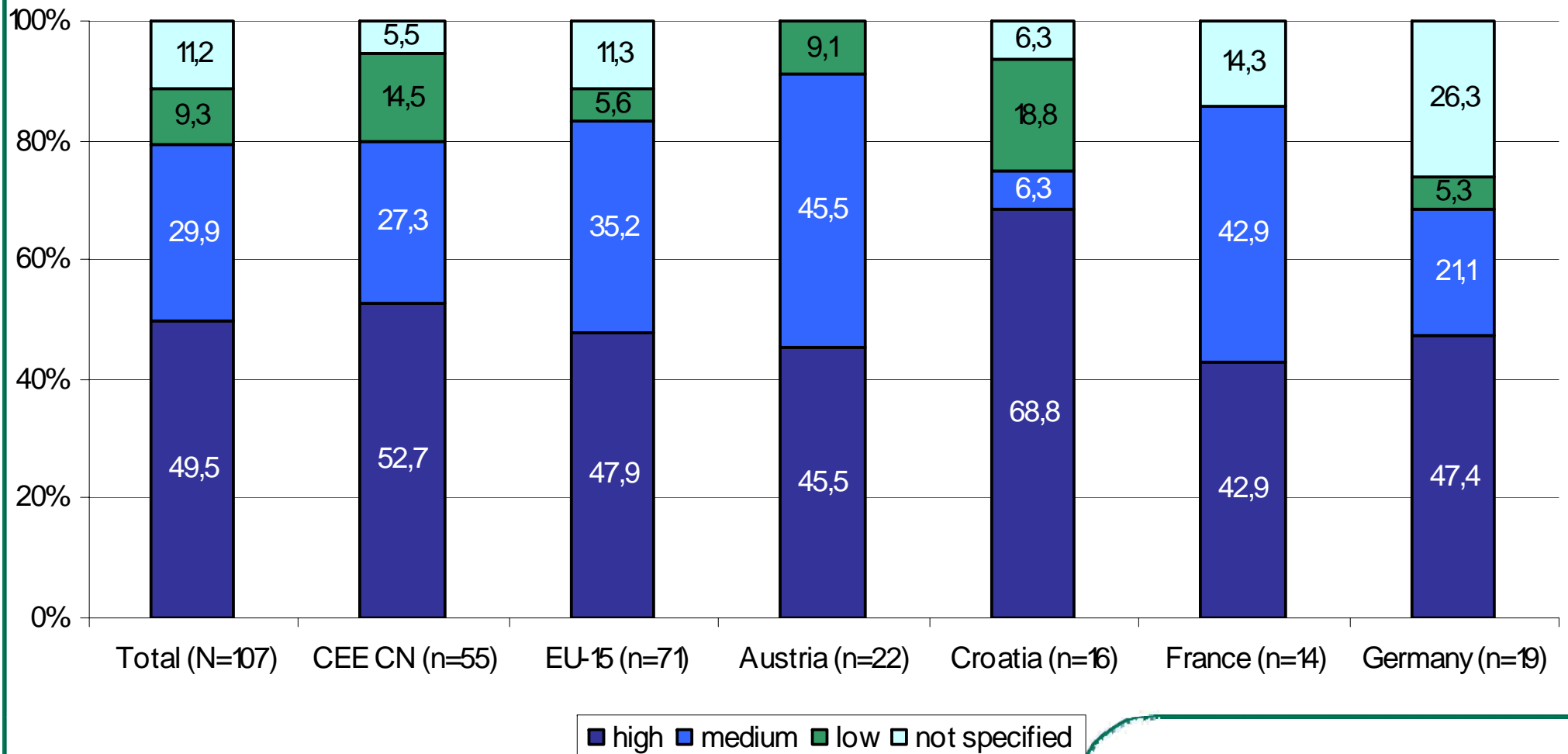
Innovation management tools (interest in training by country of cluster)



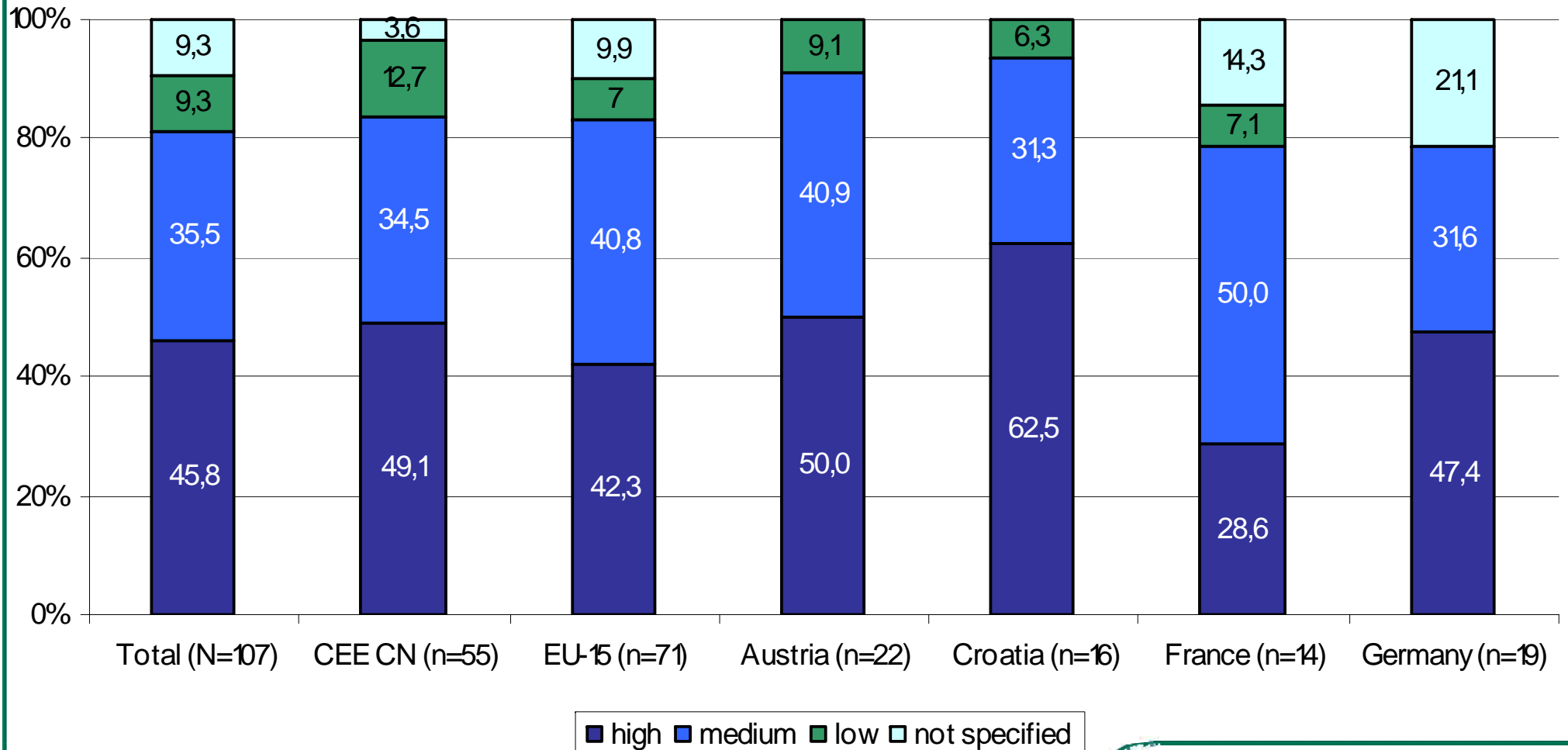
Knowledge management techniques



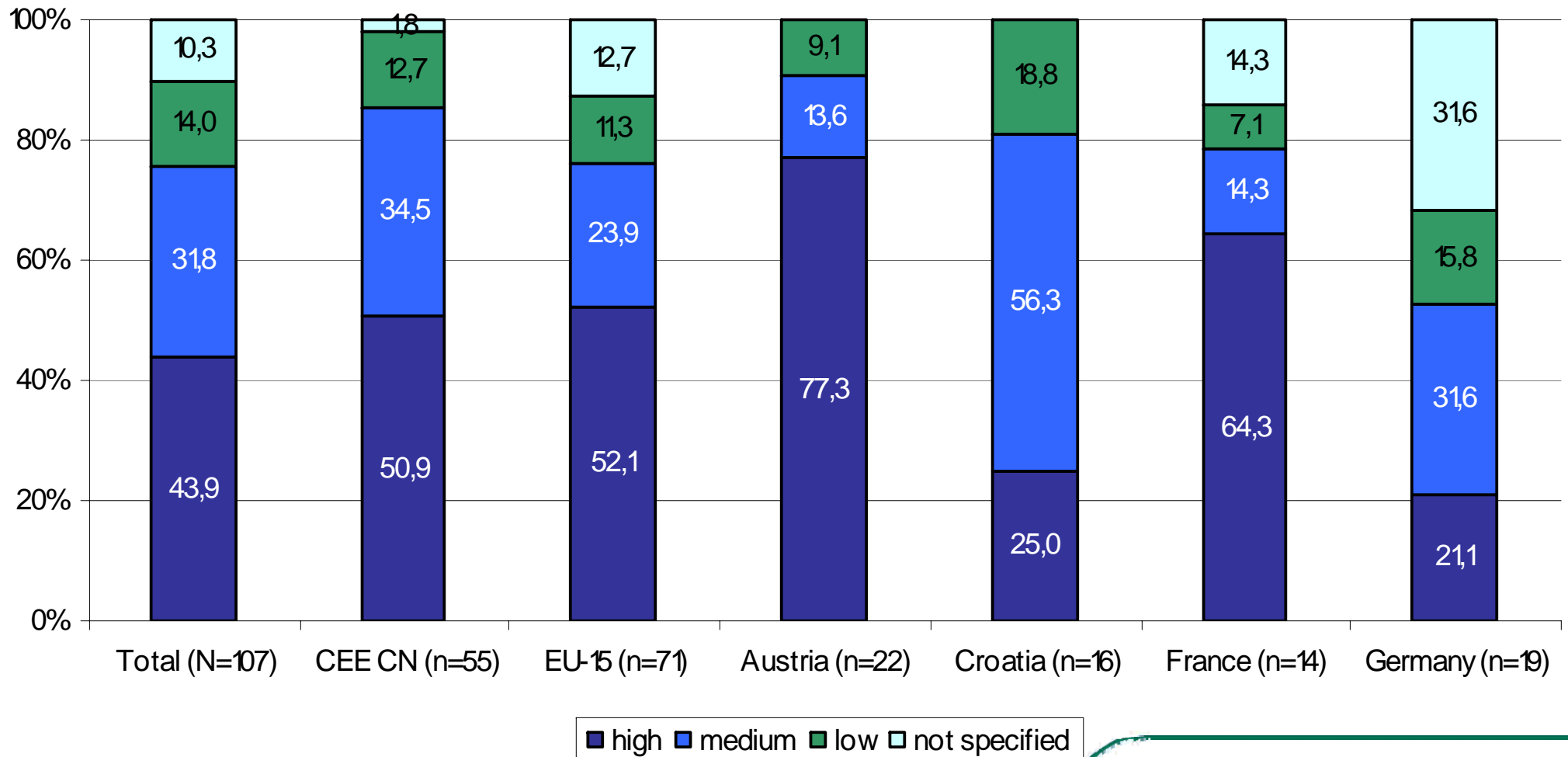
EU/international subsidies (interest in training by country of cluster)



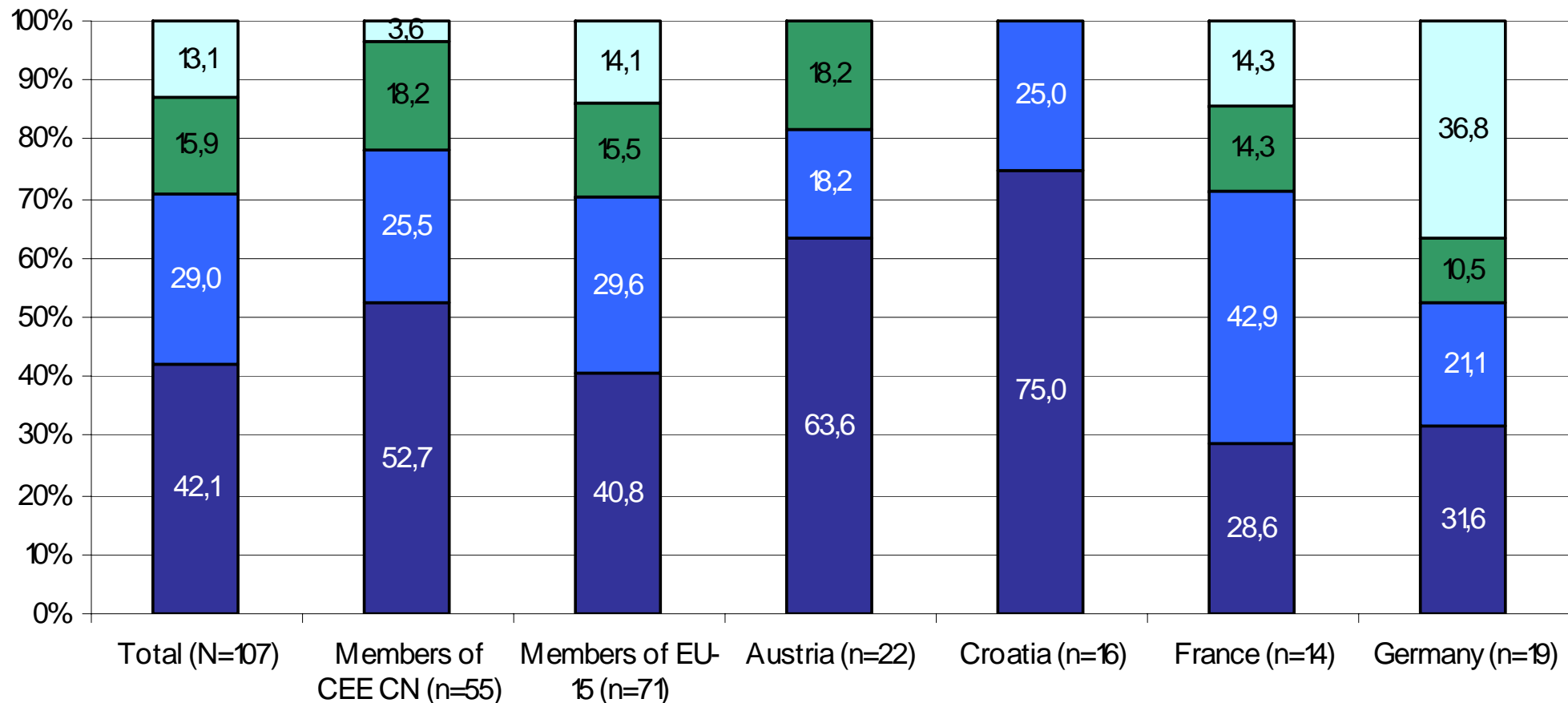
Strategy development tools (e.g. SWOT analysis) (interest in training by country of cluster)



Creativity, creativity techniques (interest in training by country of cluster)



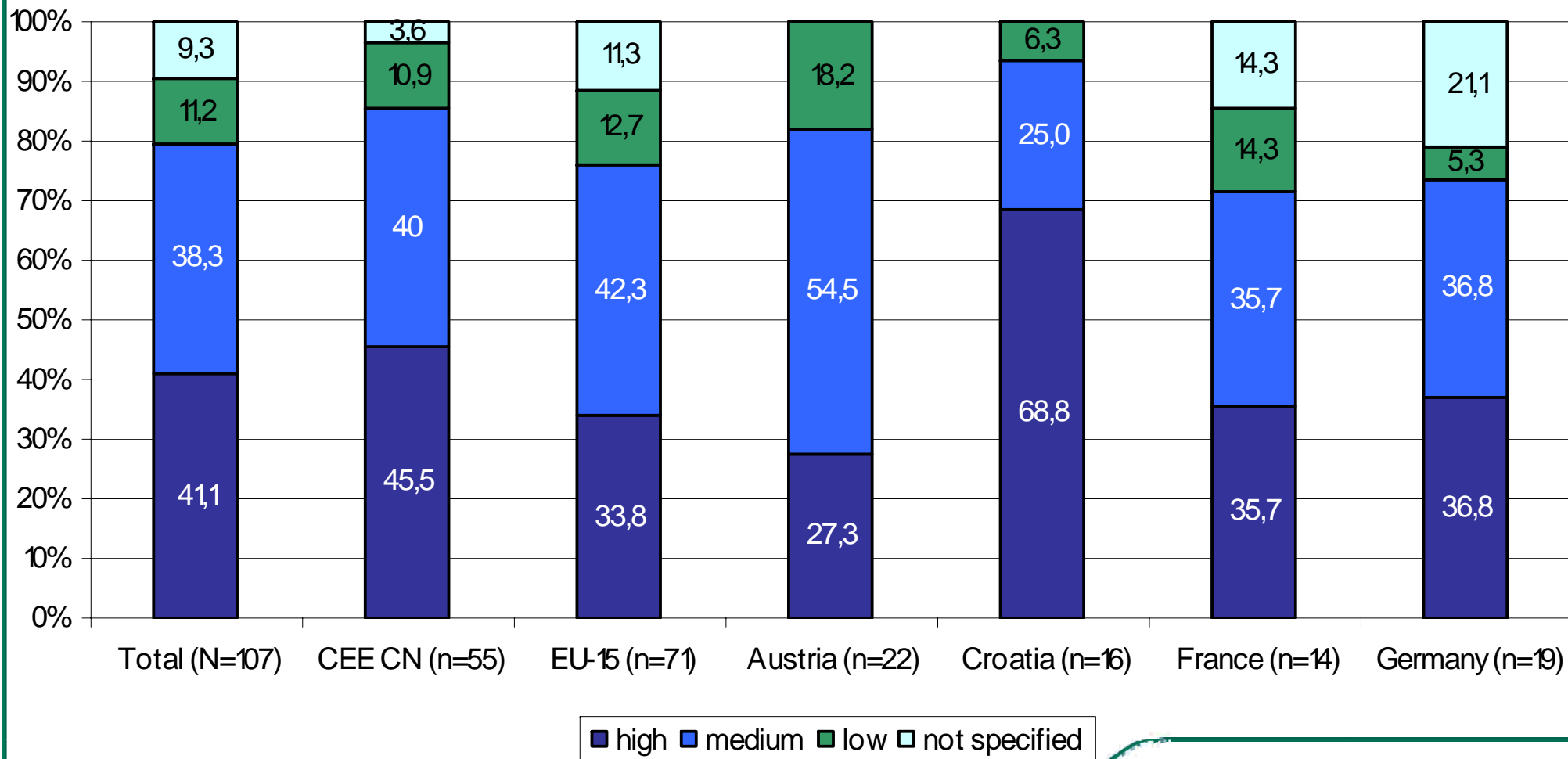
Quality management tools (interest in training by country of cluster)



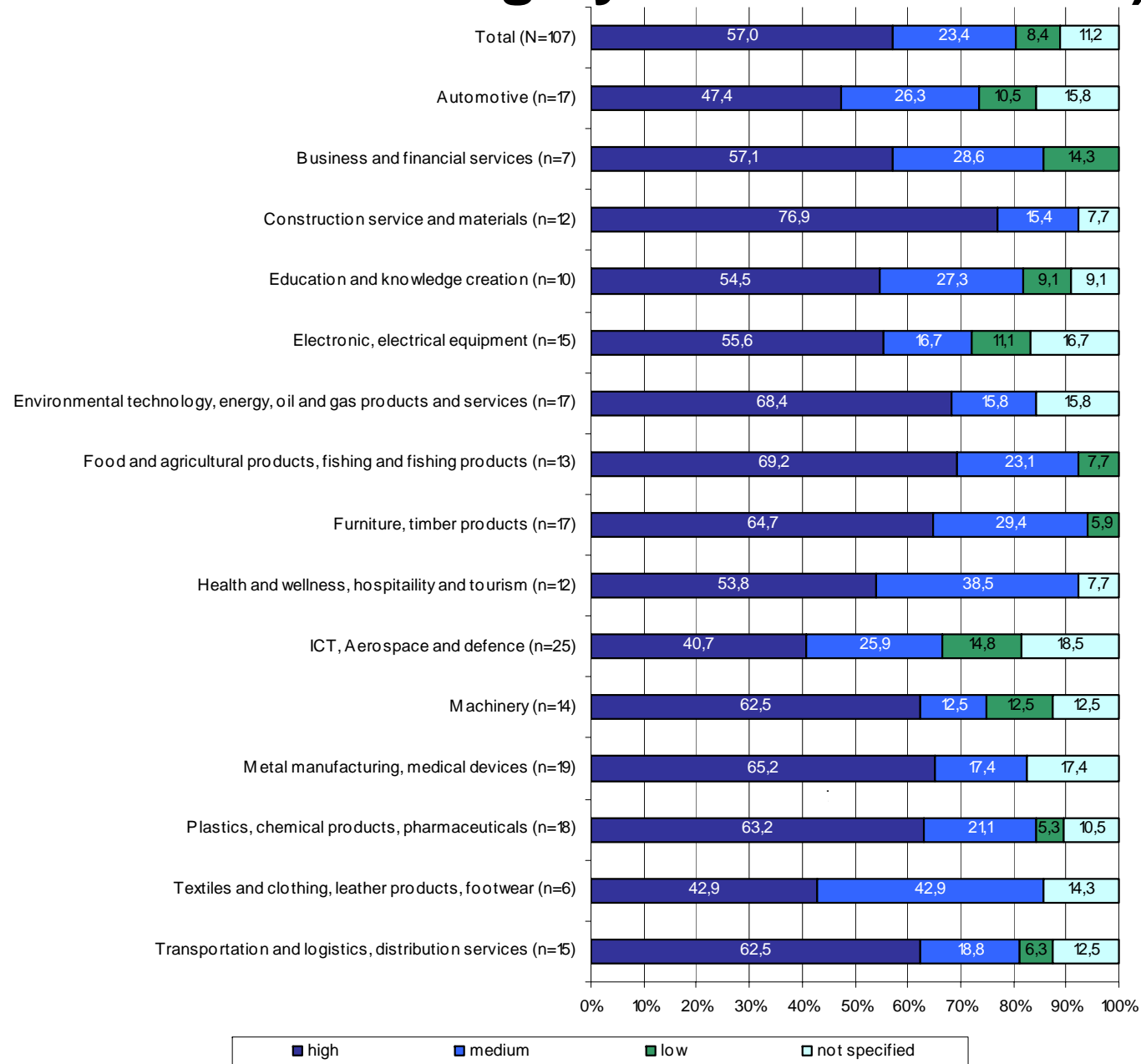
■ high ■ medium ■ low □ not specified



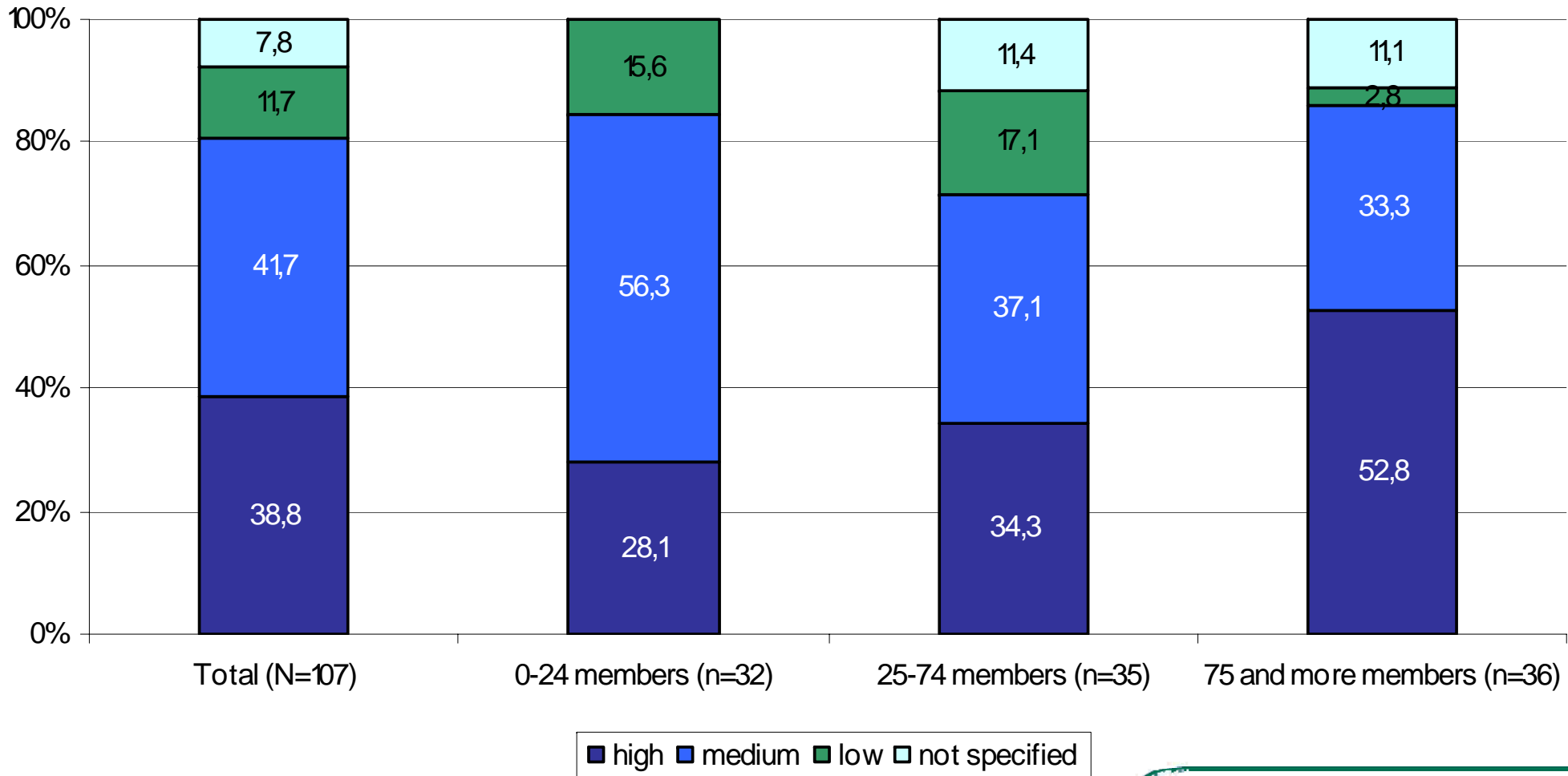
EU/international cluster policies (interest in training by country of cluster)



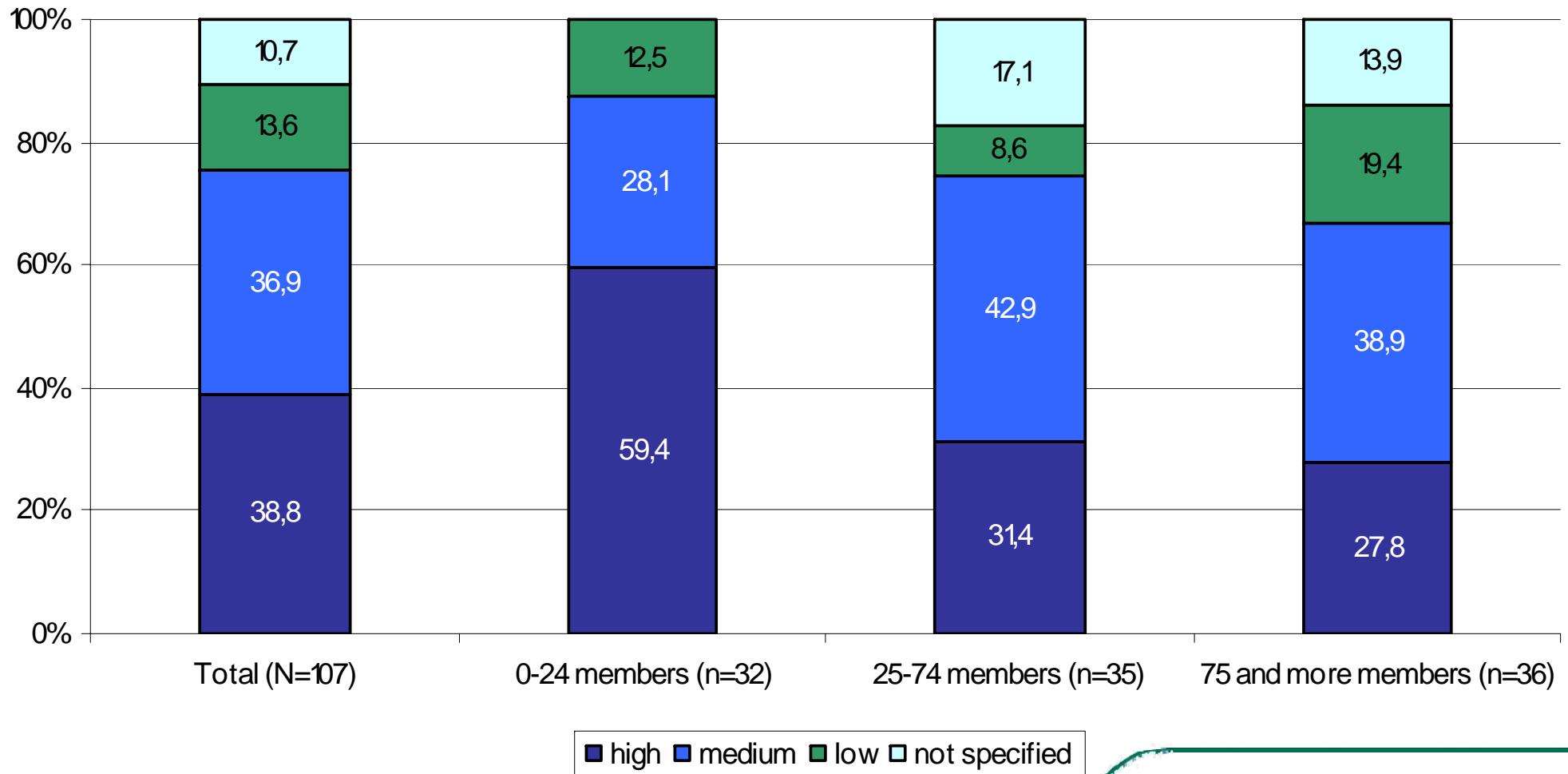
Knowledge of the cluster's specific sector/industry (interest in training by sector of cluster)



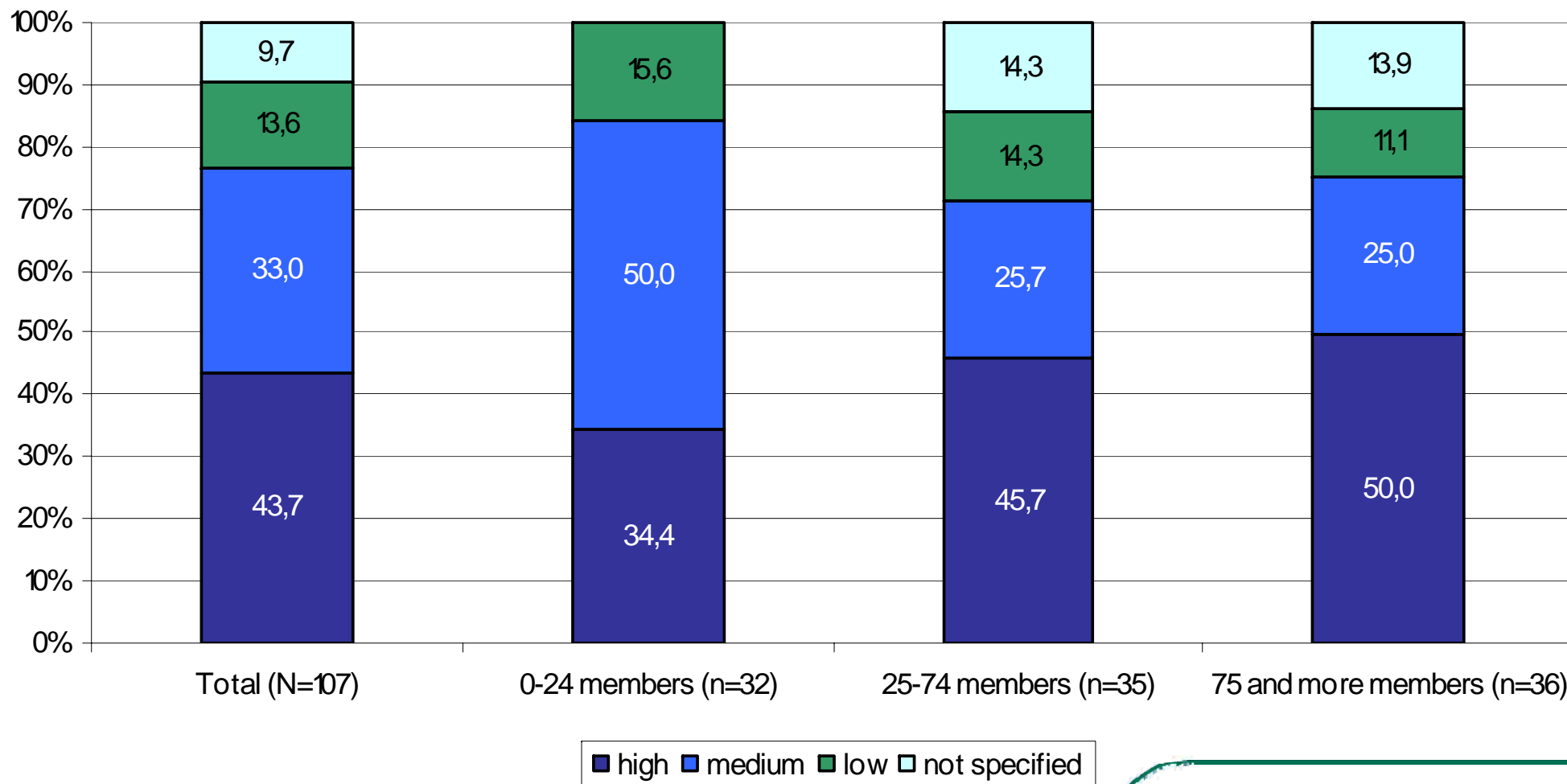
Knowing other cluster initiatives in Europe and overseas (interest in training by size of cluster)



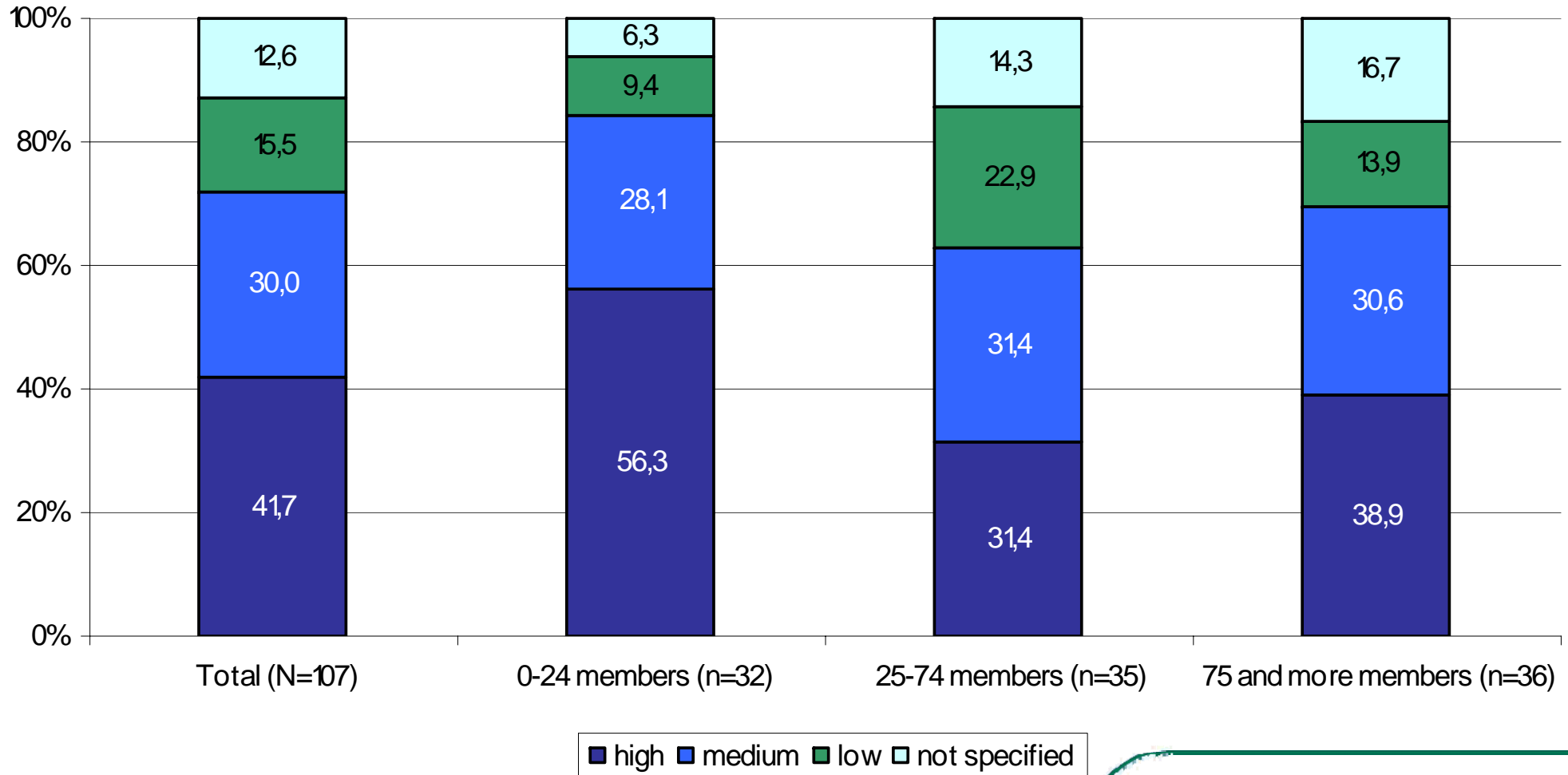
Business plans and financial planning (interest in training by size of cluster)



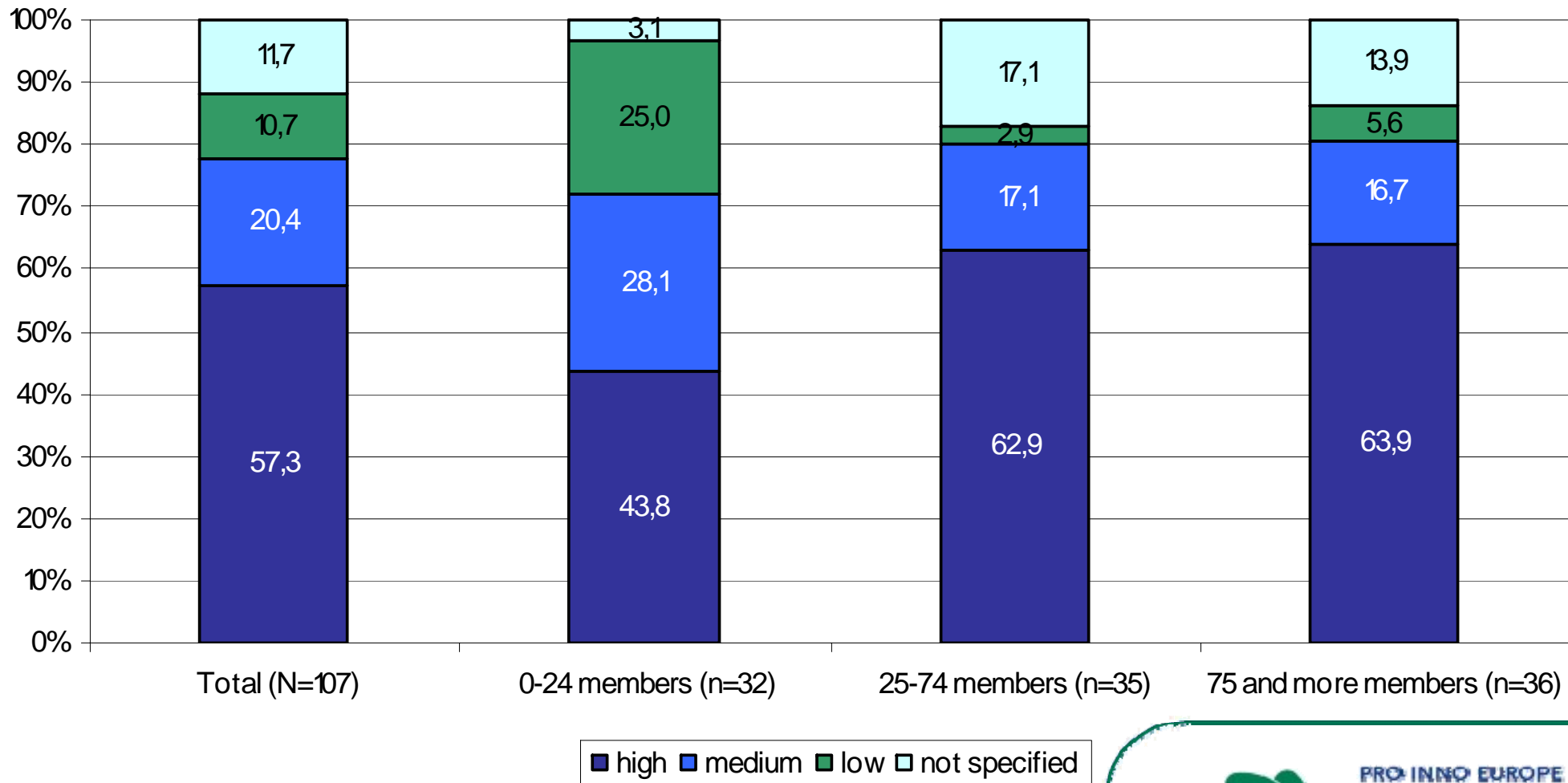
Creativity, creativity techniques (interest in training by size of cluster)



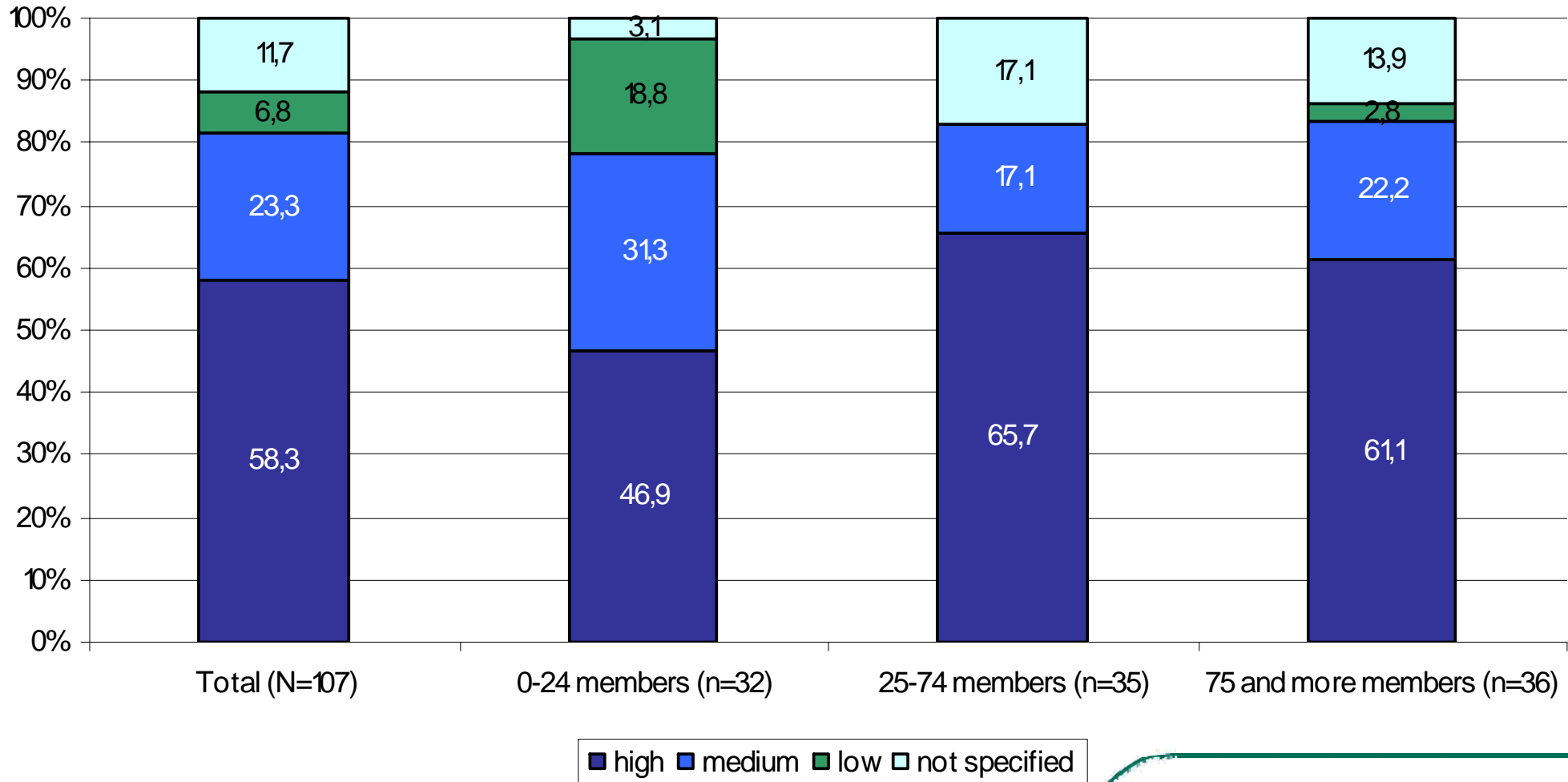
Quality management tools (interest in training by size of cluster)



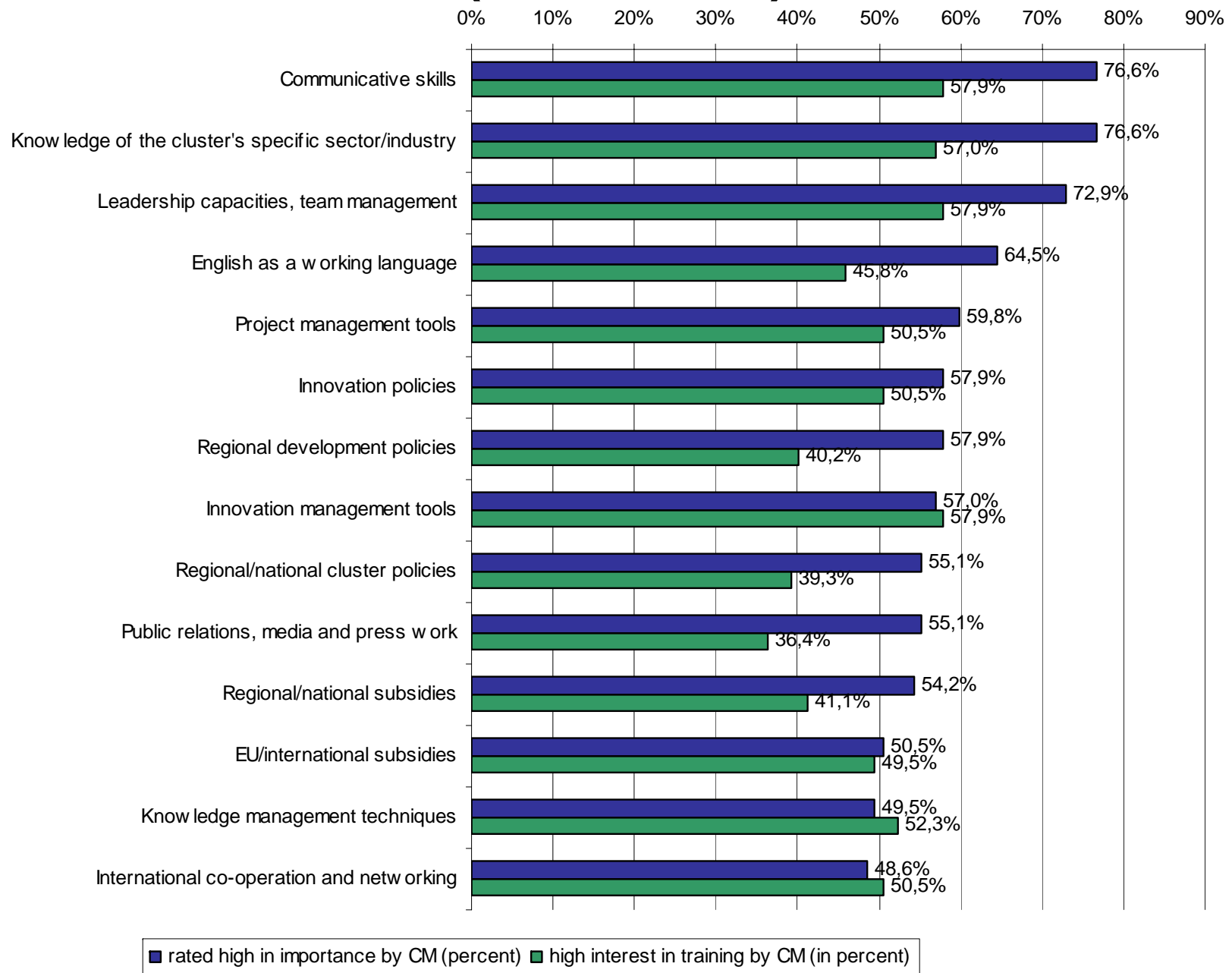
Communicative skills (presentation, steering team meetings, mediation, negotiating, conflict management) (by size of cluster)



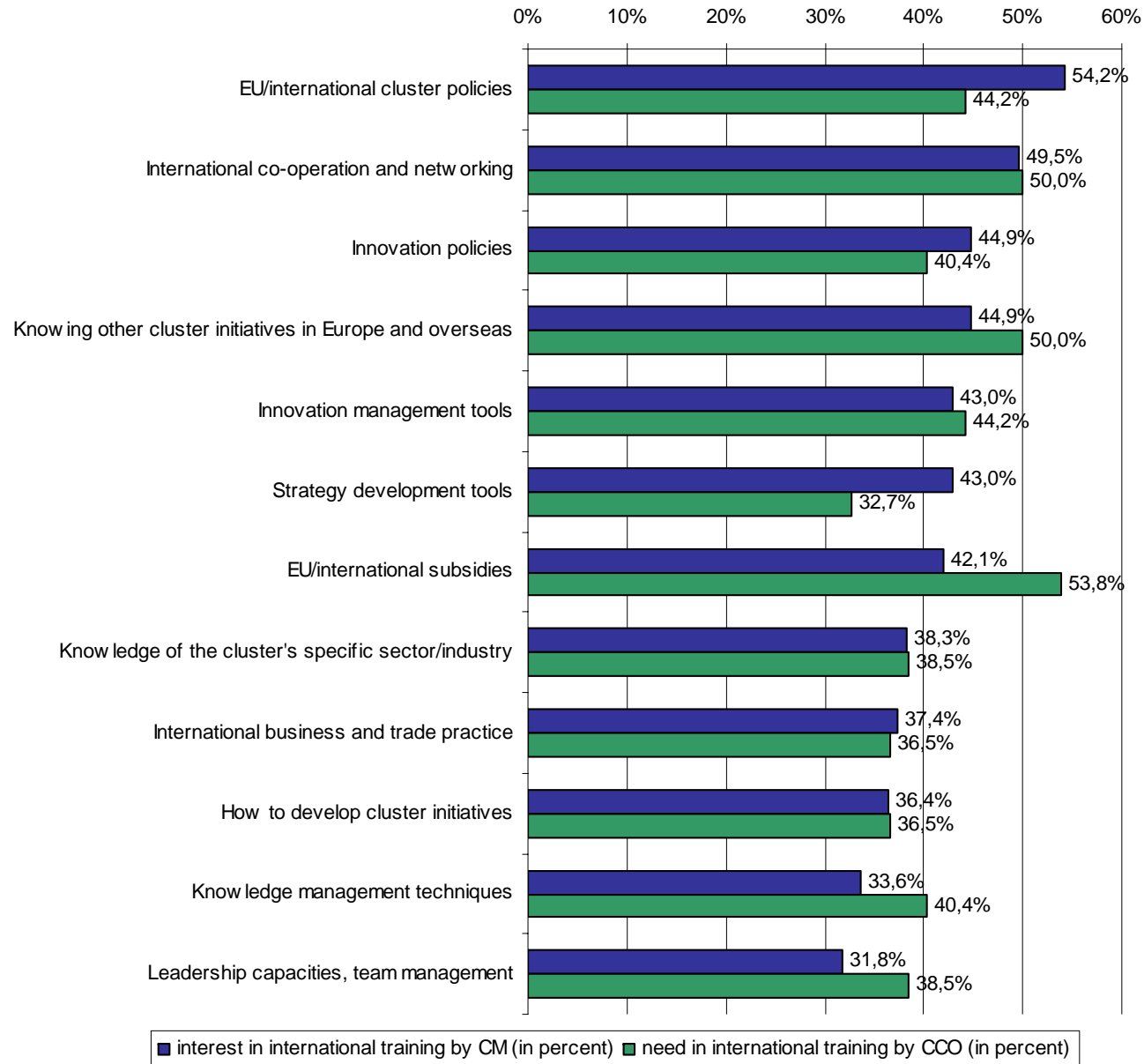
Leadership capacities, team management (interest in training by size of cluster)



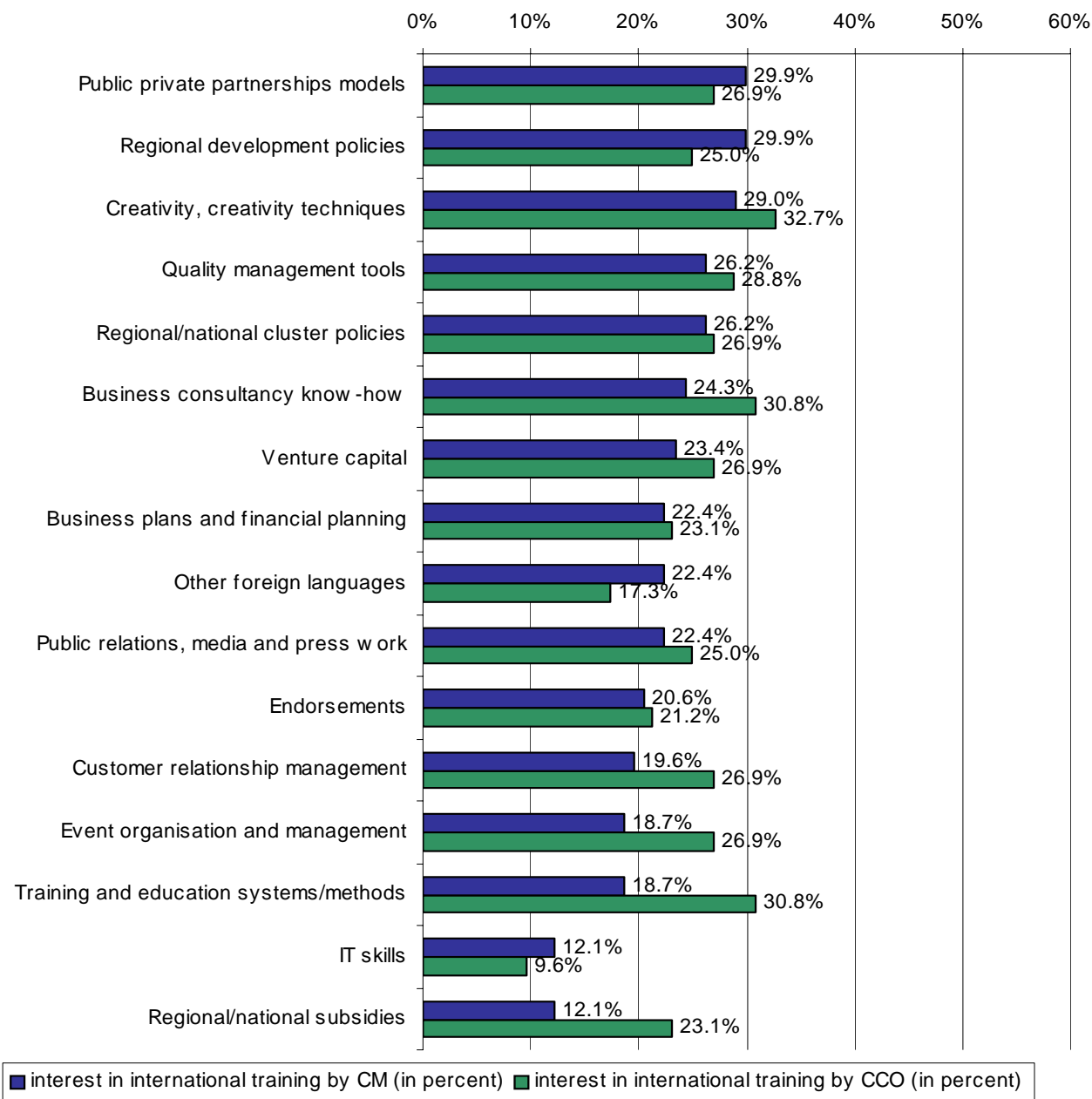
Importance of skills vs. interest in training of these skills (CM, N=107)



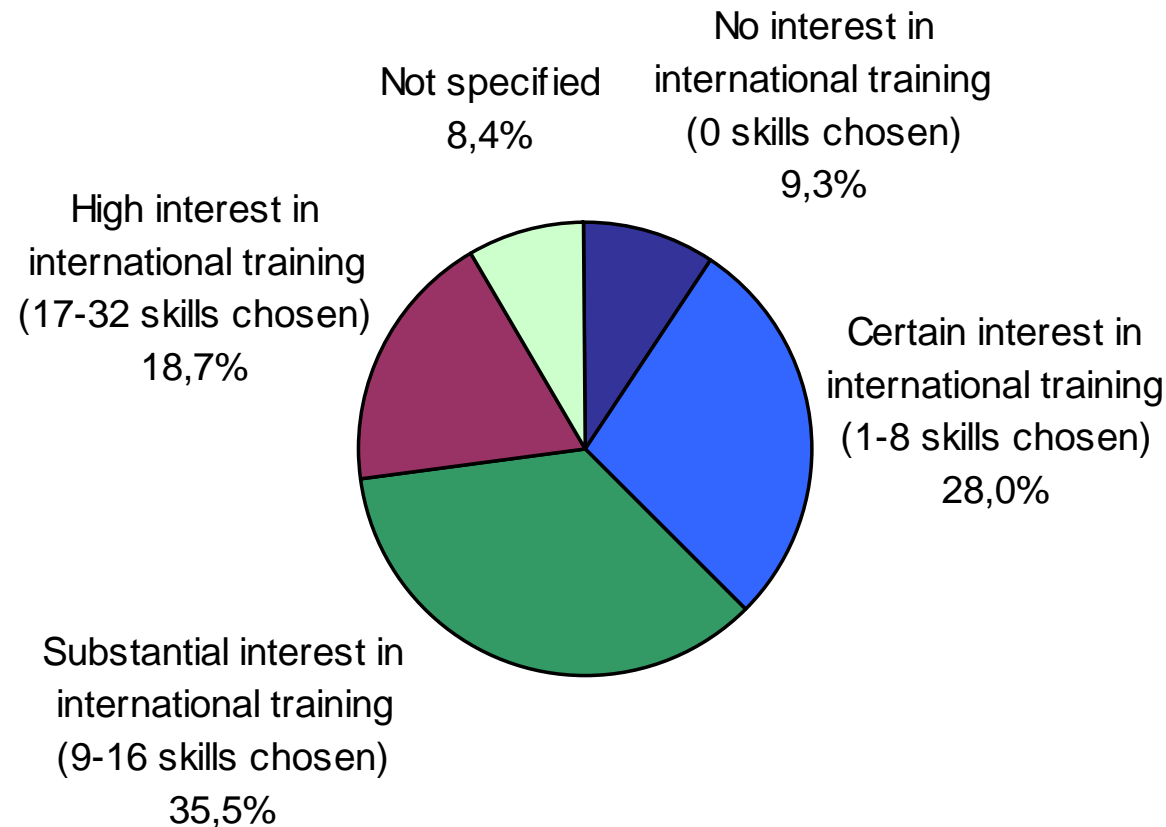
Interest of CM and CCO in training in international context



Interest of CM and CCO in training rather in national context



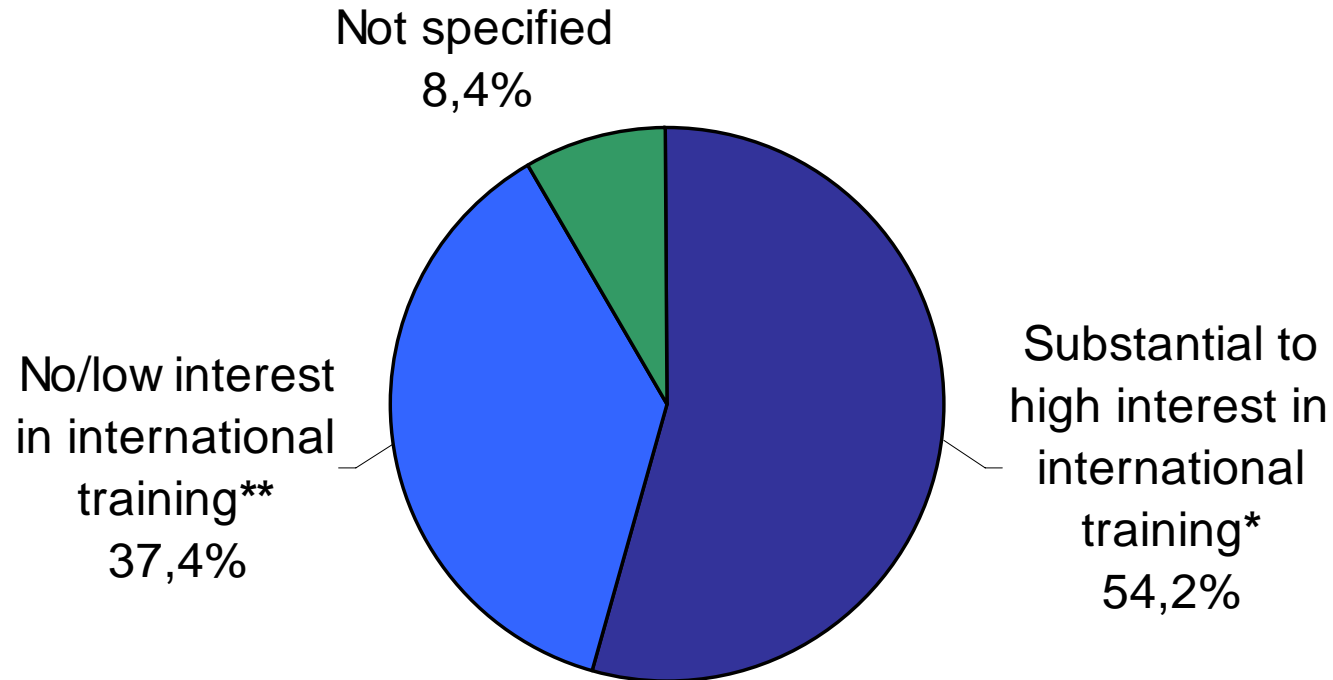
Interest of CM in international training (32 different skills and areas of competence)



Note: The CM could choose from 32 skills and areas of competences the ones they would like to be trained in an international context. The proportions in this graph show the intensity of interest in international training throughout all skills.

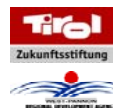


Interest of CM in international training (summary of interest groups)

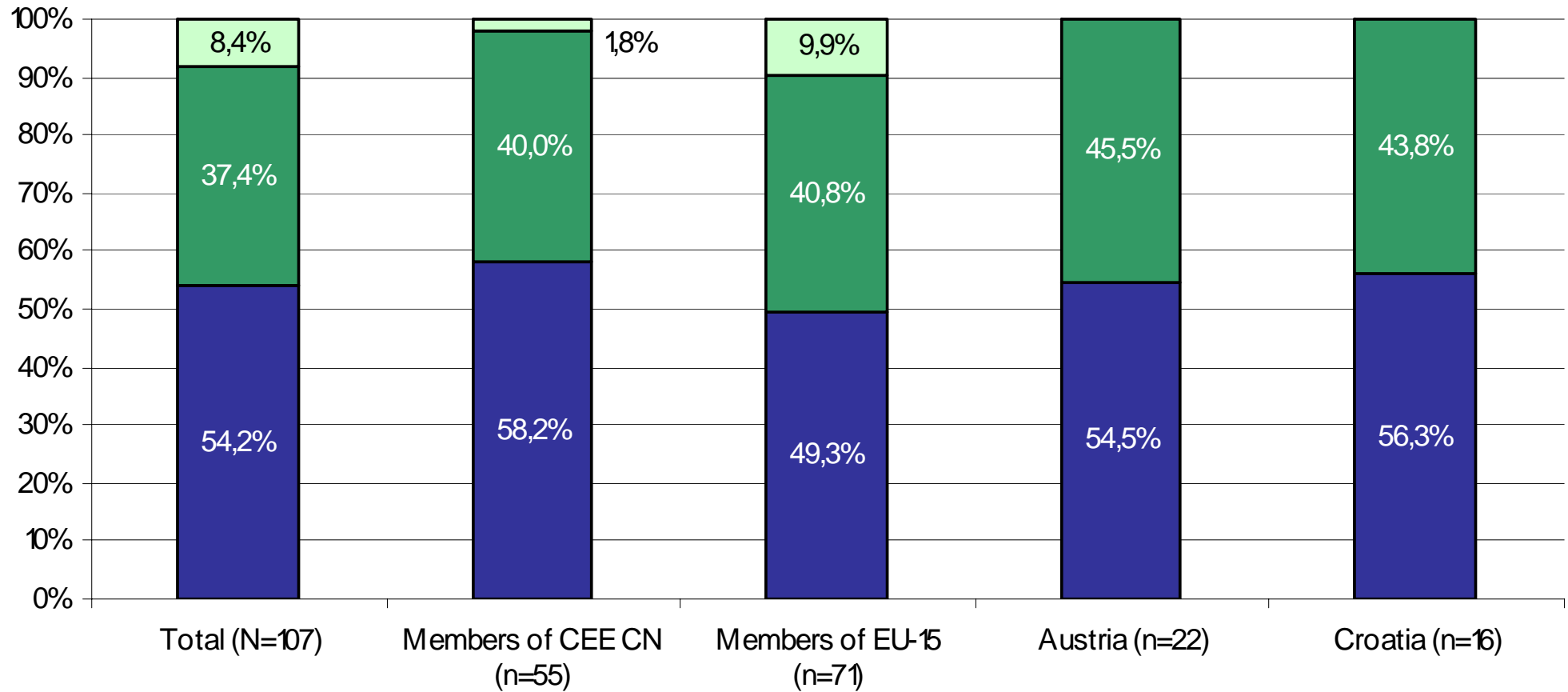


* 9 to 32 skills chosen

** 0 to 8 skills chosen



Interest of CM in international training (by country of cluster)



■ Substantial to high interest in international training* ■ No/low interest in international training** ■ Not specified

* 9 to 32 skills chosen ** 0 to 8 skills chosen

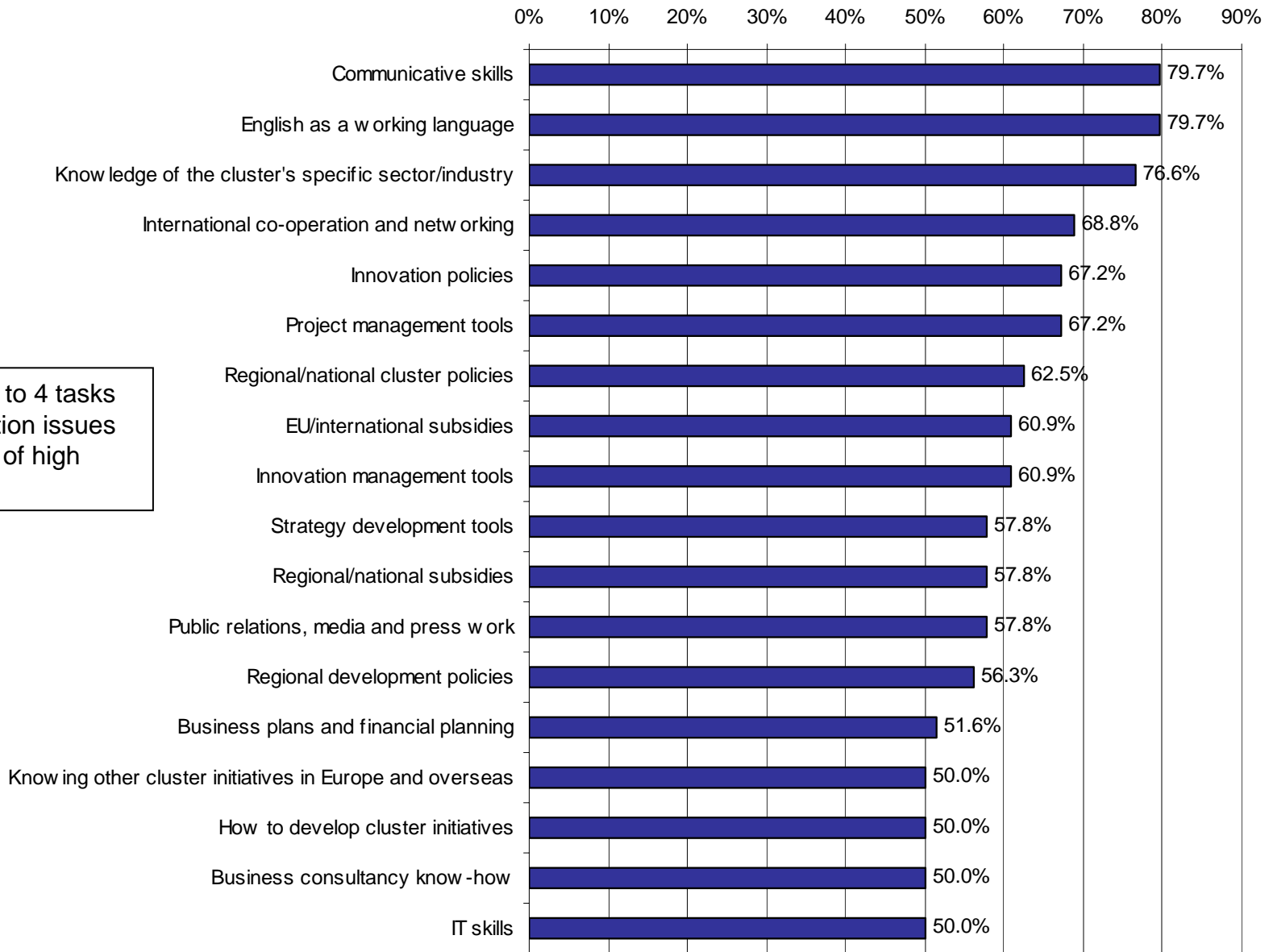


“International group” of CM: Importance of special skills and interest in training

- “International group” (n=64): CM who chose 1 to 4 tasks of the following four issues of internationalisation to be “high” of importance in their current position:
 - Development and implementation of internationalisation strategy of the cluster
 - Initiation, development and supervision of international co-operation projects of cluster members
 - International co-operation with other cluster initiatives in Europe
 - International co-operation with other cluster initiatives overseas



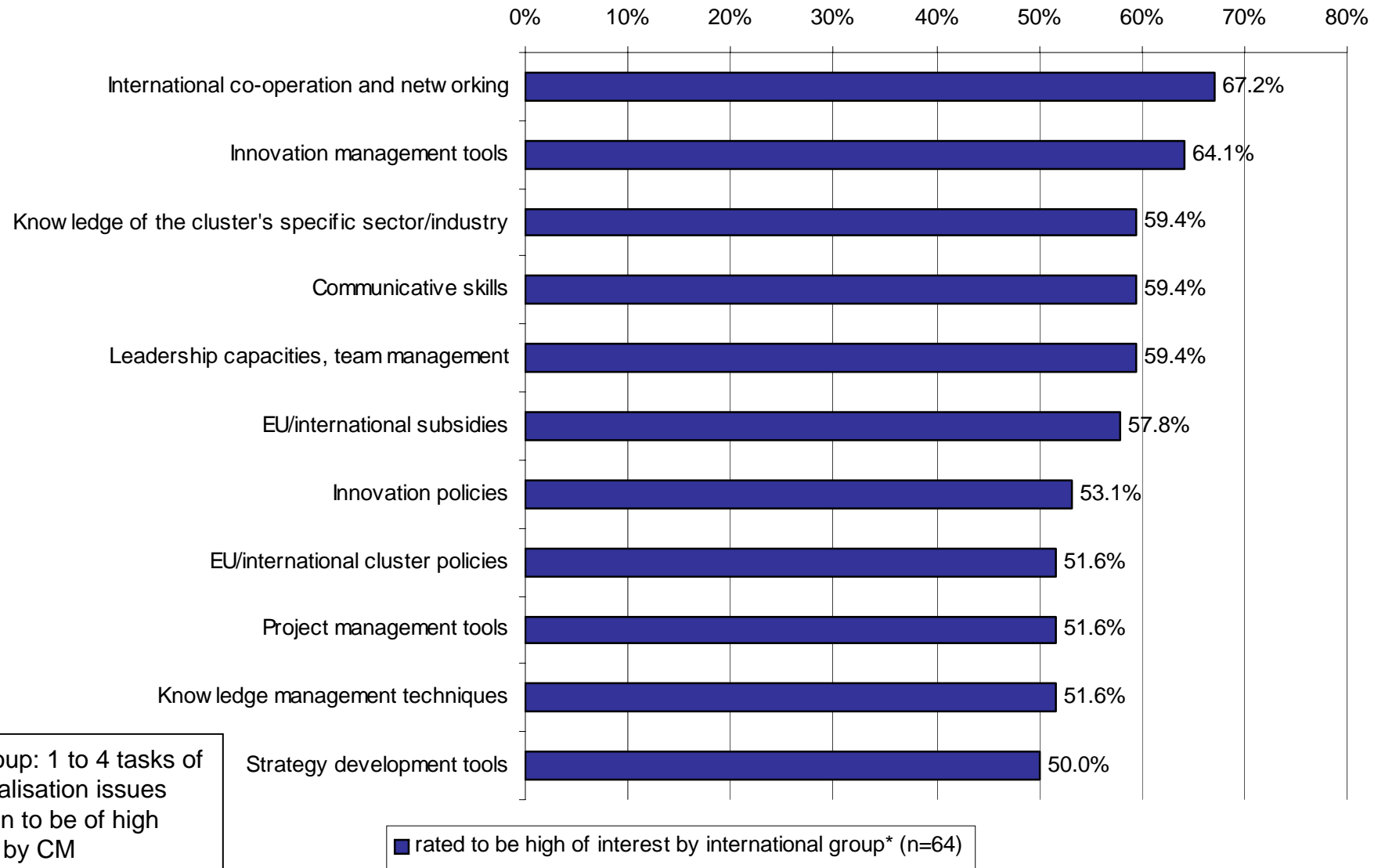
International group* of CM: importance of special skills



* "International group": 1 to 4 tasks of internationalisation issues were chosen to be of high importance by CM

■ rated to be high of importance by international group* (n=64)

International group of CM: interest in training



* international group: 1 to 4 tasks of inter-nationalisation issues were chosen to be of high importance by CM

Profiles of training interests/needs of cluster managers

- Goal: Find groups of similar training interests/needs within the respondent group CM
- Question: Are you interested in (further) training of the following skills and areas of competence for your work?
- Answer according to a list of 32 skills, response options: high-medium-low
- Cluster analysis, WARD method (leads to rather small and compact groups), n=70 (cases where no response was given to some questions were excluded), 3 `clusters´ could be identified



Profile of training interests/needs of cluster managers

- Group 1 – *Open minded* (n=33): Open minded cluster managers with interest in various areas
- Special management areas and techniques (e.g. project management tools, innovation management tools)
 - Overall policy issues and strategy (e.g. innovation policies)
 - Financing (e.g. EU/international subsidies)
 - International business (e.g. international co-operation and networking)
 - Industry knowledge
 - IT and languages



Profile of training interests/needs of cluster managers

- Group 2 – *Less interested* (n=17): Cluster managers with significantly less training interests/needs
- Mostly medium interest in
 - Industry knowledge
 - Soft skills (e.g. leadership capacities)
 - International business (e.g. business and trade practice, co-operation and networking)
 - Special management areas and techniques (e.g. customer relationship management, project management tools, knowledge management tools)

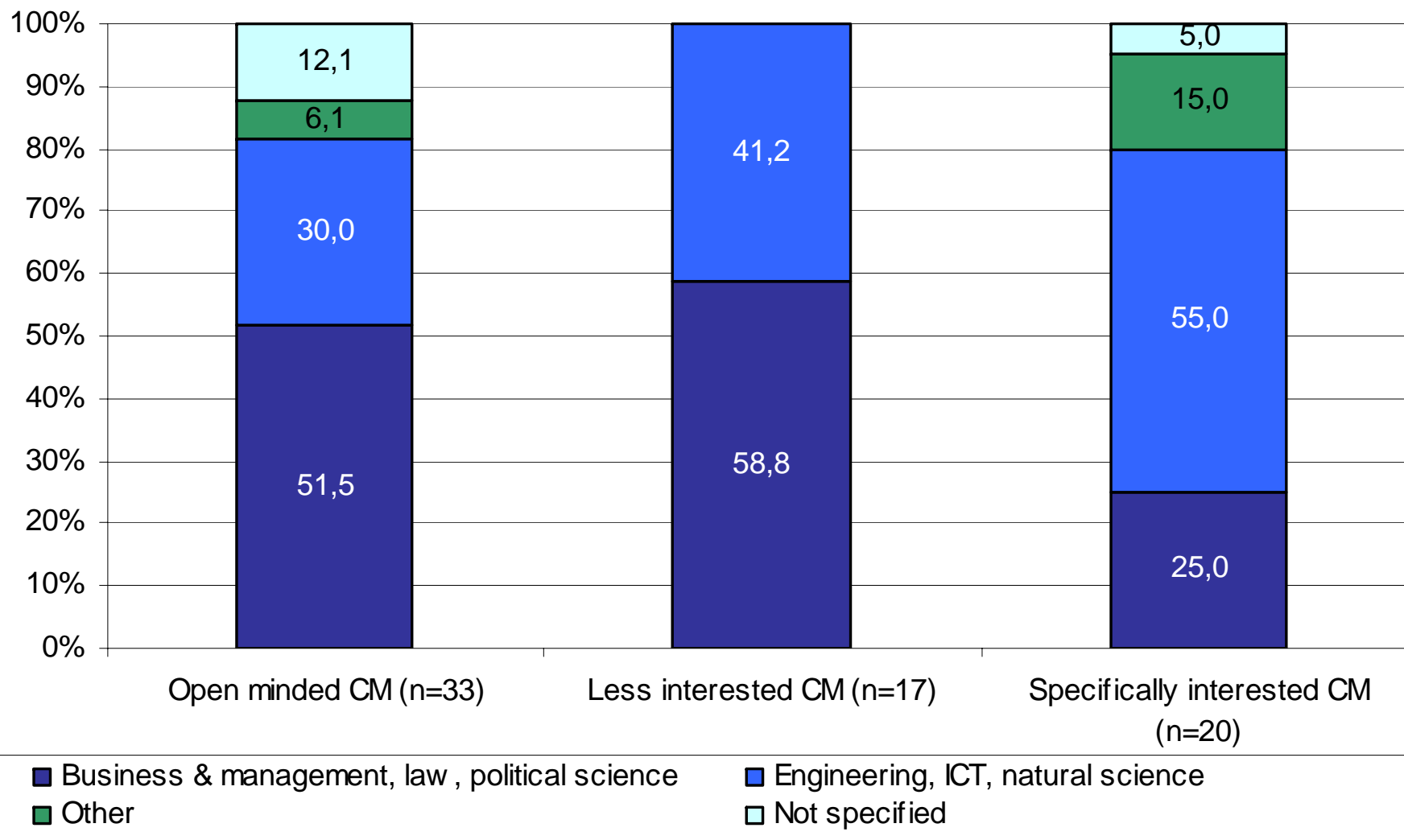


Profile of training interests/needs of cluster managers

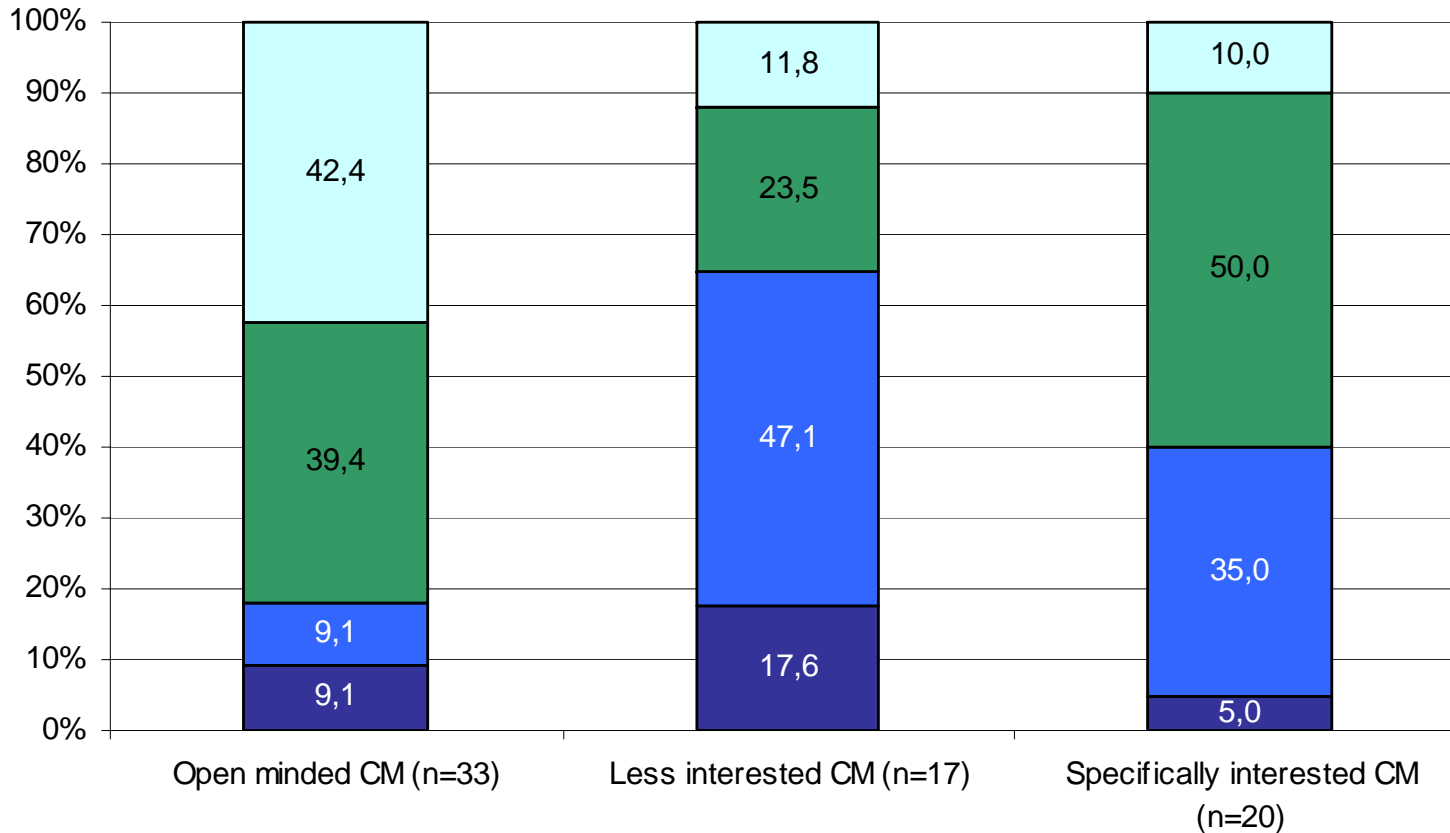
- Group 3 – *Specifically interested* (n=20): Cluster managers interested in specific thematic issues
 - Soft skills (e.g. communicative skills, leadership capacities)
 - Industry knowledge
 - Special management areas and techniques (e.g. innovation management tools)



Interest groups (by main education)



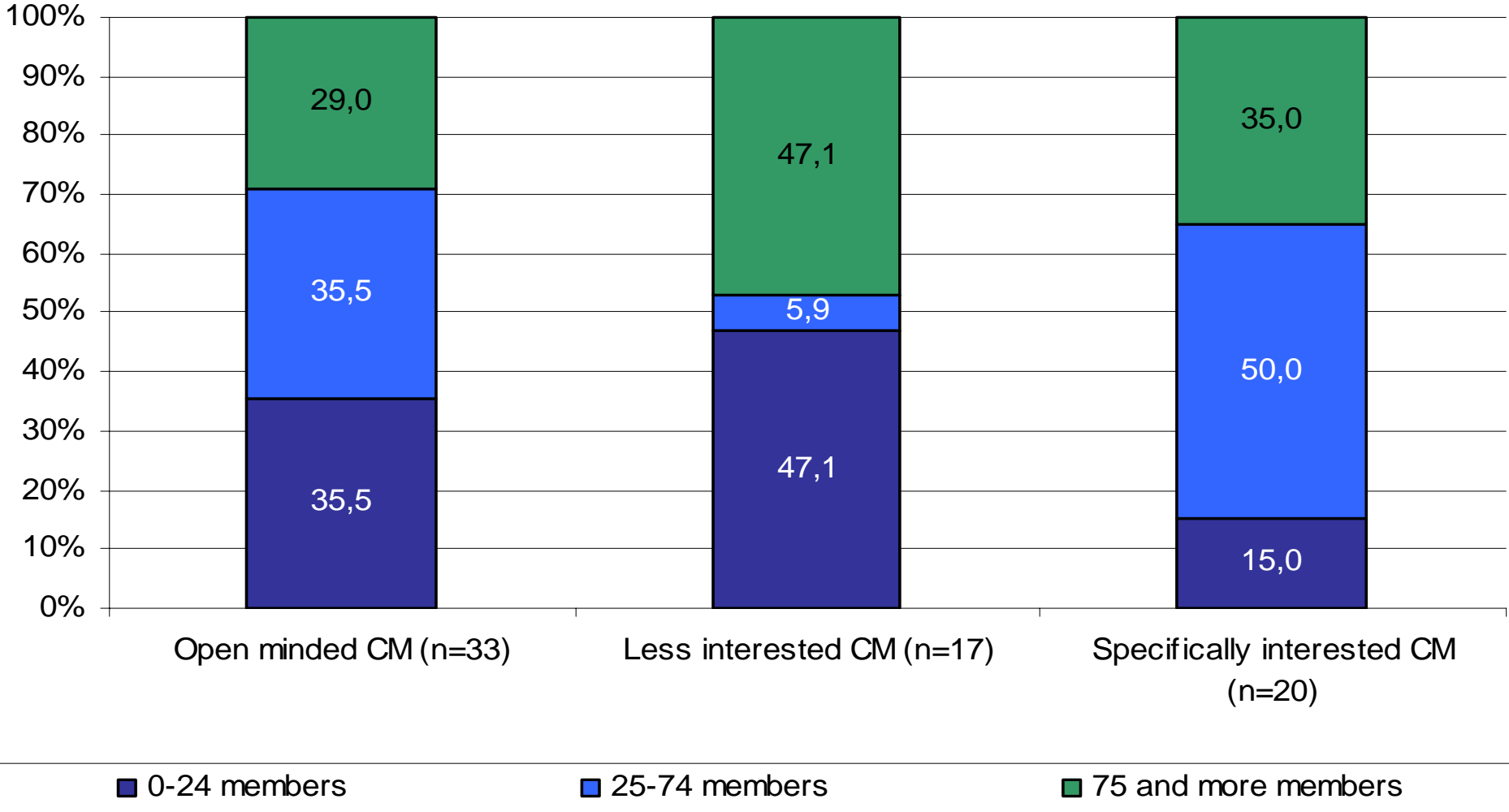
Interest groups (by interest in international training)



- High interest in international training (17-32 tasks chosen)
- Substantial interest in international training (9-16 tasks chosen)
- Certain interest in international training (1-8 tasks chosen)
- No interest in international training (0 tasks chosen)



Interest groups (by size of cluster)



Content

- Introduction
- Profiles of cluster managers
- Required areas of competence, training needs / interests
- Training measures and methods



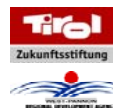
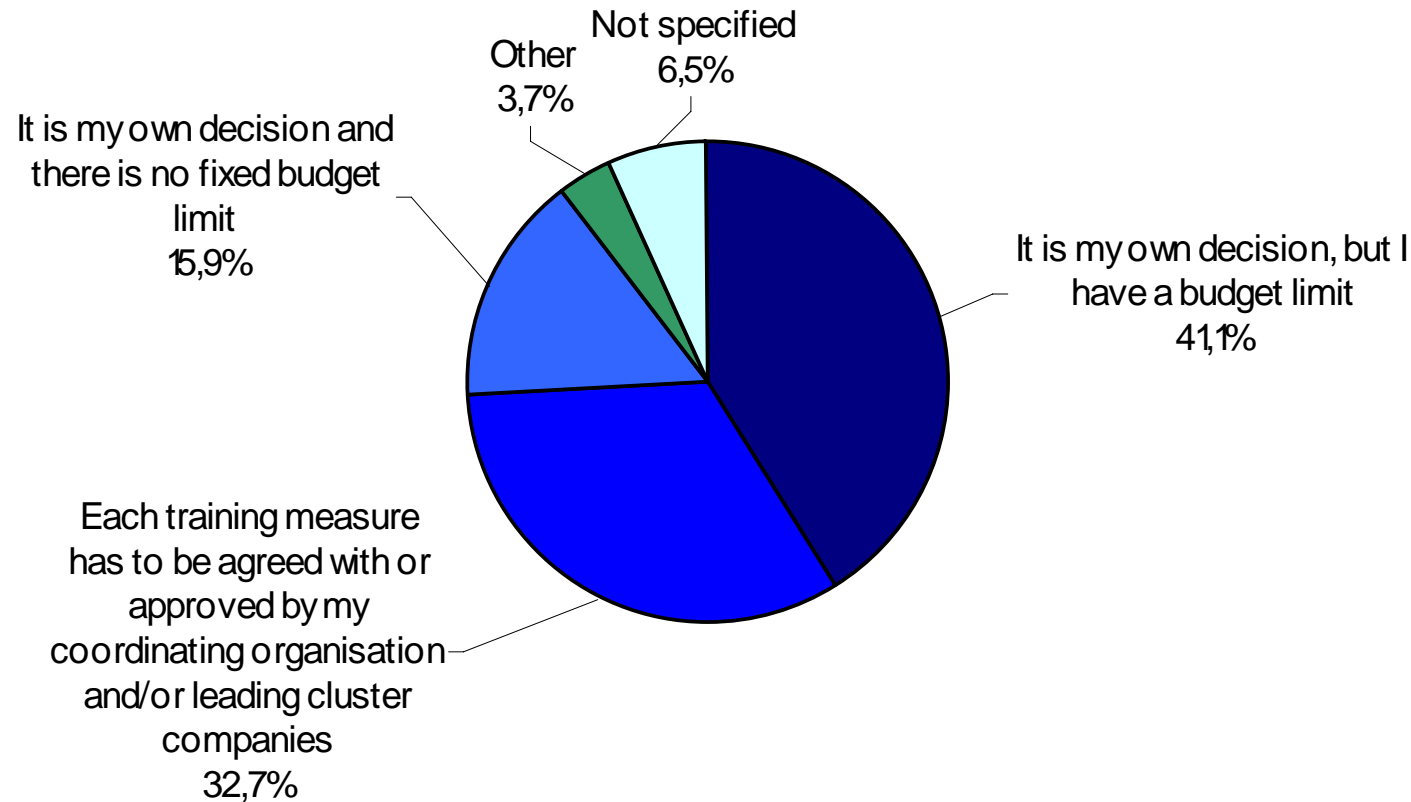
PRO INNO EUROPE
**INNO
NETS**
CEE-ClusterNetwork

Training measures and methods

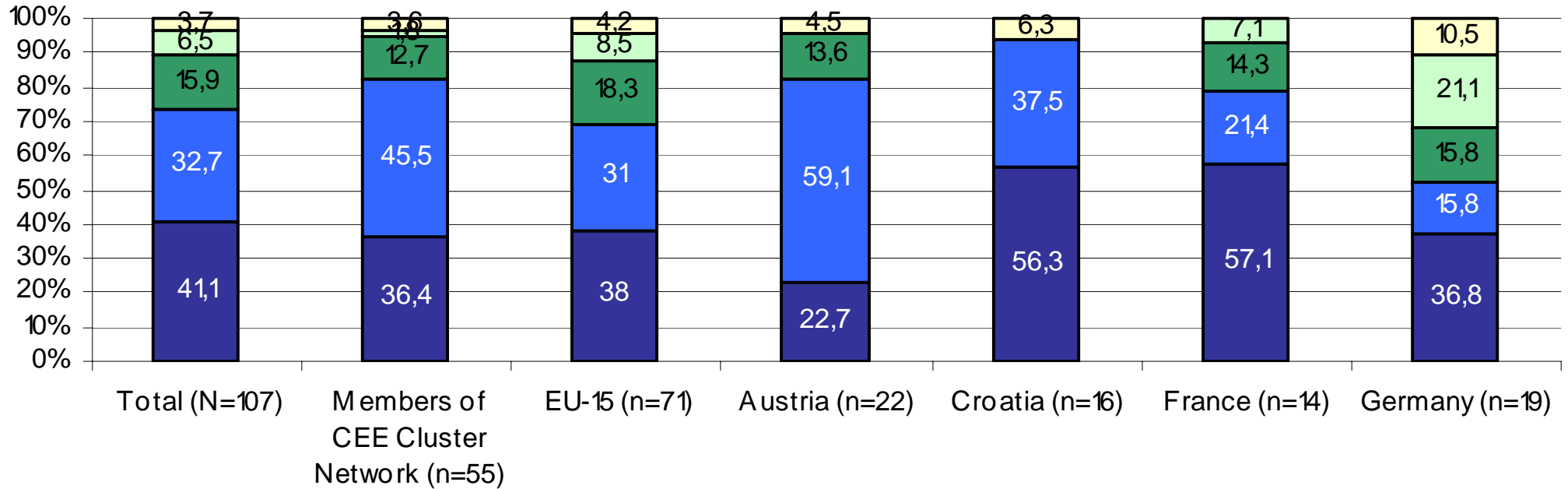
- Cluster Managers (CM): How is the decision to attend a training generally taken?
- Comparing CM and Cluster Coordinating Organisations (CCO):
 - CM: How much time would you be ready to spend attending a training on cluster management per year?
 - CCO: How much time would be reasonable for cluster managers and their teams to spend attending a training on cluster management per year?
- Comparing CM and CCO:
 - CM: What annual amount of money is at your disposal for course fees in general?
 - CCO: What annual amount of money would be reasonable for you to spend on training fees per cluster manager (or team member)?
- Comparing CM and CCO: Regarding trainings on cluster management: which of the following aspects would be important for you?



Decision to attend a training measure (CM, N=107)



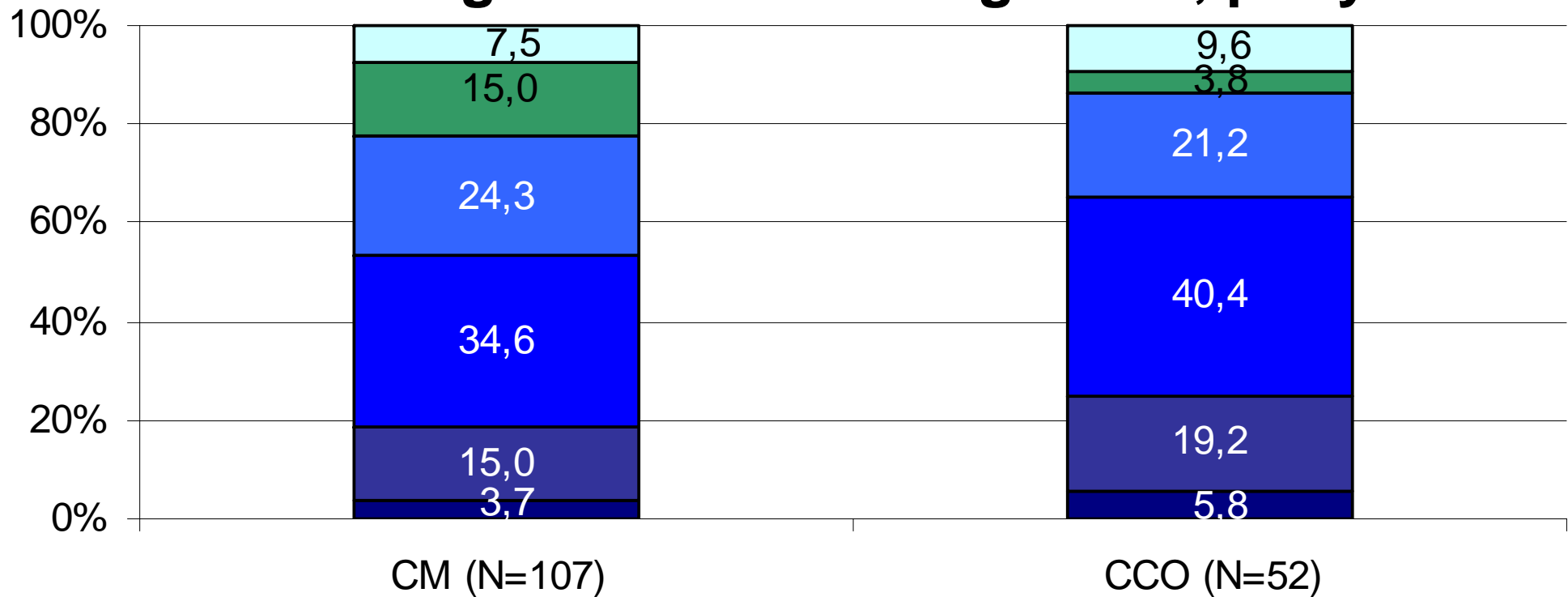
Decision to attend a training measure (by country of cluster)



- Other
- Not specified
- It is my own decision and there is no fixed budget limit
- Each training measure has to be agreed with or approved by my coordinating organisation and/or leading cluster companies
- It is my own decision, but I have a budget limit



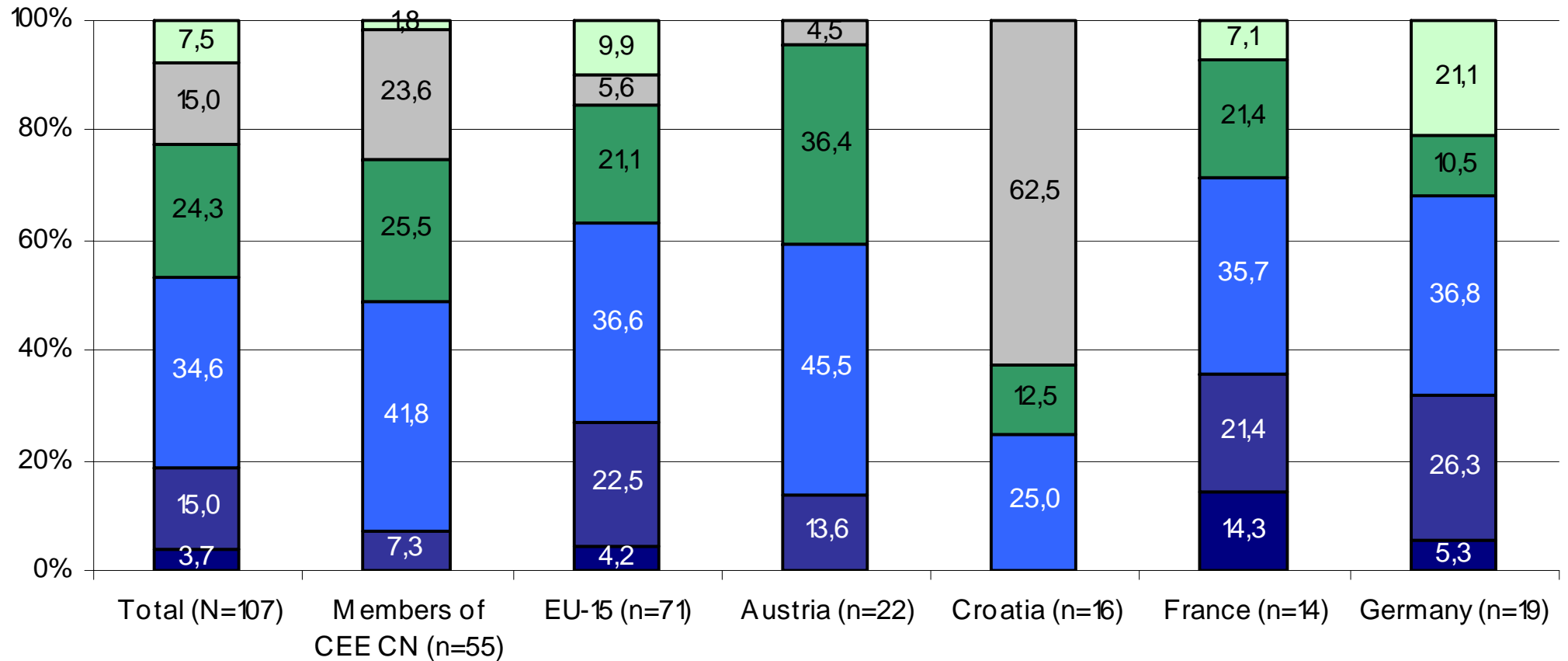
Time ready to spend (CM) / time reasonable for CM to spend (CCO) for training on cluster management, per year



- Up to 1 day in total
- 2 - 3 days in total
- 4 - 5 days in total
- 1 - 2 weeks in total
- More than 2 weeks in total
- Not specified



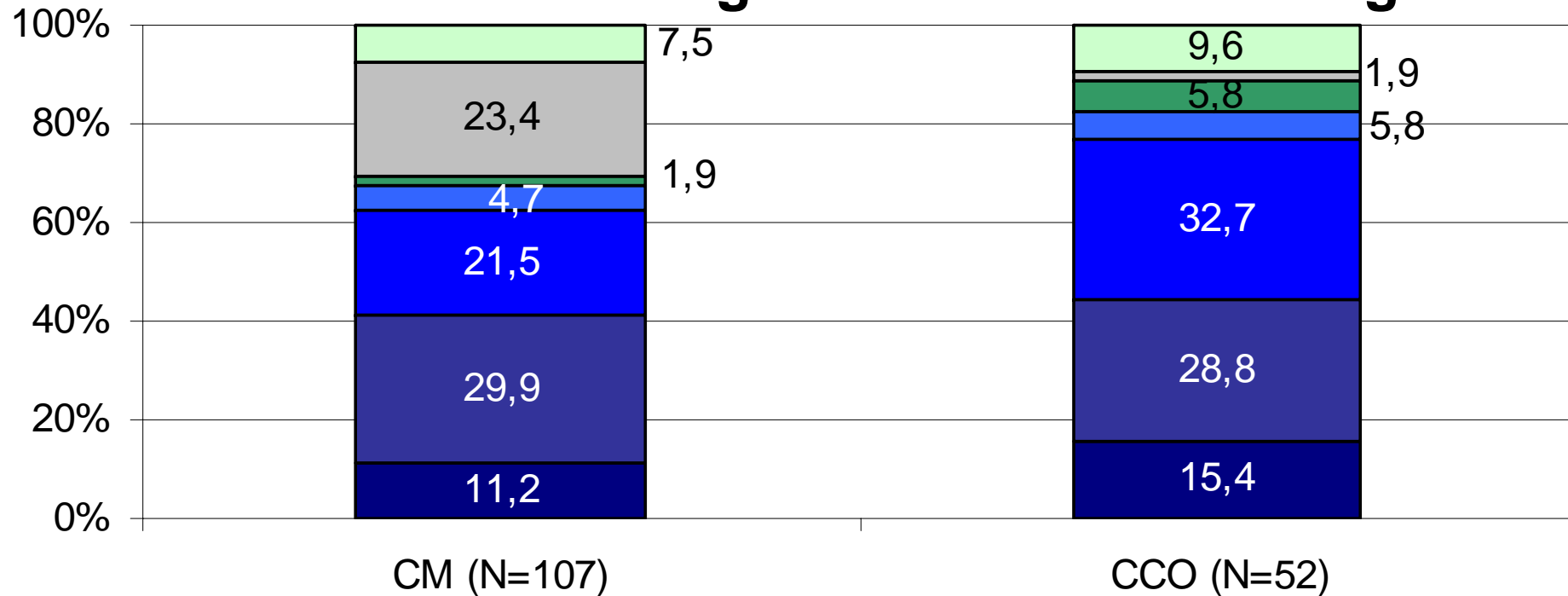
Time ready to spend attending a training on cluster management per year (by country of cluster)



■ Up to 1 day in total
 ■ 2 - 3 days in total
 ■ 4 - 5 days in total
 ■ 1- 2 weeks in total
 ■ More than 2 weeks in total
 ■ Not specified



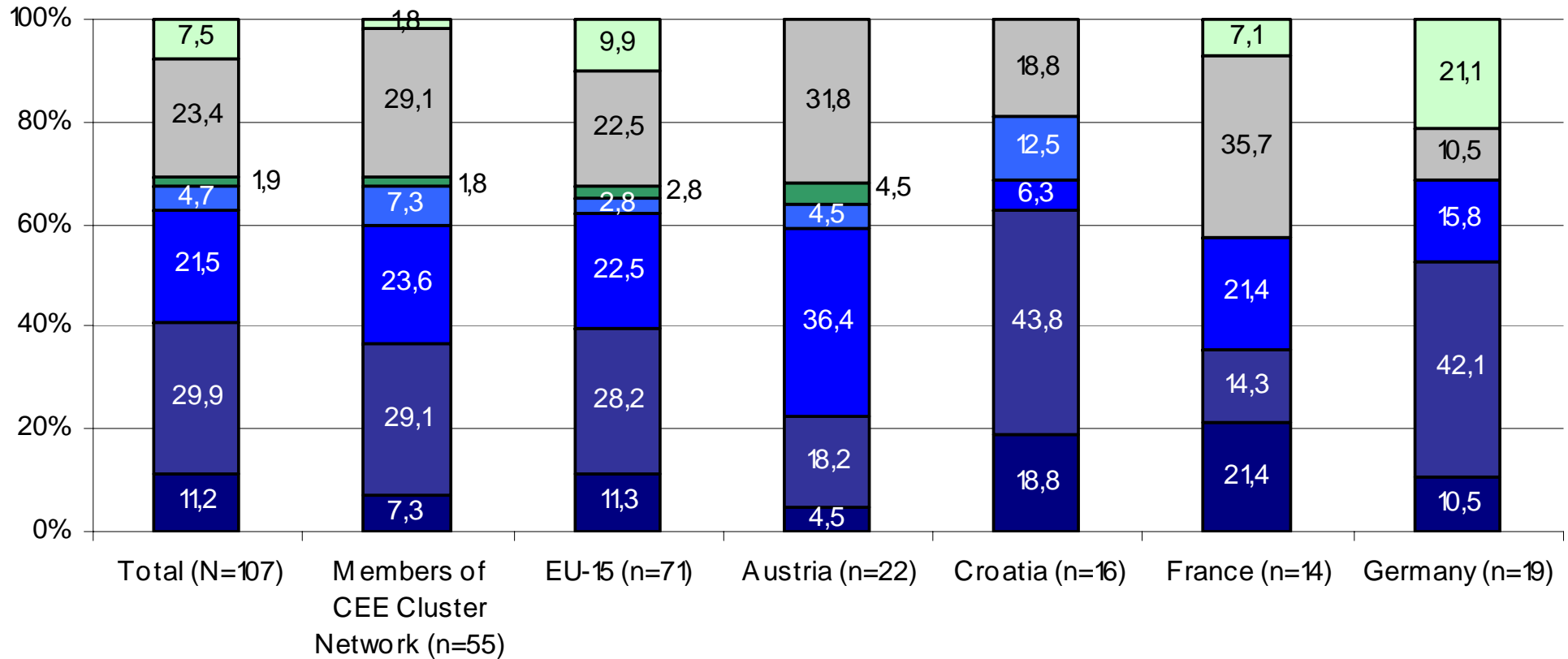
Annual amount of money at disposal (CM) / annual amount of money reasonable to spend (CCO) for course/training fees for cluster managers



- Up to € 500
- € 500 - 1,499
- € 1,500 - 2,999
- € 3,000 - 4,999
- € 5,000 and more
- Do not know
- Not specified



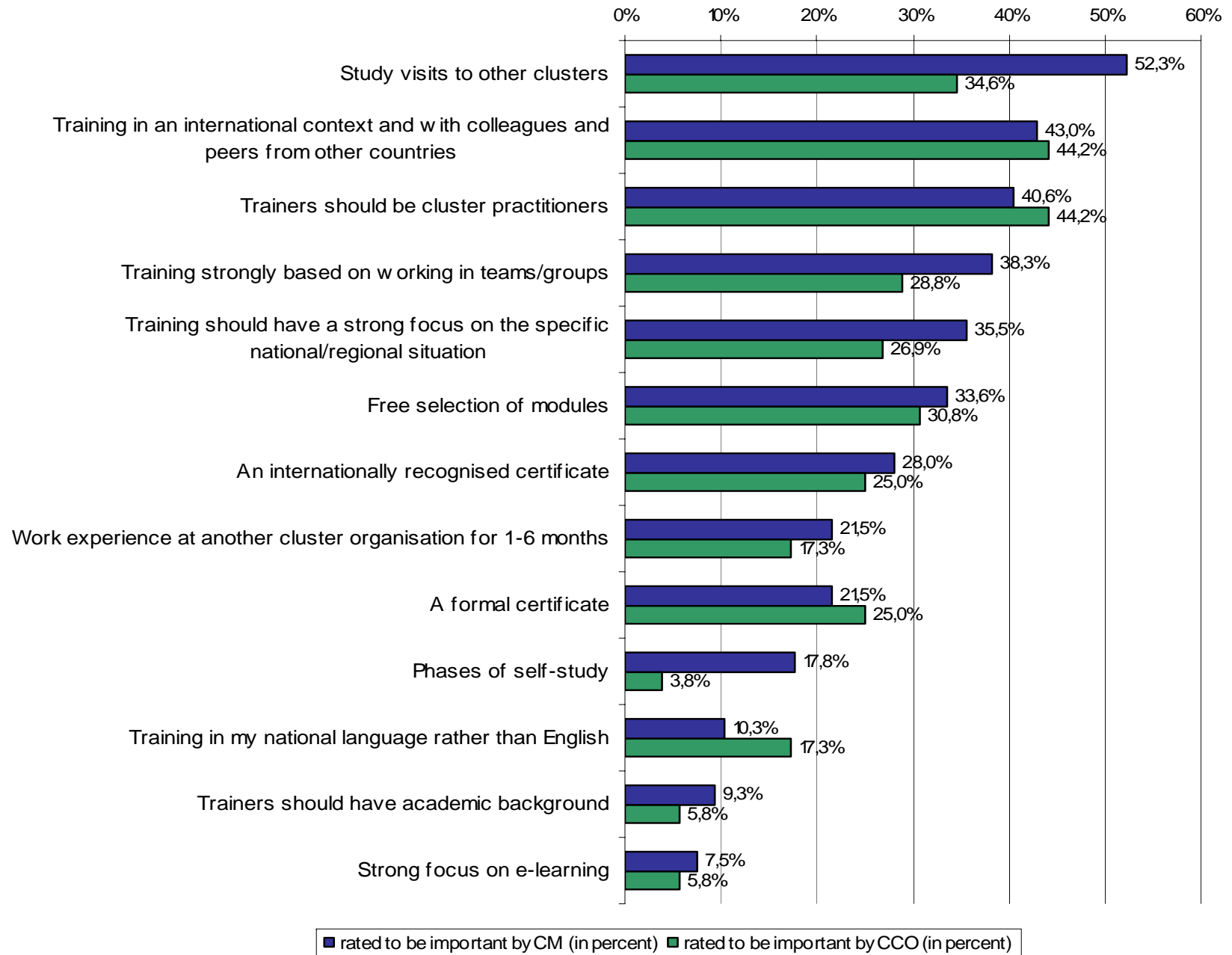
Annual amount of money at disposal for course/training fees (by country of cluster)



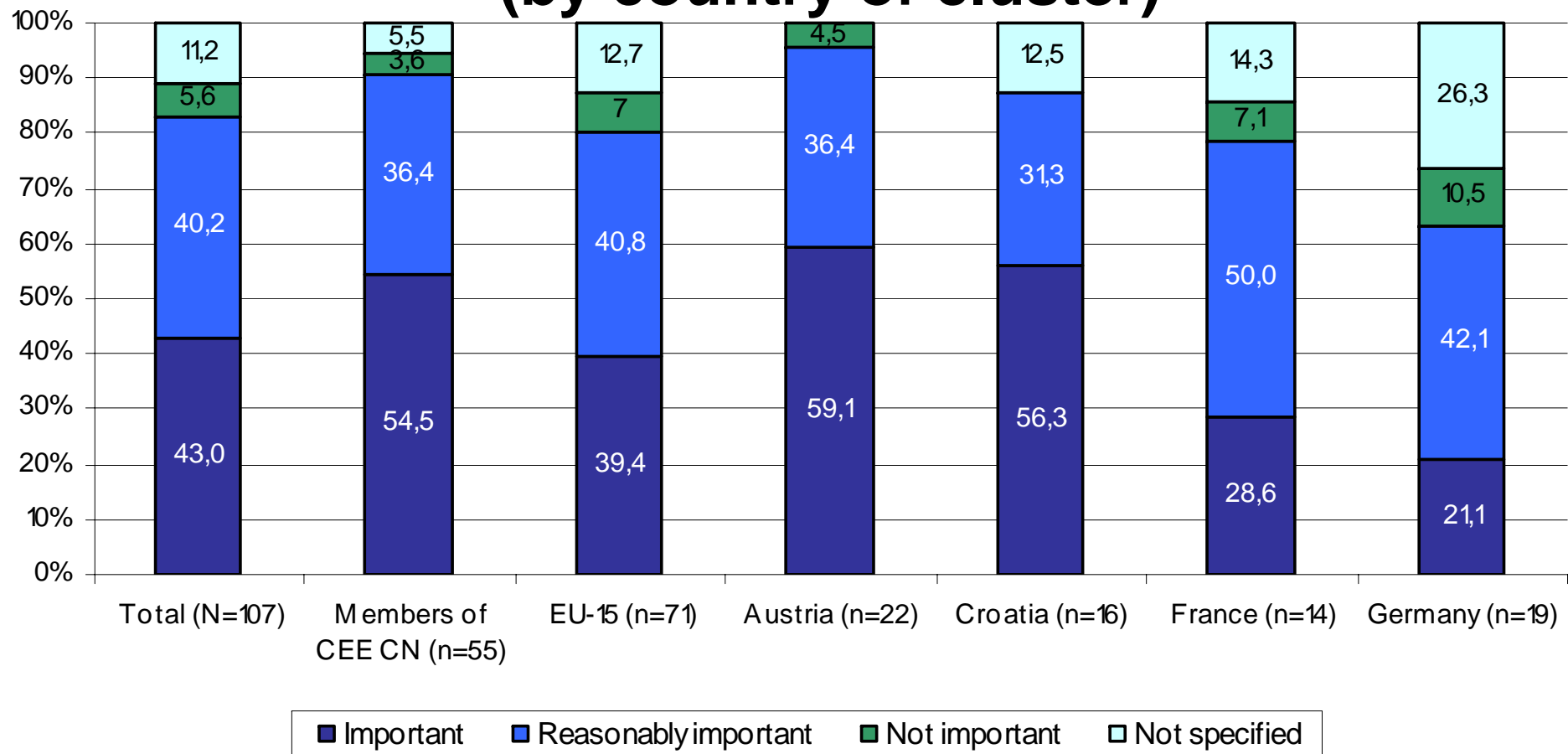
■ Up to €500
 ■ €500 - 1,499
 ■ €1,500 - 2,999
 ■ €3,000 - 4,999
 ■ €5,000 and more
 ■ Do not know
 ■ Not specified



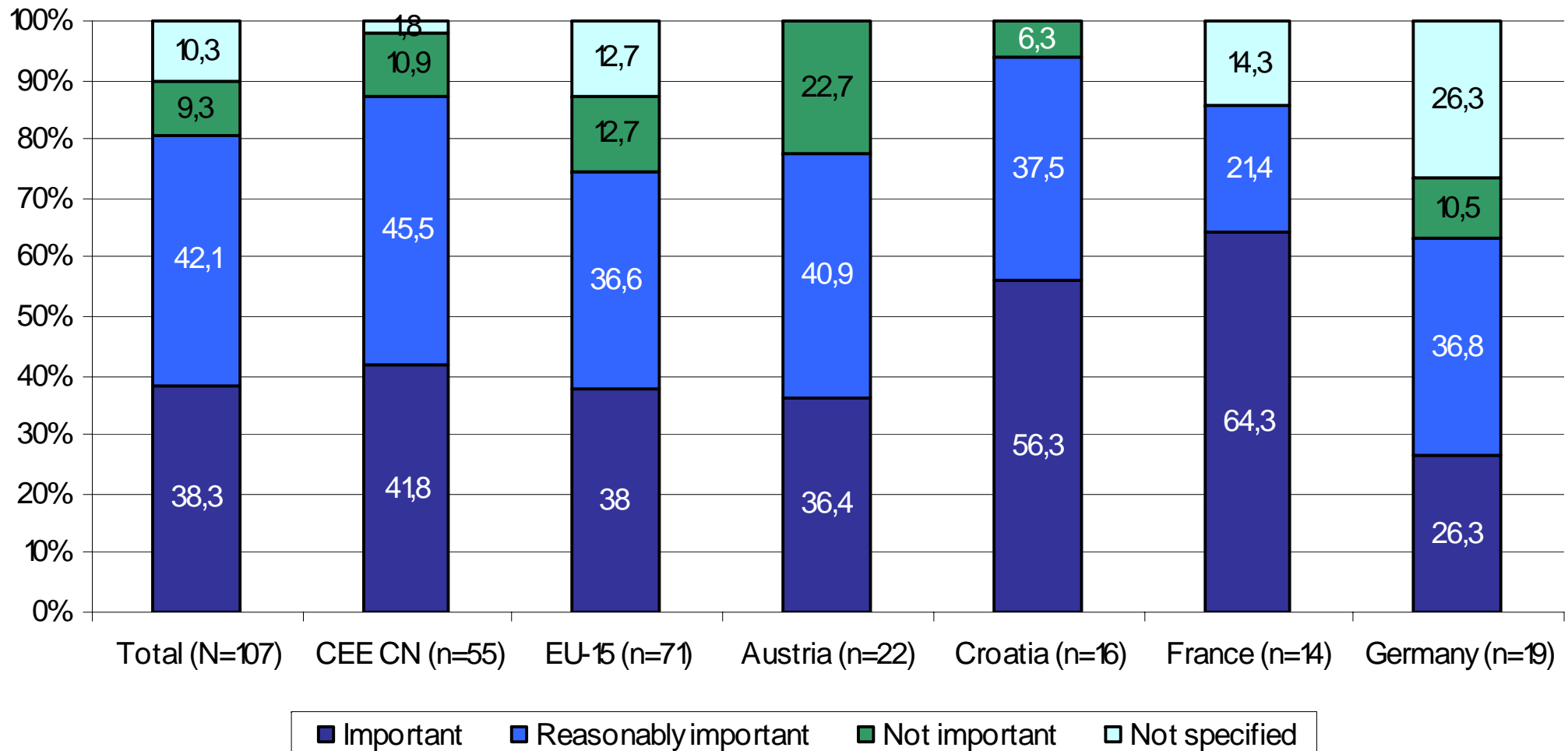
Importance of aspects regarding trainings on cluster management (CM: N=107, CCO: N=52)



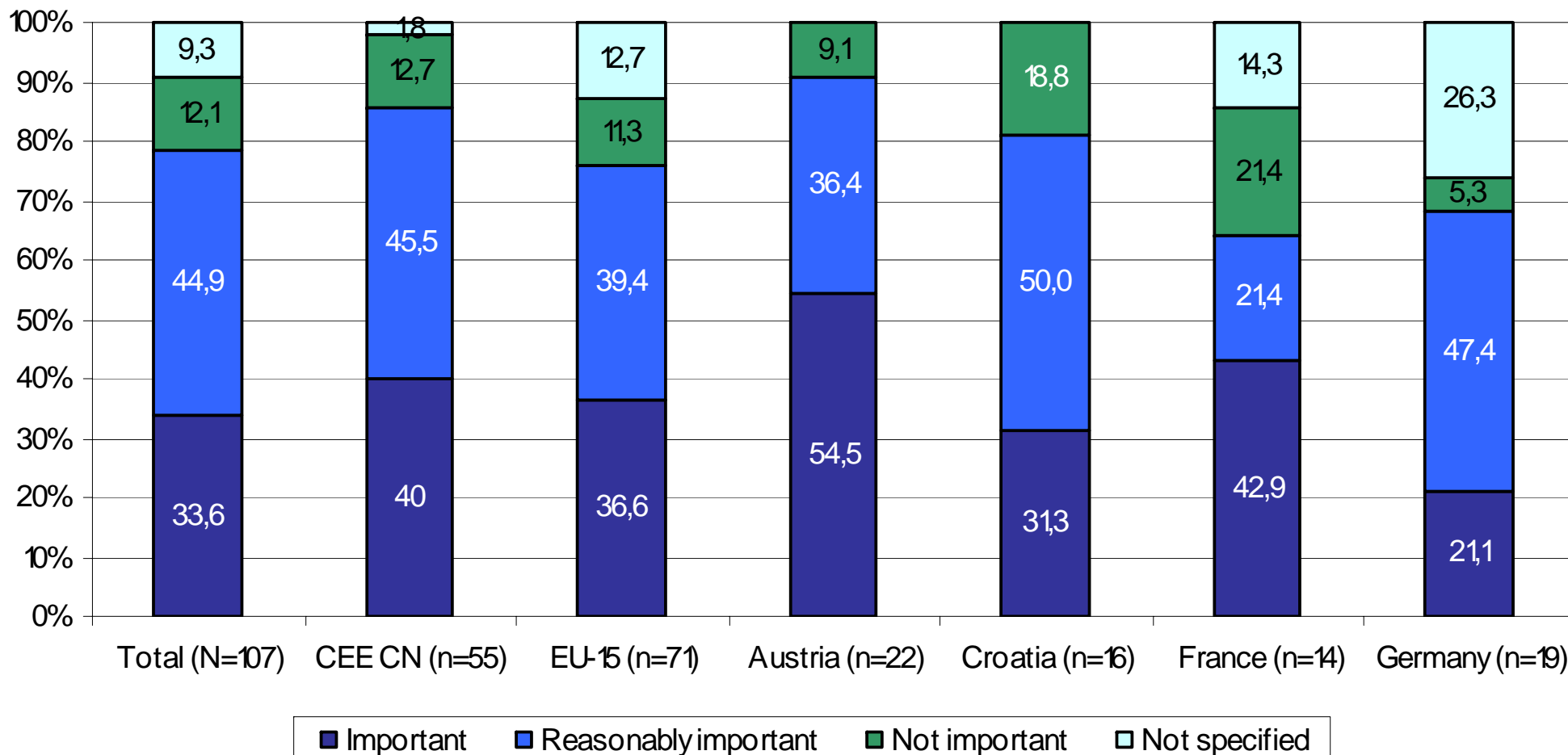
Training in an international context and with colleagues and peers from other countries (by country of cluster)



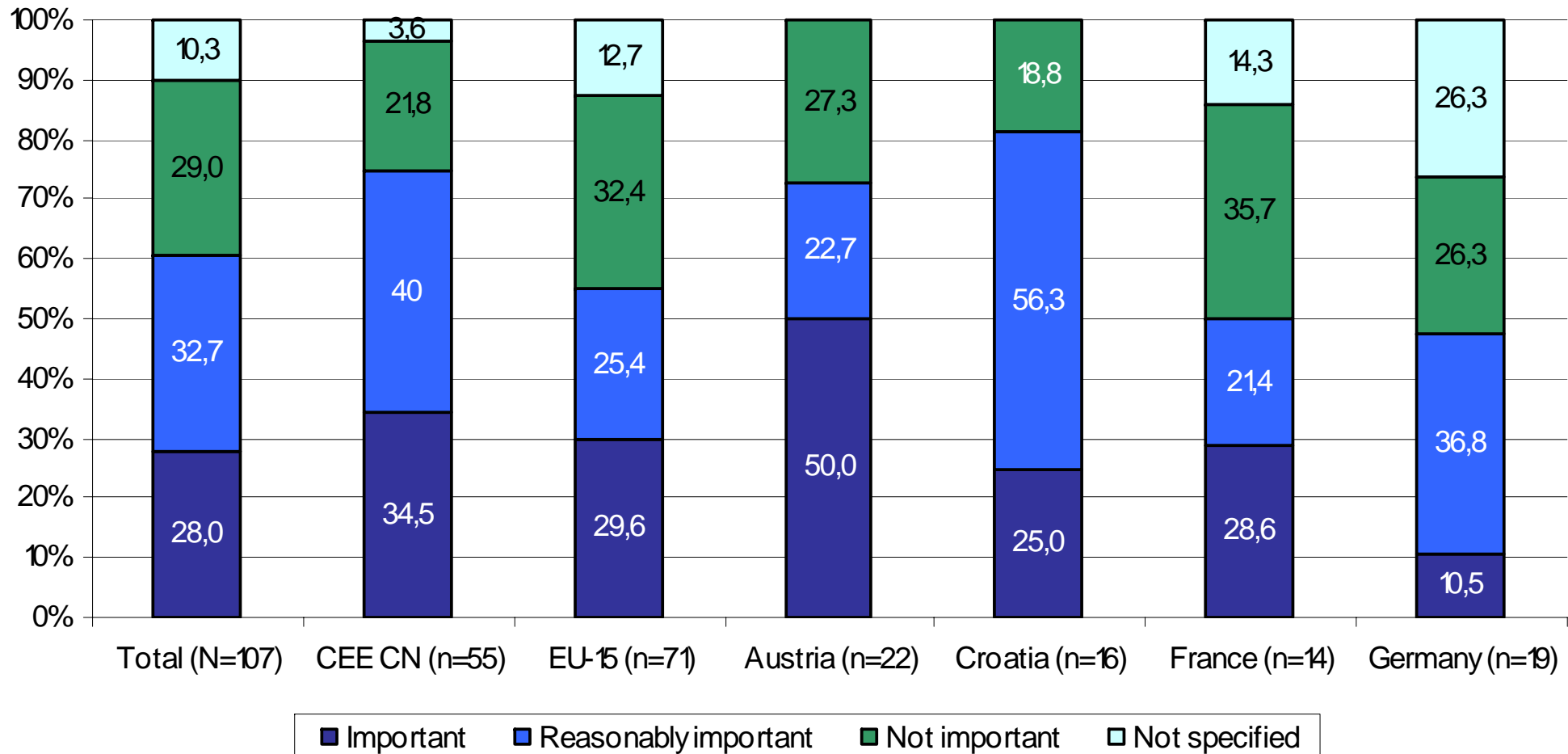
Training strongly based on working in teams/groups (importance by country of cluster)



Free selection of modules ("cafeteria system") (importance by country of cluster)



An internationally recognised certificate (importance by country of cluster)



Contact

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