



CLUSTERPLAST

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DELIVERABLE REPORT

D1.4C – Synthesis of the overall analysis including recommendations for the setting up of the J.A.P.



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Executive summary

This deliverable D1.4C presents a **synthesis of the overall analysis** derived from the SWOT analysis, as well as **recommendations for setting up the Joint Action Plan (JAP)**.

The **synthesis of the overall analysis** is based on the SWOT analysis reported in the deliverable **D1.4A**.

In that report, a SWOT chart was presented for each cluster. These charts were based on an analysis of factors internal and external (in particular the territory offer) to the clusters. The internal analysis was used to identify the clusters' strengths and weaknesses; the external analysis its opportunities and threats. Both the internal and external analyses were performed using data gathered during previous tasks, including the review of research entities at the local/regional level (D1.1), the review of business entities at the local/regional level (D1.2) and the review of the local/regional entities and their related policies (D1.3).

The SWOT charts were used to analyse and compare the clusters, and provided a first basis for defining recommendations for setting up the JAP (Joint Action Plan). General actions were identified for each cluster based on their unique combination of strengths, weaknesses, opportunities and threats.

The **recommendations for setting up the Joint Action Plan (JAP)** are based on the results of the SWOT analysis (the general actions identified by each cluster) and were reported in the deliverable **D1.4B**.

In that report, the clusters proposed a set of recommendations based on each general action. The recommendations were either designed to be considered individually by the clusters, or through the Joint Action Plan as joint recommendations applying to at least two Clusterplast clusters. For the joint recommendations, the synthesis of the overall analysis was used to identify potential areas of cooperation between clusters, and each joint recommendation was linked to the following areas of the JAP:

- 1 - Sharing RTD infrastructures,
- 2 - Knowledge transfer,
- 3 - Mobility plan,
- 4 - Selection of RTD projects,
- 5 - Fostering Entrepreneurship,
- 6 – Setting up integrated and relevant education/training strategies,
- 7 - Mutual learning and mentoring.

1. Deliverable report

This deliverable D1.4C presents the **synthesis of the overall analysis** derived from the SWOT analysis and the **recommendations for setting up the Joint Action Plan (JAP)**.

1.1. Synthesis of the overall analysis

1.1.1. Synthesis of the internal analysis

STRENGTHS				WEAKNESSES			
Cluster composition							
I1	France Portugal	2/6	(HIGH) Level of involvement of research entities within the cluster	I1	Czech Rep. Spain	2/6	(LOW) Level of involvement of research entities within the cluster
I2	Spain	1/6	(HIGH) Level of involvement of business entities within the cluster	I2	France Portugal	2/6	(LOW) Level of involvement of business entities within the cluster
I3	Portugal	1/6	(HIGH) Level of involvement of training centres within the cluster	I3	Austria Spain	2/6	(LOW) Level of involvement of training centres within the cluster
Research entities							
I4	France Portugal Czech Rep. Austria Italy Spain	6/6	(WIDE) Level of diversity of R&D axes	I4			(NARROW) Level of diversity of R&D axes
I5	France	1/6	(HIGH) Level of specialization of research entities	I5	Czech Rep. Spain	2/6	(LOW) Level of specialization of research entities
I6	Portugal Czech Rep. Italy Spain	4/6	(HIGH) Level of involvement of platforms	I6	France Austria	2/6	(LOW) Level of involvement of platforms
Business entities							
I7	France Czech Rep. Italy Spain	4/6	(WIDE) Level of multidisciplinary of business entities in terms of markets	I7			(NARROW) Level of multidisciplinary of business entities in terms of markets
I8	France Czech Rep. Italy Spain	4/6	(WIDE) Level of multidisciplinary of business entities in terms of activities	I8	Portugal	1/6	(NARROW) Level of multidisciplinary of business entities in terms of activities
I9	Portugal Italy Spain	3/6	(HIGH) Level of involvement of SMEs	I9			(LOW) Level of involvement of SMEs
Collaborative projects							
I10	Czech Rep. Spain	2/6	(HIGH) Level of cooperation through projects	I10	Austria Italy	2/6	(LOW) Level of cooperation through projects
I11	France Portugal Austria	3/6	(HIGH) Level of involvement of business entities	I11	Italy	1/6	(LOW) Level of involvement of business entities
I12	France Portugal	2/6	(HIGH) Level of involvement of SMEs	I12	Italy	1/6	(LOW) Level of involvement of SMEs (in collaborative projects)
EU collaborations							
I13	Czech Rep. Italy	2/6	(HIGH) Level of EU collaborations	I13	Spain	1/6	(LOW) Level of EU collaborations
Local/regional entities							
I14	Austria Spain	2/6	(HIGH) Level of support from local/regional authorities	I14	Portugal Czech Rep.	2/6	(LOW) Level of support from local/regional authorities

This table shows potential areas of cooperation between weak clusters (red) and strong clusters (green) based on internal analyses.

1.1.2. Synthesis of the external analysis

OPPORTUNITIES				THREATS			
Support from local and regional entities							
E1			(STRONG) Presence of public authorities	E1			(WEAK) Presence of public authorities
E2	France Czech Rep. Austria Italy	4/6	(STRONG) Degree of support/action of public authorities at regional and/or sub-regional scale	E2			(WEAK) Degree of support/action of public authorities at regional and/or sub-regional scale
E3	France Portugal Czech Rep.	3/6	(STRONG) Presence of development agencies	E3	Austria Italy Spain	3/6	(WEAK) Presence of development agencies
E4	France Portugal Czech Rep. Italy	4/6	(STRONG) Degree of support/action of development agencies at regional and/or sub-regional scale	E4	Austria Spain	2/6	(WEAK) Degree of support/action of development agencies at regional and /or sub-regional scale
E5	France Spain	2/6	(WIDE) Level of diversity of development agencies in terms of typology	E5	Austria Italy	2/6	(NARROW) Level of diversity of development agencies in terms of typology
E6	France Czech Rep. Austria	3/6	(WIDE) Level of diversity of development agencies in terms of programs/policies	E6	Spain	1/6	(NARROW) Level of diversity of development agencies in terms of programs/policies
Economic environment							
E7	France Portugal Czech Rep. Italy	4/6	(HIGH) Capability to grow with new business entities	E7			(LOW) Capability to grow with new business entities
E8			(HIGH) Capability to enlarge the scope of markets of the cluster	E8	France Portugal Czech Rep. Italy	4/6	(LOW) Capability to enlarge the scope of markets of the cluster
E9			(HIGH) Capability to enlarge the scope of activity of the cluster	E9	Czech Rep. Italy	2/6	(LOW) Capability to enlarge the scope of activity of the cluster
E10	France Portugal Czech Rep.	3/6	(HIGH) Capability to increase the proportion of SMEs	E10			(LOW) Capability to increase the proportion of SMEs
Academic and research environment							
E11	Czech Rep.	1/6	(HIGH) Capability to grow with new research entities	E11			(LOW) Capability to grow with new research entities
E12	Czech Rep.	1/6	(HIGH) Capability to grow with new platforms entities	E12	Italy	1/6	(LOW) Capability to grow with new platforms entities
National and European environments							
E13	France Portugal Czech Rep. Austria Italy Spain	6/6	(STRONG) Position of the cluster at national scale	E13			(WEAK) Position of the cluster at national scale
E14	Portugal	1/6	(STRONG) Position of the cluster at European scale	E14			(WEAK) Position of the cluster at European scale

This table shows potential areas of cooperation between clusters with a favourable external environment (blue) and those with a challenging external environment (orange).

1.2. Recommendations for setting up the JAP

1.2.1. JAP axis #1 - Sharing of RTD infrastructures

# Recommended action	Description	Proposing Cluster	Partners
RA1 - 1	Develop operational cooperations with platforms existing within others clusters and in line with Plastipolis' development roadmap	France (F-WO2)	<ul style="list-style-type: none"> ▪ Portugal (tooling) ▪ Italy(composites) ▪ Spain (Eco-design)
RA1 - 2	Develop European cooperations based on the best practices of other European clusters to involve BEs in joint research projects <ul style="list-style-type: none"> <input type="checkbox"/> Database of R&D capacities available within clusters <input type="checkbox"/> Sharing information about workshops and seminars organized by European clusters 	Czech (C-SO3 C-SO4)	All
RA1 - 3	Acquire a thorough knowledge of the technical services available in other clusters and share this information, thus creating a broader offer for the cluster members.	Italy (I-SO2)	All

1.2.2. JAP axis #2 - Knowledge transfer

# Recommended action	Description	Proposing Cluster	Partners
RA2 - 1	Set up a tool or a database (with regular updates) storing the latest high-tech technologies developed by EU research entities in order to promote them to businesses	France (F-ST1)	All
RA2 - 2	Set up a tool or a database (with regular updates) collecting information on promising or emerging markets in order to promote them to businesses and to raise awareness among research entities	France (F-ST1)	All
RA2 - 3	Promote best practices, inform business entities of the advantages of cooperating with local/regional authorities	Austria (A-SO1)	<ul style="list-style-type: none"> ▪ France, ▪ Austria, ▪ Portugal
RA2 - 4	Ensure easy access to information about funding possibilities	Austria (A-SO1)	All
RA2 - 5	Demonstrate the value that platforms and training centres provide	Austria (A-WO1)	All
RA2 - 6	Define and focus on new value-added sectors, such as "composites or recycling industry", and identify BEs interested in broadening their activities by adding new sectors	Spain (S-SO2)	<ul style="list-style-type: none"> ▪ France ▪ Italy ▪ Czech Rep

1.2.3. JAP axis #3 - Mobility plan

# Recommended action	Description	Proposing Cluster	Partners
RA3 – 1	Foster international traineeships and technicians exchange.	Portugal (P-SO1)	All
RA3 – 2	Promote the possibility of cooperation with cluster members from other countries	Austria (A-SO1)	All
RA3 – 3	Increase networking and international contacts among all the different agents (BEs, research, etc..)	Spain (S-WT1)	
RA3 – 4	Prepare a list of universities involved in the clusters to identify interest in mobility arrangements	Czech (C-WO3)	All

1.2.4. JAP axis #4 - Selection of RTD projects

# Recommended action	Description	Proposing Cluster	Partners
RA4 - 1	Set up joint European projects based on key competences and complementary R&D skills available through others clusters	France (F-SO1)	<ul style="list-style-type: none"> ▪ Austria (machines) ▪ Italia (composites) ▪ Spain (eco-design)
RA4 – 2	Set up joint European projects based on key competences and complementary markets available through others clusters	France (F-ST1)	<ul style="list-style-type: none"> ▪ Italy (packaging) ▪ Spain (furniture or agriculture)
RA4 – 3	Promote the European Tooling Platform by encouraging participation and granting formal access to partners and clusters [immediate action]	Portugal (P-SO1)	All
RA4 – 4	Promote the launch of R&D projects, matching partners' specialisations with the needs of specific application markets and/or niches (e.g. (i) medical devices, (ii) energy/environment and (iii) aeronautics). [instruments: missions (see point P-WO2-1 and P-WT1-1, regarding sector specific brokerage events, e.g. 2010 Marinha Grande's Brokerage Event, and regarding bilateral/multilateral missions)	Portugal (P-SO1)	All
RA4 – 5	Create a committee of proposal writers made up of cluster staff and external partners. The committee will be in charge of proposing the basic ideas for developing new projects	Italy (I-WO1)	<ul style="list-style-type: none"> ▪ France, ▪ Spain, ▪ Austria
RA4 – 6	Examine the market analyses and tendency studies for the "materials" sector as a whole at a national level, in particular to identify possible future scenarios.	Italy (I-ST1)	All

RA4 – 7	Carry out studies and write reports consolidating the different agents' opinions on the plastics sector (identifying market trends, state of the art, technology needs, research trends, funding schemes and policies etc.)	Spain (S-WO2)	All
RA4 – 8	Define an RTD (research and technology driven) roadmap with identified projects in order to find new value-added areas/sectors and increase competitiveness of the plastics sector in the region	Spain (S-WO2)	All
RA4 – 9	List efficient tools and activities likely to involve companies, research centres and technology institutes in EU projects	Spain (S-WT1)	
RA4 – 10	Perform technology audits in order to identify the RTD projects to carry out	Spain (S-SW1)	

1.2.5. JAP axis #5 – Fostering Entrepreneurship

# Recommended action	Description	Proposing Cluster	Partners
RA5 - 1	Promote the development of new ventures on promising markets based on cooperations between Plastipolis research entities and other cluster platforms	France (F-WT1)	<ul style="list-style-type: none"> ▪ Italy (smart plastics) ▪ Austria (Engineering design)
RA5 – 2	Encourage clusters to actively participate in Brokerage Events devoted to the Tools and Plastics Processing value chain (2010 Marinha Grande's Brokerage Event), comprising bilateral meetings, fostering: <p style="margin-left: 40px;">(i) the launch of new R&D and innovation projects – via the organisation and presentation of specific project proposals;</p> <p style="margin-left: 40px;">(ii) technology transfer, spin-outs and entrepreneurship – via the submission of specific proposals</p>	Portugal (P-WO2)	All
RA5 – 3	Set up a sector-specific Entrepreneurship award promoting the visibility of entrepreneurial projects, technology spin-outs and access to Business Angels (notably in the scope of “born global” companies/projects).	Portugal (P-WO2)	
RA5 – 4	Promote mutual learning actions on entrepreneurship/business support services (best practices) (e.g. intellectual property services, incubator services, innovation support services etc.).	Portugal (P-WO2)	

RA5 – 5	Promote bilateral/multilateral R&D and business missions in regard to technology and/or application markets (leveraging specialisations, promoting collaborative R&D efforts and business opportunities).	Portugal (P-WT1)	All
RA5 – 6	Gather supportive tools of regional authorities to promote business–research cooperation from other clusters <input type="checkbox"/> Innovative vouchers	Czech (C-WO5)	<ul style="list-style-type: none"> ▪ Austria, ▪ Spain ▪ +all
RA5 – 7	Open these kinds of events (forums & brokerage events) to trans-border regions (especially France).	Italy (I-SO1)	<ul style="list-style-type: none"> ▪ France
RA5 – 8	Create an “Innovation Companies Group” at national and at Clusterplast level	Spain (S-SO2)	All
RA5 – 9	Promote specific activities among different agents (questionnaires, technology forums, technology brokerages, expert panels, cooperation, etc.). Cooperation with experts and from good practices from other clusters	Spain (S-WO2)	All

1.2.6. JAP axis #6 - Setting-up integrated and relevant education/training strategies

# Recommended action	Description	Proposing Cluster	Partners
RA6 - 1	Establish inter-cluster partnerships for defining and giving training in plastics topics.	Spain (S-SW1)	All
RA6 - 2	Carry out technology audits in order to identify training needs.	Spain (S-SW1)	All

1.2.7. JAP axis #7 - Mutual learning and mentoring

# Recommended action	Description	Proposing Cluster	Partners
RA7 - 1	Contribute to a best practice report regarding the participation of business entities in collaborative projects	France (F-SO1)	<ul style="list-style-type: none"> ▪ Portugal, ▪ Austria
RA7 – 2	Contribute to a best practice report together with clusters that have a high number of SMEs participating in projects	France (F-SO2)	<ul style="list-style-type: none"> ▪ Portugal

RA7 – 3	Establish a partnership with Spain aiming to identify the best practices and efficient tools of local/regional authorities for involving firms in the cluster and establish a list of efficient tools encouraging business entities to participate in cluster activities	France (F-WO1)	▪ Spain
RA7 – 4	Promote mutual learning actions on clusters' marketing, public relations and management best practices.	Portugal (P-WO1)	All
RA7 – 5	Prepare a list of each cluster's effective tools and transfer well-proven practices.	Czech (C-SO1)	All
RA7 – 6	Share best practices and experiences in the strategy of membership base enlargement	Czech (C-SO2)	All
RA7 – 7	Apply the best practices of other European clusters with high involvement of REs and encourage their cooperation □ Innovative Bulletin: presentation of REs and their activities by European clusters involved	Czech (C-WO1 C-WO2)	▪ France, ▪ Portugal, ▪ All.
RA7 – 8	Share best practices of other European clusters	Czech (C-WO3)	▪ France, ▪ All
RA7 – 9	Receive mentoring from other experienced European clusters and recruit new RE members	Czech (C-WO4)	▪ France, ▪ Portugal ▪ All
RA7 – 10	Cooperate with other clusters on identifying the less competitive market segments □ Innovation portals (databases) of clusters: sharing information	Czech (C-ST1)	All
RA7 – 11	Share best practices of other European clusters	Czech (C-WT1)	▪ France ▪ All
RA7 – 12	Learn from other clusters how to involve platforms and training centres	Austria (A-WO1)	▪ Portugal, ▪ France
RA7 – 13	Promote best practices regarding the cooperation with business entities and development agencies	Austria (A-ST1)	▪ Portugal, ▪ France
RA7 – 14	Learn from other clusters how to involve development agencies	Austria (A-ST1)	All
RA7 – 15	Share best practices from all the clusters with a strong level of SME cooperation	Italy (I-SO1)	All
RA7 – 16	Establish a list of efficient tools encouraging the participation of business entities within the cluster.	Italy (I-WO1)	All
RA7 – 17	Share best practices of clusters with a high level of involvement of platforms in projects	Italy (I-ST1)	All

RA7 – 18	Share a common vision with European partners of the importance of the regions and the link to the specific approach of each region to public funding	Italy (I-WT1)	All
RA7 – 19	Make visits / set up internships in other clusters in order to acquire successful organisational and operational cluster models	Spain (S-WO1)	<ul style="list-style-type: none"> ▪ France ▪ All
RA7 – 20	Participate in European cluster initiatives and conferences in order to increase visibility and networking	Spain (S-WO1)	<ul style="list-style-type: none"> ▪ France ▪ Portugal ▪ All
RA7 – 21	Detect and enhance participation in and introduction to European Networks	Spain (S-ST1)	All
RA7 – 22	Identify good practices in regions and in other clusters (plastics or not related)	Spain (S-WT1)	
RA7 – 23	Identify good practices in “highly skilled” clusters and regions	Spain (S-SW1)	<ul style="list-style-type: none"> ▪ France ▪ Portugal ▪ All