



اتحاد الغرف التجارية الصناعية الزراعية الفلسطينية
Federation of Palestinian Chambers of Commerce, Industry & Agriculture



Potential Benefits of Collaborative Projects

Private Sector Development Cluster Project (PSDCP)

Sabeeh Qarban



Please come closer.....

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You will be able to read it if your teams come together towards the front

What We Will Cover

CLUSTER MARKETS AND MARKETING

CLUSTER INNOVATION

CLUSTER QUALITY

CLUSTER SKILLS DEVELOPMENT

CLUSTER NETWORKING AND LINKAGES

CLUSTER PROFITABILITY

CLUSTER FINANCE

CLUSTERS AT MACRO LEVEL

Cluster Markets and Marketing

Cluster Markets + Marketing

- Improved understanding of customer wants
- Improved knowledge of market dynamics and channels of distribution
- Improved marketing skills and capability
- Improved knowledge of cluster products by the market
- Reduced time to market
- Improved access to markets (domestic and global)
- Improved market presence
- Increased number of customers
- Improved exports
- Increased foreign exchange



Example

- LitCare Medical Tourism Cluster of Vilnius
- Who?
 - General healthcare clinics, specialist clinics, dentists, sanatoriums, spas, medical facilitators, rehabilitation facilities, travel agents, hotels and other tourism and recreation facilities, business school, university, hotels, Medical Tourism Association
 - Newly established cluster (June 2013)



Example

- **Why?**
 - Increase service exports (international tourism is a rising sector, and particularly medical tourism)
 - Lithuania is ranked the 10th best medical tourism destination in the world; it wants to be in the Top 5 and become a leading centre of excellence
 - Well established tourism industry and infrastructure
 - Excellent medical services capability, but it is fragmented in nature and there are potential efficiency gains



Example

- **What?**
 - European and Russian markets identified
 - Appropriate / qualified cluster partners identified
 - Medical quality standards certification put in place
 - Information technology solutions developed (e.g. systems, records, new treatment methodologies)
 - Linkages formed with academia to develop appropriate courses (e.g. medical tourism option for tourism courses, languages for medical trainees)
 - Cluster brand developed
 - Website developed
 - Several international tourism exhibitions attended (e.g. International Travel and Tourism Exhibition MITT 2013)
 - Stands erected in locations of high tourist footfall



Example

- **Impact?**

- Improved quality of medical practices
- Improved efficiencies
- Reduced costs
- Foreign exchange beginning to rise
- Improved image of Lithuania as a destination for medical tourism
- Advances in medical tourism driving other clusters in the region (e.g. information technology, general tourism)



Cluster Innovation

Cluster Innovation

- Improved understanding of recent industry innovations
- Improved understanding of industry innovation trends
- Improved access to innovative techniques
- Improved research and development capability
- Reduced time to design and develop new products / services and get them to the market
- Increased number of new products introduced
- Increased number of new processes introduced
- Improved added value of products / services
- Establishment of Innovation Centres

Example

- **Fashion and Textile Cluster of Istanbul**
- **Who?**
 - Garment, home textile and fabric manufacturers in Istanbul
 - Providing make and trim items and operating as subcontractors through to full service package providers selling direct to branded retailers
 - Aiming to improve Turkish fashion and home textile capability and enable the cluster to become a recognised presence on the world stage as a centre of excellence



PALESTINE
CLUSTER

Example

- **Why?**
 - Whilst many manufacturers offered excellent products / services and were able to sell directly to branded retailers, many could not. The latter can be generalized as having:
 - » Weak design capability
 - » Weak technical capability
 - » Low innovation capability
 - » Poor and / or variable quality
 - » High reject rates
 - » Low efficiencies
 - » Poorly organized premises
 - » Poor business management skills
 - » Little or no contact with end customers



Example

- **What?**
 - **Istanbul Textile Research and Development Centre established, including incubator space**
 - **Istanbul Moda Academy established**
 - **Linkages with the London School of Fashion**



PALESTINE
CLUSTER

Example

- **Impact?**
 - Improved technical skills
 - Improved business skills
 - Improved products and processes
 - Improved innovative capability
 - Reduced wastage
 - Improved design capability
 - Improved quality
 - Improved service capability
 - Company capability recognised by end customers
 - Turkish fashion capability placed on the world stage



Cluster Quality

Cluster Quality

- Improved knowledge of quality control and quality management techniques
- Improved product quality
- Improved process quality
- Improved understanding of international best practices
- Improved access to testing facilities
- Availability of local, dedicated testing facilities
- Improved health and safety standards
- Recognition of cluster quality by buyers
- Improved quality standards and standardization



Example

- Dairy Products Cluster of Trabzon
- Who?
 - Small scale farmers in rural villages
 - Mountain farming
 - Mainly Jersey or Jersey-cross cows
 - Producing milk and dairy products for local customers and consumers



Example

- **Why?**
 - Poor cow shed conditions resulting in non-optimal animal health and raw milk carrying potential health risks
 - Poor animal husbandry knowledge / capability resulting in low milk yields
 - Much milk sold as unbranded raw milk and dairy products in the informal economy
 - Milk collection system long and complex resulting in reduced prices for farmers as milk is a “commodity”
 - Poor hygiene practiced throughout most activities exacerbating consumer health risks
 - Low trust and collaboration due to historical tribal culture of the mountain villages

Example



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- **What?**
 - Training in milk production hygiene provided
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 - Plans formulated and agreed for a central cowshed in each of the main farming villages for over-wintering of cows
 - Plans formulated and agreed for bulk milk collection tanks at strategic points along the main milk collection routes
 - Cluster branding opportunities presented and explored
 - Exposure given to a highly successful very small European dairy products cluster of just six dairies



Example

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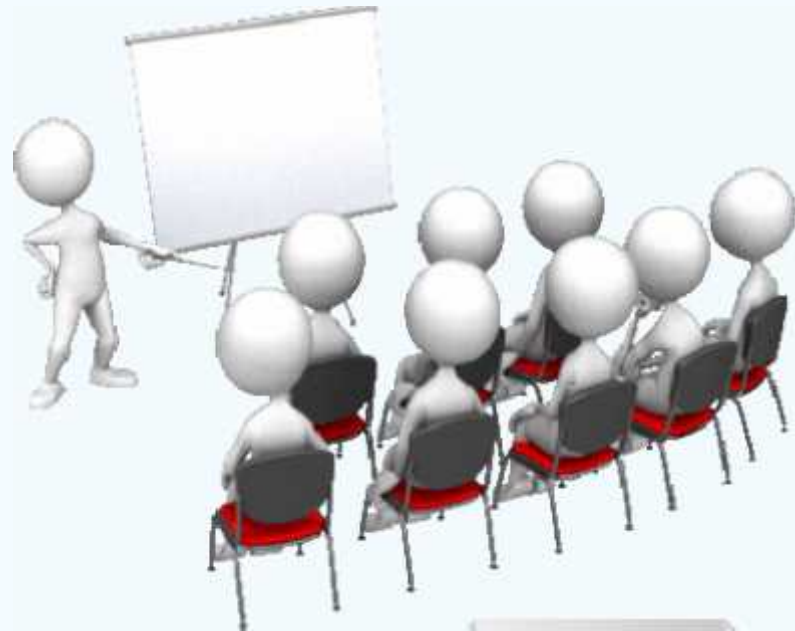
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- Reduced risks to consumer health
- Increased milk productivity
- Reduced over-wintering costs for cows
- Reduced milk collection system costs
- Cluster brand developed
- Improved profitability
- Improved perception of farming amongst young people
- Increased trust and collaboration
- Impetus created for future cluster activities



Cluster Skills Development

Cluster Skills Development

- Improved business skills
 - Business management
 - Financial
 - Production
 - Quality management
 - Supply chain
 - Human resources
- Improved technical skills
 - Specific to cluster specializations
- Improved advocacy and lobbying skills



Example

- **Tourism Cluster of Kayseri / Cappadocia**
- **Who?**
 - Hotels, restaurants, tourism related retailers, catering companies, wineries, service providers, car rental companies, tour operators, balloon companies, etc
 - Unique geological region
 - Historic religious importance



Example

- **Why?**
 - Variable income due to seasonality of tourist visitors
 - Low profitability due to many tourists arriving with international tour operators
 - High unused capacity of accommodation
 - Poor image of the region compared to main Turkish tourist destinations
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- Tourism Council formed to engender government support
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- **Impact?**
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 - Improved skills capability (front of house, back of house, catering, language, etc)
 - Improved understanding of need for care of the environment
 - Increased numbers of independent tourists
 - Increased duration of stay and spend per visitor
 - Reduced seasonality of tourism income
 - Improved ability to command higher prices
 - Improved image of the region as a tourist destination



Cluster Networking and Linkages

Cluster Networking + Linkages

- Improved number of contacts
- Improved quality of contacts
- Improved levels of trust
- Improved willingness to collaborate
- Improved linkages to national resources
- Improved linkages with international resources
- Increased transfer of knowledge. For example:
 - Product
 - Process
 - Innovation
 - Quality
 - Supply chain management



Example

- **Aerospace Cluster of Izmir, the Aegean (ACA)**
- **Who?**
 - Light and heavy engineering companies, support firms (e.g. information technology), research institutions, academic institutions, maintenance, repair and overhaul companies, engineering, software and simulation companies based in Izmir
 - Civil and military aircraft parts manufacturing and assembly



Example

- **Why?**
 - Governments prefer to spread large value contracts over two or more nations. Reasons:
 - » Political
 - » To obtain the best and / or highly specialized products and technology
 - Develop the cluster and Turkish aerospace industry
 - Increase participation in a highly competitive and lucrative global market



Example

- **What?**
 - Linkages with the European Aerospace Cluster Partnership to secure a pan-European platform
 - Linkages with universities to develop aerospace courses (e.g. materials sciences, composites, new materials, aviation technology, civil air transport administration)
 - Linkages with research institutions to enable ACA to direct, develop and test advances in new technology
 - MoUs with Hanse Aerospace (Hamburg Cluster), BavAIRia (Munich Cluster), AVIABELT (Bremen) to allow pan-European collaboration
 - Participation in international air shows (e.g. Berlin, Toulouse)
 - Participation in international PPD (e.g. Bremen)
 - Biennial Global Aeronautics and Space Conference established in Izmir



Example

- **Impact?**
 - Access obtained to large players (e.g. Airbus, Boeing)
 - Access obtained to new German aerospace technologies
 - Access obtained to the Bremen government (very active in promoting aerospace related technical and political issues)
 - Open cooperation facilitates securing of joint contracts
 - Work-sharing platform created for joint production
 - Advances in new technology tailored to ACA interests
 - Workforce current and future skills base improved
 - ACA recognized on the world stage as a centre of excellence
 - High earnings potential of local workforce
 - Increased foreign exchange in Turkey



Cluster Profitability

Cluster Profitability

- Reduced costs

- Raw materials
- Product
- Process



- Improved supply chain alignment and responsiveness
- Improved streamlining and alignment of the value chain
- Improved overall productivity (more bangs for your bucks)
- Increased efficiency (men + machines)
- Improved value addition
- Improved internal organization of firms
- Improved profits and “fat cats”



Example

- Red Meat Cluster of Ulaanbaatar, Mongolia
- Who?
 - Herders, abattoirs, meat processors and traders
 - Selling >80% into the domestic market
 - Exporting meat carcasses mainly to Siberia



Example

- **Why?**
 - Poor quality of livestock and availability of quality feedstuffs
 - Low value products with low profitability and thus poverty amongst herders
 - Difficult transportation routes
 - Low living standards for farmers
 - Low contribution to national income



Example

- **What?**
 - Seminars on health and sanitary standards provided
 - Butchery skills training and coaching provided
 - Coaching on meat standards and quality inspections provided
 - Export market studies conducted, export models demonstrated and transportation options identified
 - Feasibility studies regarding costs of exporting to five Asian and two Middle Eastern markets completed
 - Niche markets identified (e.g. Halal)
 - Lobbying associations and government agencies to streamline standards / policies related to agricultural exports undertaken
 - Value chain deepened to include feedstuffs, veterinary services, meat inspection, processing, packaging, labelling and marketing
 - Mongolian Meat Industry Board (government body) + Mongolian Meat Administrative Body established (for skills training)

Example

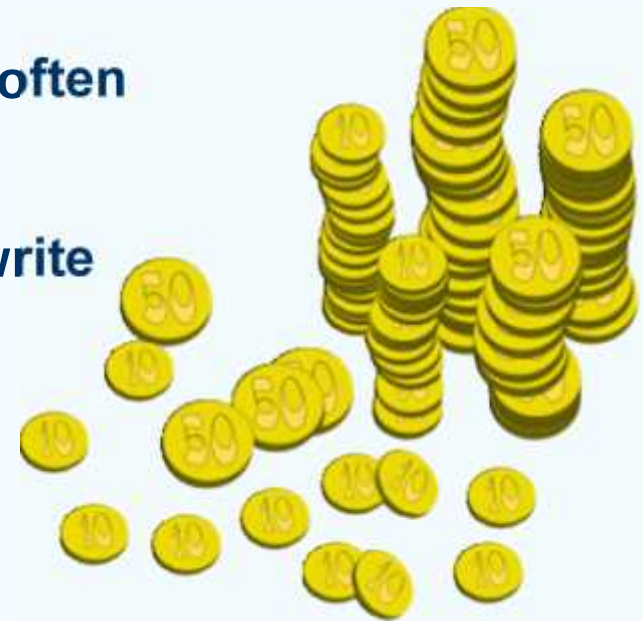
- Impact?
 - Improved meat processing skills
 - Improved food standards
 - Firms re-oriented towards higher added value products
 - Improved prices achieved
 - Increased number of export markets supplied
 - Increase of **40%** in national meat industry earnings



Cluster Finance

Cluster Finance

- Improved knowledge of finance providers
- Improved understanding of finance provider agendas
- Improved knowledge of funding opportunities
- Improved access to finance. For example:
 - A cluster with a legal identity can often access money for the collective
 - Cluster bodies can be trained to write business plans by BSOs
 - Partnerships for joint investment can be sought with national and international companies and customers



Example

- Textile and Garment Cluster of the Western Provinces, Sri Lanka
- Who?
 - Garment manufacturers, component manufacturers, trims suppliers, accessories suppliers, fabric manufacturers, dyers and finishers, logistics companies
 - Highly evolved production capability
 - Many firms specialized in underwear and intimate wear
 - Focussed on supplying UK and US branded retailers
 - Highly competitive marketplace



Example

- **Why?**
 - Major customers driving Corporate Social Responsibility programs throughout their supply chains
 - Retain and improve customer confidence
 - Assure continued and increased future orders
 - Reaffirm cluster capability to react to customers' needs
 - Build partnership approach of doing business
 - Maintain and promote Sri Lanka's image as a world centre of excellence for underwear manufacturing



PALESTINE
CLUSTER

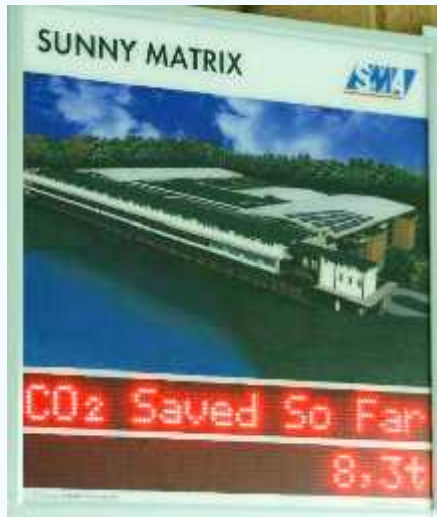
Example

- **What?**

- Strategy aligned with that of major customers
- Cluster branding “Garments Without Guilt”
- World best eco-practices researched
- Feasibility studies undertaken leading to...
- Joint investment with customers to create apparel factories powered by renewable and carbon-neutral energy sources
- Expert construction companies identified
- State of the art eco-factories constructed in Sri Lanka
 - » Photovoltaic solar panels used
 - » Excess power generated fed back into the national grid
 - » Passive evaporative cooling systems used
 - » Grey energy reduced (e.g. compressed earth blocks)
 - » Lean manufacturing training delivered



Example



Example

- **Impact?**

- New standards for ethics and environmental stewardship set for the global apparel industry
- “Step change” in customers’ confidence
- Iconic symbols of the cluster’s commitment to sustainable development created
- Global positive publicity
- Increased orders
- New customers attracted
- Reduced costs (up to -40% energy, -50% raw water usage)
- Improved profits
- Knowledge transfer to Sri Lanka regarding eco-buildings
- Increased foreign exchange



Clusters at Macro Level

Clusters at Macro Level

- Reduced environmental impacts
- Improved intellectual property rights
- Reduced negative impacts of external events
- Improved influence on government policies
- Improved cluster enterprise growth
- Improved employment potential
- Increased regional disposable income
- Increased power of cluster members to control their own destiny and...



**IMPROVED BSO CAPABILITY
AND SUSTAINABILITY**

Example

- **Hunternet Engineering Cluster of the Hunter Valley, New South Wales, Australia**

- **Who?**

- Started as 14 companies in 1992
- Now 180 enterprises, including metal fabricators, mining support services, construction companies, engineering companies, logistics companies, information technology, firms, educational establishments, testing facilities, equipment suppliers, facilities, project management companies, raw materials suppliers, maintenance services, defence companies, power providers, etc



recycling



Example

- **Why?**
 - Closure of a huge steel works left many people unemployed (employees, supplying companies and related firms)
 - Major negative impact on the local economy
 - Little other significant economic activity in the region
 - Risk of a “ghost town”



Example

- **What?**
 - Monthly Quality Forum for MSMEs established
 - Skills training company formed to administer and coordinate apprenticeship training courses
 - Links with the Business School developed and a mentoring scheme for business managers introduced
 - Presented the cluster's capability to the Prime Minister, with particular reference to the Redbank Power Station
 - Linkages formed with and a joint trade mission staged with Hunter Export Centre to Hong Kong
 - University software engineering course scholarship funded and "Model for Action" initiative reflecting new business thinking for manufacturing in the knowledge economy
 - Amalgamated with the HunterTech network

Example

- **Impact?**
 - Improved quality standards consistency achieved
 - Workforce skill base improved and expanded
 - Improved business skills and efficiencies
 - Government invested AUS\$ 30 million into the region
 - Much work created for cluster and non-cluster members
 - Significant contracts obtained on a large rail project
 - Government grant of AUS\$ 50,000 to fund an audit of capability in the region
 - Amalgamation with HunterTech Network enabled transformation to smart manufacturing
 - Hunter Defence established



Exercise 1 (Team)

Identify the benefits of the cluster initiatives in the case study provided
(30 minutes)

Handout 3.1
“Identifying Cluster Initiative Benefits”



Exercise 2 (Team)

Identify the benefits of the cluster initiatives that you have previously Determined for the Fresh Produce Custer (20 minutes)



Last Words

- In all these clusters, BSO support has been essential and integral to their success
- They have worked hand-in-hand to achieve a vision
- There has been great determination to succeed
- And both the clusters AND THE BSOs have:
 - Obtained the recognition they deserve
 - Ensured their long term sustainability



Any Questions?



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What Have We Learned?



Handout 3.2

“Potential Benefits of Collaborative Projects (Slides)”



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Thank You for your Attention



HANDOUT 3.1 - IDENTIFYING CLUSTER INITIATIVE BENEFITS

Premana is a small village in northern Italy situated 1,000 meters above the sea level. It has a population of 2,285 persons and they live in an area of approximately 34 square kilometres.



The area had a high presence of mining industries and the first miners used their skills and muscles to extract the ore, cast, forge and work metal to produce tools needed for survival at the turn of the 18th century. This was the birth of the craft that, over the next three centuries, would make Premana a world renowned place for the production of high quality, precision engineered cutting tools.

As descendants of these artisans, today's residents of Premana are proud that their history has become their future. Helped by modern technology, manufacturers pursue the same goals, interests and have the same concerns as their forebears did. The philosophy which existed then has enabled them today to be a proud benchmark for the production of cutting tools nationally and internationally.



In 1974, Premana's manufacturers were still using traditional techniques and designs, and producing a relatively narrow range of products. These were of variable quality as the enterprises possessed old machinery and faced quality problems, particularly in the finishing processes and marketing. With the help of Lecco Chamber of Commerce, they formed a cluster of around fifty companies. This was given the name Premax, and it employed circa. 300 persons and began to specialize in scissors, shears, knives and other cutting tools.



operations and grow.

Again with chamber support, the cluster set new, higher quality standards for its production. It also, in cooperation with the University of Milan-Lecco, obtained training in production techniques, processing and quality / quality management systems which allowed its members to achieve these new standards, improve all aspects of their

With this growth, the chamber then helped the cluster to align its value chain and assist the manufacturing units to specialize in one type of product. After this, work began on branding the area as a manufacturing leader of innovative cutting tools.



The cluster researched the best materials to use and combined it with the knowledge gained from its previous experiences to guide local machinery manufacturers regarding the design of the machinery and tools they needed for their current and future needs, specifically for manufacturing cutting tools. This resulted in the cluster producing a vast range of cutting products. Precision quality checks carried out during the production processes, along with final stringent testing procedures done by highly qualified personnel, enabled the cluster to produce extremely high quality products which could carry a substantial performance guarantee.



Today in the Premax cluster, everyone works towards a single goal: total quality in the tradition of past centuries. This is why specialist operators and technicians from the production sector now work alongside the cluster's craftsmen to incorporate the various production divisions.



The cluster has also established a research and design centre. This works on the quality and functionality of cluster products by organization, technique, skill and know-how.

All the above has enabled the cluster today to diversify its product range and it now makes high quality items for ring lock cutting systems, beauty and hairstyling products, and textile and kitchen tools. It has an annual turnover of US\$ 1.2 billion and successfully competes nationally and internationally with its brand.



HANDOUT 3.2 - POTENTIAL BENEFITS OF COLLABORATIVE PROJECTS (SLIDES)



Potential Benefits of Collaborative Projects

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PROFESSOR
CLUSTER

Example

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CLUSTER

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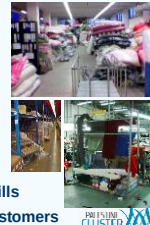


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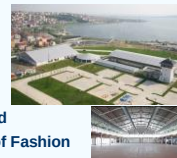
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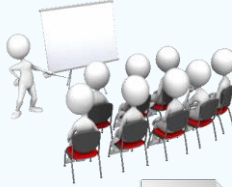


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PROFESIONAL
CLUSTER

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CLUSTER

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- Linkages with universities to develop aerospace courses (e.g. materials sciences, composites, new materials, aviation technology, civil air transport administration)
- Linkages with research institutions to enable ACA to direct, develop and test advances in new technology
- MoUs with Hanse Aerospace (Hamburg Cluster), BavAIRia (Munich Cluster), AVIABELT (Bremen) to allow pan-European collaboration
- Participation in international air shows (e.g. Berlin, Toulouse)
- Participation in international PPD (e.g. Bremen)
- Biennial Global Aeronautics and Space Conference established in Izmir



Example

• Impact?

- Access obtained to large players (e.g. Airbus, Boeing)
- Access obtained to new German aerospace technologies
- Access obtained to the Bremen government (very active in promoting aerospace related technical and political issues)
- Open cooperation facilitates securing of joint contracts
- Work-sharing platform created for joint production
- Advances in new technology tailored to ACA interests
- Workforce current and future skills base improved
- ACA recognized on the world stage as a centre of excellence
- High earnings potential of local workforce
- Increased foreign exchange in Turkey



Cluster Profitability

Cluster Profitability

- Reduced costs

- Raw materials
- Product
- Process



- Improved supply chain alignment and responsiveness
- Improved streamlining and alignment of the value chain
- Improved overall productivity (more bangs for your bucks)
- Increased efficiency (men + machines)
- Improved value addition
- Improved internal organization of firms
- Improved profits and “fat cats”

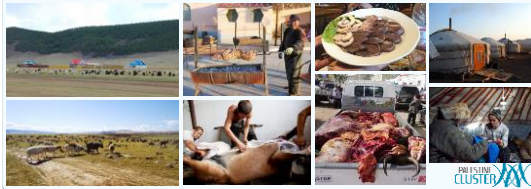


Example

- Red Meat Cluster of Mongolia

- Who?

- Herders, abattoirs, meat processors and traders
- Selling >80% into the domestic market
- Exporting meat carcasses mainly to Siberia



Example

- Why?

- Poor quality of livestock and availability of quality feedstuffs
- Low value products with low profitability and thus poverty amongst herders
- Difficult transportation routes
- Low living standards for farmers
- Low contribution to national income



Example

- What?

- Seminars on health and sanitary standards provided
- Butchery skills training and coaching provided
- Coaching on meat standards and quality inspections provided
- Export market studies conducted, export models demonstrated and transportation options identified
- Feasibility studies regarding costs of exporting to five Asian and two Middle Eastern markets completed
- Niche markets identified (e.g. Halal)
- Lobbying associations and government agencies to streamline standards / policies related to agricultural exports undertaken
- Value chain deepened to include feedstuffs, veterinary services, meat inspection, processing, packaging, labelling and marketing
- Mongolian Meat Industry Board (government body) + Mongolian Meat Administrative Body established (for skills training)

Example

- **Impact?**
 - Improved meat processing skills
 - Improved food standards
 - Firms re-oriented towards higher added value products
 - Improved prices achieved
 - Increased number of export markets supplied
 - Increase of **40%** in national meat industry earnings



Cluster Finance

Cluster Finance

- Improved knowledge of finance providers
- Improved understanding of finance provider agendas
- Improved knowledge of funding opportunities
- Improved access to finance. For example:
 - A cluster with a legal identity can often access money for the collective
 - Cluster bodies can be trained to write business plans by BSOs
 - Partnerships for joint investment can be sought with national and international companies and customers



PROFESSOR
CLUSTER

Example

- **Textile and Garment Cluster of Sri Lanka**
- **Who?**

- Garment manufacturers, component manufacturers, trims suppliers, accessories suppliers, fabric manufacturers, dyers and finishers, logistics companies
- Highly evolved production capability
- Many firms specialized in underwear and intimate wear
- Focussed on supplying UK and US branded retailers
- Highly competitive marketplace



PROFESSOR
CLUSTER

Example

• Why?

- Major customers driving Corporate Social Responsibility programs throughout their supply chains
- Retain and improve customer confidence
- Assure continued and increased future orders
- Reaffirm cluster capability to react to customers' needs
- Build partnership approach of doing business
- Maintain and promote Sri Lanka's image as a world centre of excellence for underwear manufacturing



Example

• What?

- Strategy aligned with that of major customers
- Cluster branding "Garments Without Guilt"
- World best eco-practices researched
- Feasibility studies undertaken leading to...
- Joint investment with customers to create apparel factories powered by renewable and carbon-neutral energy sources
- Expert construction companies identified
- State of the art eco-factories constructed in Sri Lanka
 - » Photovoltaic solar panels used
 - » Excess power generated fed back into the national grid
 - » Passive evaporative cooling systems used
 - » Grey energy reduced (e.g. compressed earth blocks)
 - » Lean manufacturing training delivered



Example



Example

• Impact?

- New standards for ethics and environmental stewardship set for the global apparel industry
- "Step change" in customers' confidence
- Iconic symbols of the cluster's commitment to sustainable development created
- Global positive publicity
- Increased orders
- New customers attracted
- Reduced costs (up to -40% energy, -50% raw water usage)
- Improved profits
- Knowledge transfer to Sri Lanka regarding eco-buildings
- Increased foreign exchange



Clusters at Macro Level

Clusters at Macro Level

- Reduced environmental impacts
- Improved intellectual property rights
- Reduced negative impacts of external events
- Improved influence on government policies
- Improved cluster enterprise growth
- Improved employment potential
- Increased regional disposable income
- Increased power of cluster members to control their own destiny and...



**IMPROVED BSO CAPABILITY
AND SUSTAINABILITY**



Example

- **Hunternet Engineering Cluster of NSW, Australia**
- **Who?**

- Started as 14 companies in 1992
- Now 180 enterprises, including metal fabricators, mining support services, construction companies, engineering companies, logistics companies, information technology, firms, educational establishments, testing facilities, equipment suppliers, recycling facilities, project management companies, raw materials suppliers, maintenance services, defence companies, power providers, etc



Example

- **Why?**
- Closure of a huge steel works left many people unemployed (employees, supplying companies and related firms)
- Major negative impact on the local economy
- Little other significant economic activity in the region
- Risk of a "ghost town"



Example

• What?

- Monthly Quality Forum for MSMEs established
- Skills training company formed to administer and coordinate apprenticeship training courses
- Links with the Business School developed and a mentoring scheme for business managers introduced
- Presented the cluster's capability to the Prime Minister, with particular reference to the Redbank Power Station
- Linkages formed with and a joint trade mission staged with Hunter Export Centre to Hong Kong
- University software engineering course scholarship funded and "Model for Action" initiative reflecting new business thinking for manufacturing in the knowledge economy
- Amalgamated with the HunterTech network



Example

• Impact?

- Improved quality standards consistency achieved
- Workforce skill base improved and expanded
- Improved business skills and efficiencies
- Government invested AU\$ 30 million into the region
- Much work created for cluster and non-cluster members
- Significant contracts obtained on a large rail project
- Government grant of AU\$ 50,000 to fund an audit of capability in the region
- Amalgamation with HunterTech Network enabled transformation to smart manufacturing
- Hunter Defence established



Exercise 1 (Team)

Identify the benefits of the cluster initiatives in the case study provided (30 minutes)

**Handout 3.1
"Identifying Cluster Initiative Benefits"**



Exercise 2 (Team)

Identify the benefits of the cluster initiatives that you have previously Determined for the Fresh Produce Cluster (20 minutes)



Last Words

- In all these clusters, BSO support has been essential and integral to their success
- They have worked hand-in-hand to achieve a vision
- There has been great determination to succeed
- And both the clusters **AND THE BSOs** have:
 - **Obtained the recognition they deserve**
 - **Ensured their long term sustainability**



Any Questions?



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What Have We Learned?



Handout 3.2
“Potential Benefits of Collaborative
Projects (Slides)”



