

**3rd Greek-French Event : « clusters and entrepreneurship »**

# **Clustering : a way to growth and sustainability?**

Alain Tubiana

Thessaloniki - 4th April 2014



**France  
Clusters**





## Alain Tubiana

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- Cluster management consultant
- Expert for GIZ (D) and AFD (F)
- Trainer and coach for clusters managers
- Member of the Board, **France Clusters**
- Lecturer, Master in cluster management, University of Strasbourg



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# Agenda

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1. France Clusters
2. About clusters : key factors of success
3. Some clusters achievements



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# 1. France Clusters

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**A network of 150 clusters**

**20,000 SMEs - 1,000,000 jobs**

**An independant npo created in 1997 by  
6 « industrial districts »**

**17 years of cluster support**

**Managed by clusters  
(board of 22 members)**

**A permanent team of 5 people**



**Jean-Luc Ansel  
Cosmetic Valley Chairman**



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## **Aims**

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- **Representing the French Clusters interests**
- **Promoting the cluster as a way to foster economic development and innovation**
- **Accompanying the growth of clusters**
- **Improving skills of clusters managers and their team**
- **Helping public authorities to design clusters policies**



## Need-oriented services

### To professionalize

- Collaborative platform, thematic workgroups and handbooks to share best practices
- Extensive training program to improve cluster management

### To influence

- Permanent contacts with governmental bodies
- Expertise for public authorities
- Public events on various subjects

### To pool and share means

- Innovative partnerships (eg : banks for cash flow)
- PR offer
- HR hiring platform
- Cutting edge advices for clusters (legal, taxes, social)

### To promote clusters

- Communication tools (French Clusters Guide)
- Inter-clustering
- International partnerships (12 countries)



# Unique training program

## Targets

- 1.000 people working in clusters
- 1.000 people dealing with clusters (civil servants, partners, consultants...)
- More than 300 unique customers

## 10 Training modules, 22 days

- Cluster strategy
- Cluster management
- Business model and cluster services
- Monitoring tools
- Communication
- Innovation management
- IPR and collaborative projects
- Companies funding
- Promoting members on international markets
- Strategic workforce planning process for companies



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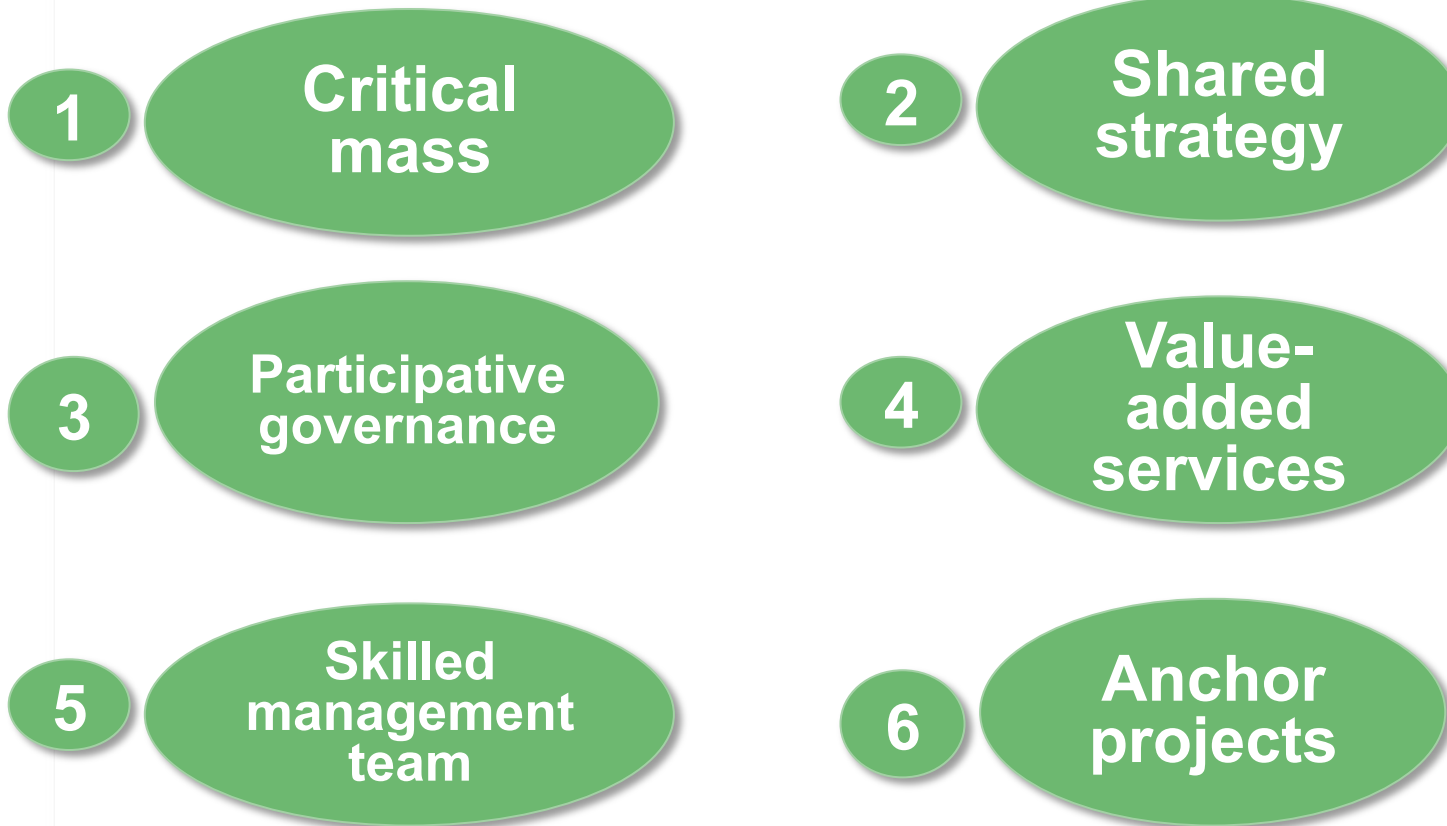
**FRANCE CLUSTERS  
FORMATION**

Perfectionner le management des clusters



## 2. About clusters : Key factors of success

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## Why participate to a cluster?

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### SME's

- To get new business
- To export
- To innovate
- To develop skills
- To get money

### Big Companies

- To innovate faster
- To observe new players
- To fund R&D projects

### Researchers

- Commercialisation of research results

## Some clusters achievements

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Four examples :

- Governance and business efficiency : Néopolia
- Companies groups– Rhône Alpes Eco-Energies
- Export – Réseau Mesure
- Business development : Polepharma Market Place
- Interclustering : Textile 2020
- Anchor project : Pixel

## Governance & business efficiency

neopolia



- Pays de Loire Region – Saint-Nazaire
- Marine, Aerospace, Rail, Oil&Gas, MRE,
- 15 years – 170 members –
- Team of 10 people (3 salespersons)
  
- Five clusters – a single legal structure
- Board of 17 entrepreneurs meeting **every 2 weeks**
  
- 85 M€ of additional turnover 2010-2013 for 80 companies

## Companies Grouping



- Rhone-Alpes Region – Lyon
- Eco-building
- 2002 – 230 members
  
- 2009 – Project kick off
- 2014 – 18 permanent SME's groups
  - A building method to design new groups
  - A specific support with consultants to create new groups
  - A handbook coming soon

## Export : Réseau Mesure

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- Paris region - Metrology
- 2002 – from 8 to 120 companies
- Team of 3 people
  
- Export missions twice a year
- Morocco Office 2013
  - 2 salesmen, premises for companies
  - Partnership with the French chamber of commerce in Morocco



# Business development : Polepharma Market Place



- The French cluster of the pharmaceutical production
- 2002 – 150 members – 27.000 jobs
- 53% of the French production
- 2011 – Polepharma Market place  
A unique tool for sourcing designed by companies.  
A secure place for business.  
100 purchasers – 300 suppliers  
In 2013 : 100 calls for tender



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DREUX CAPITALE



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# Inter-clustering

Advanced Textile Materials  
**TEXTILE2020.eu**  
World Class Cluster  
EU initiative promoting SME internationalisation through clusters

**TEXTILE2020**  
*The world's largest  
Advanced Textile Materials  
cluster*



**8 european textile clusters from 6 countries**



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## **Anchor Project : Pixel**

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**Imaginove – image  
and digital contents  
160 members –  
Rhône-Alpes**

**4 implantations**

**16.000 sq.m  
11.000 = 60 companies  
5.000 = film & tv sets**







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## Conclusion

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- Clustering : a way to growth and sustainability?
  - No definitive evidence
  - But many converging clues...
- Clusters are efficient tools to turn R&D results to business
- SME's are leaders in job creation

My conviction (and some observations) :

- the support given by clusters increase the survival ratio for start up after 5 years
- SME's grow faster and stronger in a cluster like environment
- Clusters members are more likely to face global market
- Especially as in a crisis context



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***Thank you for your attention***

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The screenshot shows the homepage of the France Clusters website. At the top left is the France Clusters logo. To its right is the text "Le RÉSEAU NATIONAL des clusters" and a search bar labeled "RECHERCHER". On the far right, there are two buttons: "Espace ADHÉRENT" and "Espace RECRUTEMENT". Below this is a dark navigation bar with links: "NOTRE RÉSEAU", "NOS MEMBRES", "LES CLUSTERS", "NOS SERVICES", "ACTUALITÉS", "TV CLUSTERS", and "CONTACT". The main content area starts with "Accueil" and a "A LA UNE" section featuring a large France Clusters logo. To the right is a "GUIDE DES CLUSTERS FRANÇAIS" section with a book cover image. Below that is a news item titled "10 propositions..." dated 24/03/14, mentioning "EURO'DEV" and "150 chefs d'entreprises". Another news item is titled "Alliance avec u..." dated 21/03/14, mentioning a protocol between a French cluster and a German one. At the bottom left of the main content, there is a link "En savoir plus".





# Clusters services

