



ERICE

European Regions for Cluster Excellence

Europe has many clusters and hundreds of cluster organisations

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But they haven't made us any more competitive.

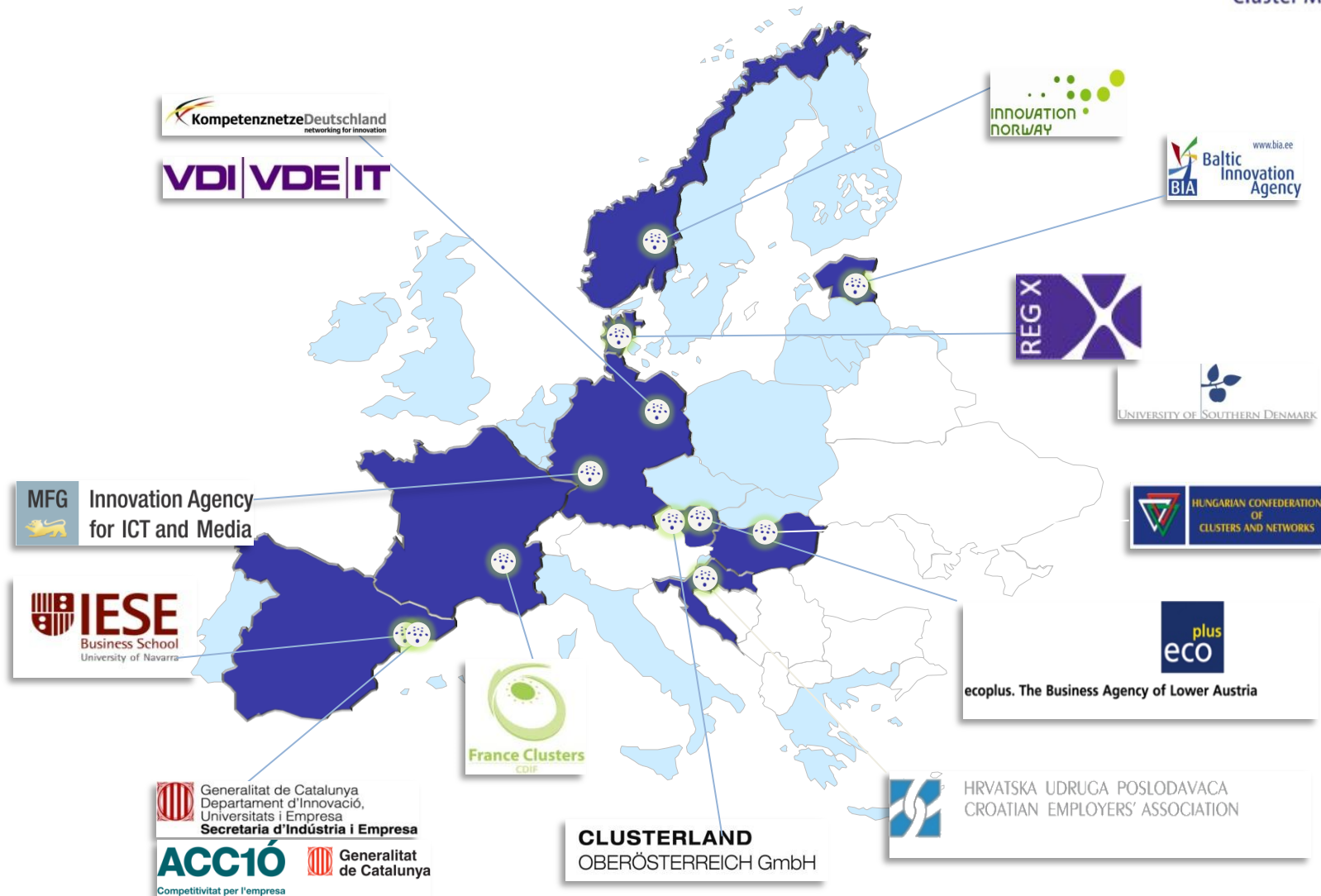
Europe has many clusters and hundreds of cluster organisations

But they haven't made us any more competitive.

“The EU does not lack clusters, but needs more world-class excellence.”

EU Commission

The European Cluster Excellence Initiative





EUROPEAN
FOUNDATION
for **CLUSTER
EXCELLENCE**

Fundació Clusters i Competitivitat

The European Foundation for Cluster Excellence (Fundació Clusters i Competitivitat) was established in Catalonia in 2003 with significant support from the Government of Catalonia and support from Vinnova, the Swedish Innovation Agency and Yorkshire Forward, a UK Regional Development Agency.

The primary aim of the Foundation was to provide objective review of cluster performance and to create a permanent reference platform for comparison.



The European Secretariat for Cluster Analysis is based in Berlin and hosted by VDI/VDE Inno-vation + Technik GmbH, ESCA supports in particular cluster managers and policy makers with advice on cluster development. ESCA experts have developed a methodology for cluster benchmarking that is acknowledged by both cluster managers and policy makers throughout Europe.

The goal of **ERICE project** is:

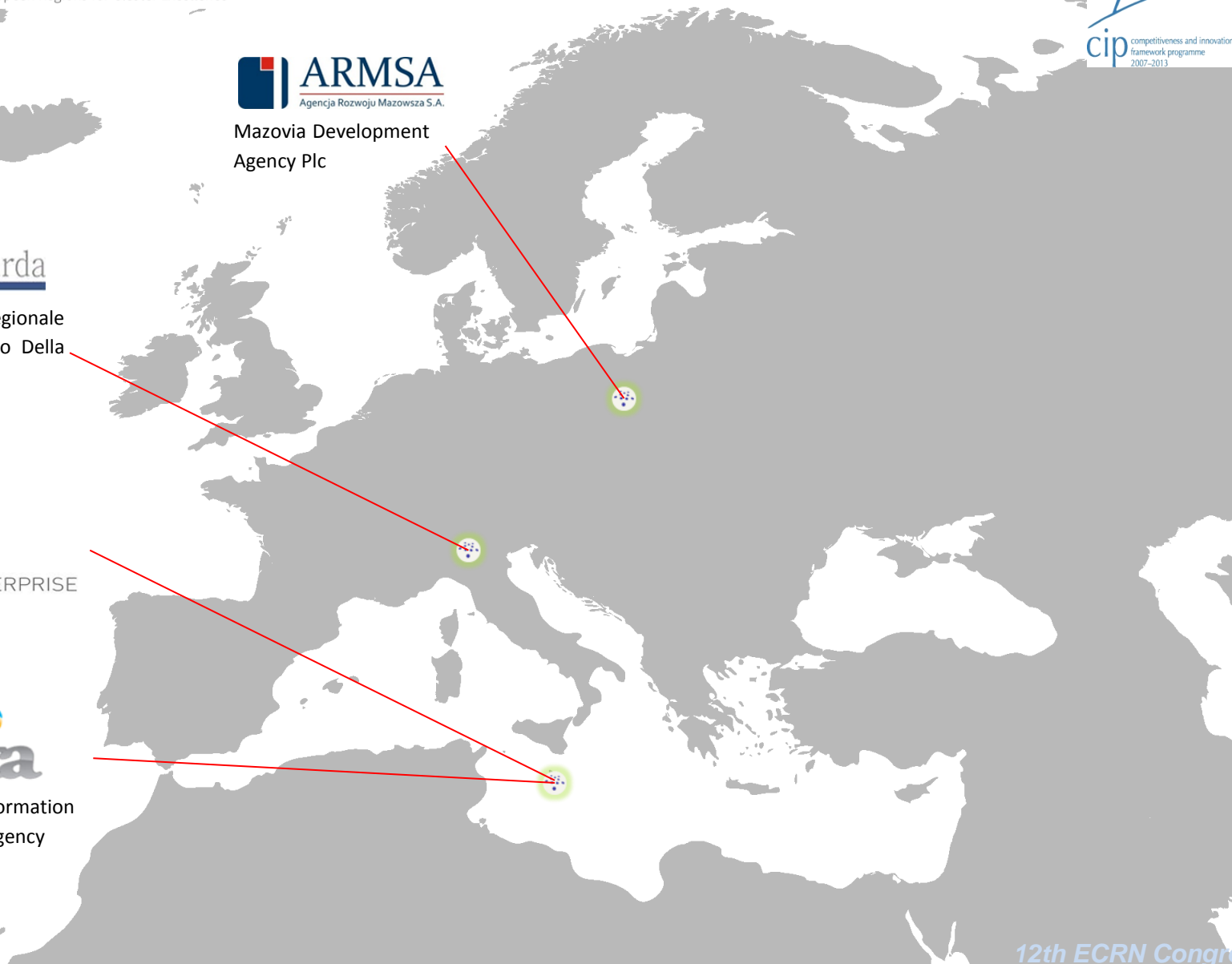
- to strengthen the links and cooperation among companies at a regional, national and international level,
- facilitate growth and the internationalisation of the participating cluster organisations,
- enable improved research and innovation practices.

This is believed to contribute towards reduced market fragmentation and increased knowledge and innovation capacity

Training activities addressed to all project partners on how to use the benchmarking tool provided by **the European Secretariat for Cluster Analysis (ESCA)** for assessing the performance of the management of cluster organisations;

Training activities addressed to all project partners on how to assist cluster managers to improve their management skills and provide high quality services to their cluster members, by using the training materials provided by the **European Foundation for Cluster Excellence (EFCE)**;

Activities to support the efforts of cluster organisations, which have already acquired the bronze label of excellence, to move to the next level of excellence and **acquire the gold level**.



Quotesvalley.com

VISION without
action
is **daydream.**

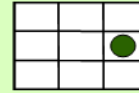
ACTION without
vision
is **nightmare.**

Japanese Proverb

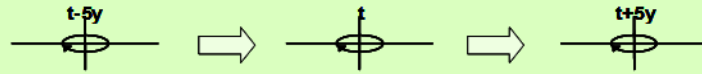
1 - Cluster Mapping



2 - Strategic Segmentation



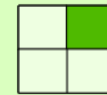
3 - Segment Attractiveness' Evolution (5 F)



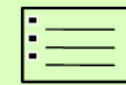
4 - Advanced BPC analysis



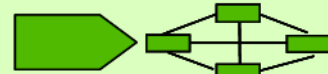
5 - Generic Strategic Options for the future



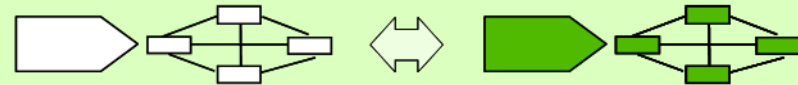
6 - KSFs for the most innovative option



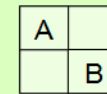
7 - Ideal Value Chain and cluster Diamond for chosen option



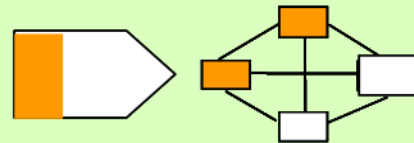
8 - Benchmarking our cluster against reference/ideal cluster



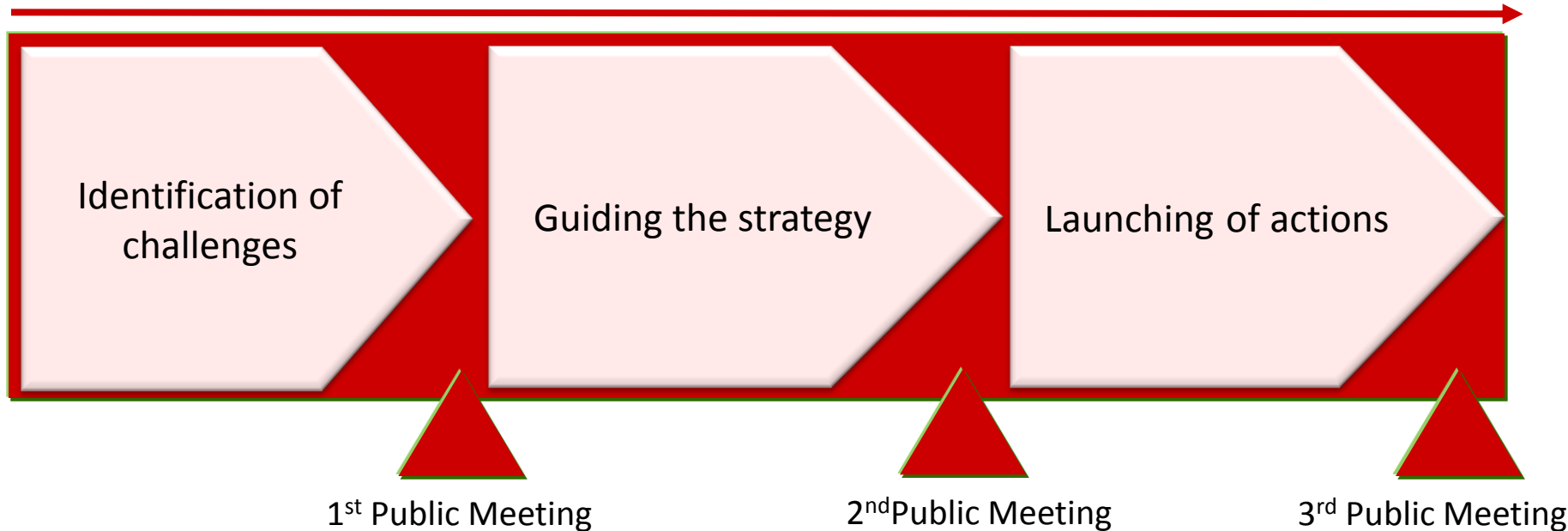
9 - Feasible strategic options for cluster companies



10 - Areas to improve at company and cluster level



6-8 months



- Interviews with cluster agents
- Documents and past study analysis

- International Benchmarking
- BPC
- Strategy groups

- Definition and launching of actions

After the 3rd Phase of the Initiative...

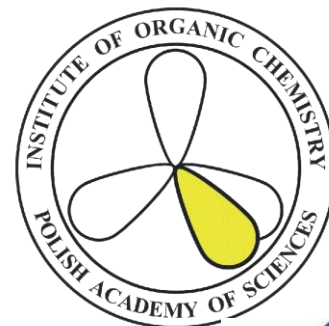
Set-up of the action lines





Polska

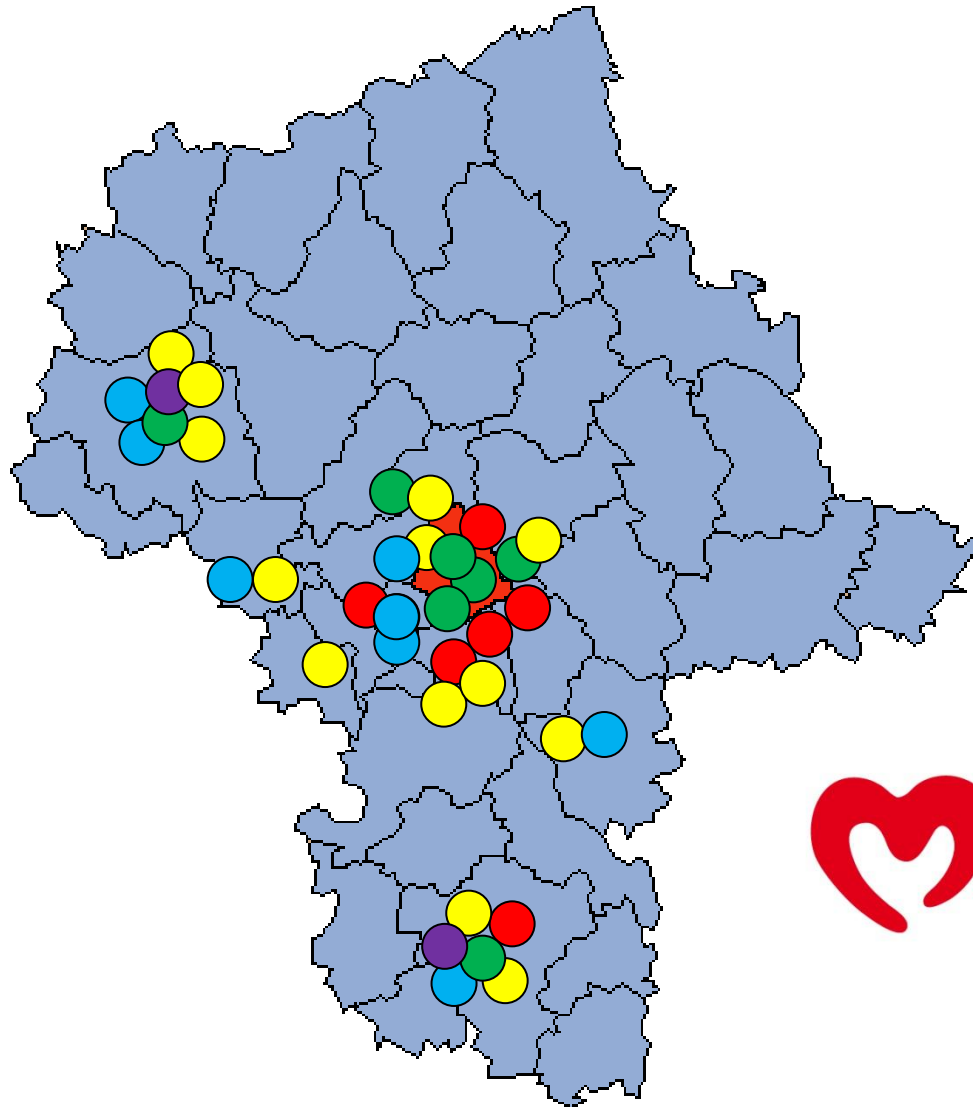
COSMETICS








V. LABORATORIES
Innovative Professional Flexible



	Sector
N° of companies	over 50
N° of employees	over 3500
Specialization	Personal Care Products Cosmetics Creams Colour Cosmetics Fragrance & Perfumes

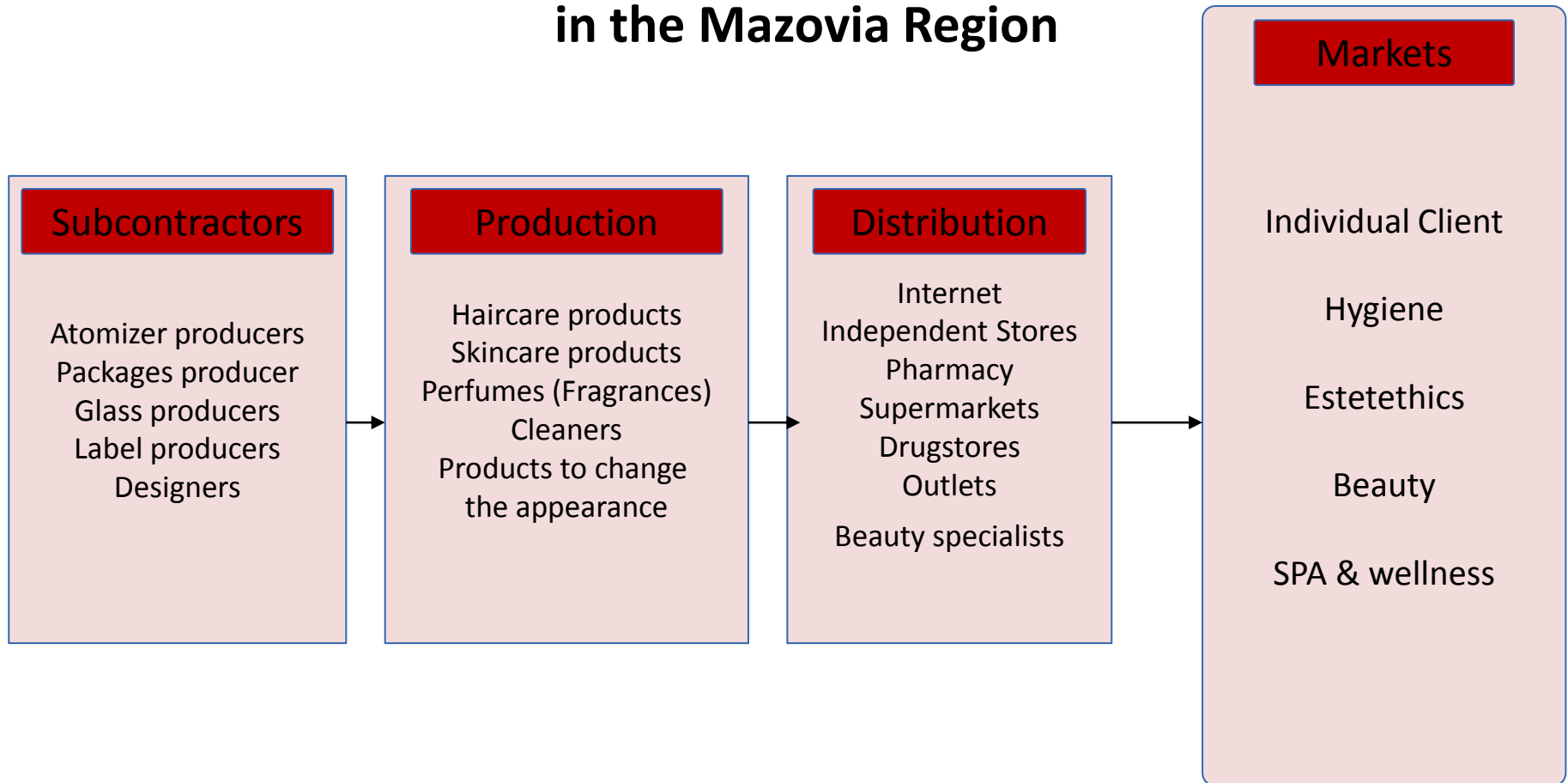


Colour Cosmetics	
Cosmetics Creams	
Packaging Producers	
Schools & Research Institutes	
Associations	

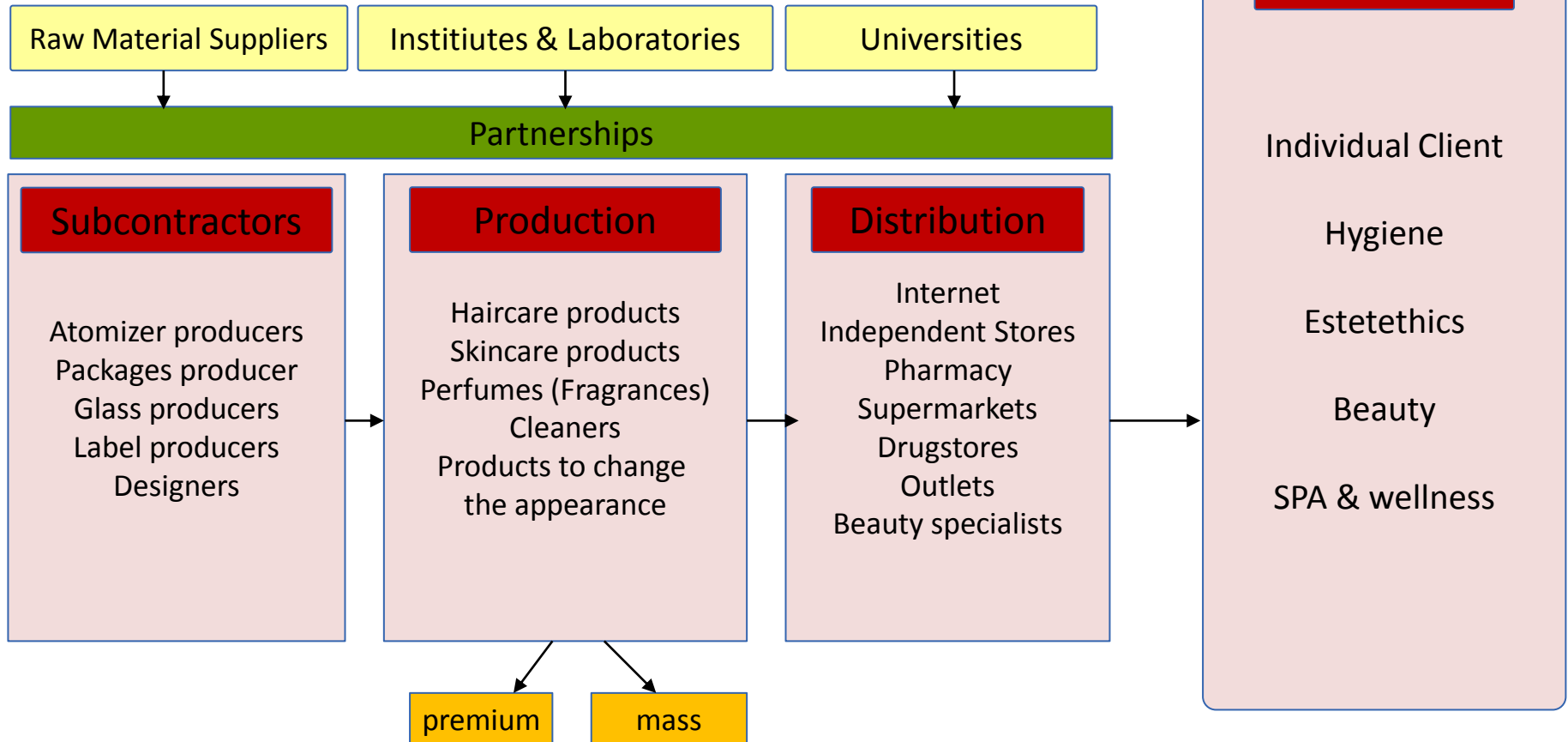
Mazovia.

heart of Poland

The cosmetic industry value chain in the Mazovia Region



The cosmetic industry value chain in the Mazovia Region



How would it be possible to improve the competitiveness of the cosmetics industry in our region ?

Is the cooperation between research institutes and companies satisfying ?

How the export potential of cosmetics companies can be improved?



November 2014



2015 ? 😊

Thank you for your attention