

EXECUTIVE SUMMARY – TERRITORIAL ACTION PLAN OF THE WEST PANNON REGION

This output has been produced in the frame of the ClusteriX project funded from INTERREG IVC. ClusteriX aims at facilitating partner organisations to identify and share good practices in the field of cluster development and to form future cluster development strategies.

A core output of ClusteriX is the Regional Implementation Plans (RIP) which need to be elaborated by each partner of the consortium. The RIP should contain concrete, tailor made actions, which help pave the way for clusters to better link to each other in a feasible and sustainable way.

The Hungarian RIP was elaborated mainly by West Pannon Nonprofit Ltd., Pannon Novum Regional Innovation Agency and the International and Cluster Department of the Ministry of National Economy, however a wide range of further stakeholders have been involved in the execution, thus the RIP contains both the national and international context as well as the synthesis of the local specificities.

The RIP was elaborated parallel with other relevant strategies. The RAP aims at

- further developing the multi level cluster development model of Hungary,
- embedding the regional economic development concept in the planning process of the 2014-2020 programming period (cross-border, national, regional S3 strategies),
- and last but not least, supporting future cross-border co-operations.

The main steps of elaborating the RAP were:

1. Delivering a comprehensive status analysis about the regional, national and international position of clusters.
2. Positioning the RAP for regional stakeholders (especially clusters) to show their standpoints in regional context.
3. Organising regional reflexion workshops, where thematic consultations were conducted on the actual status of the document.

In Hungary, central government initiated cluster development had started nearly one-and-half decade ago however it seems we are still at the beginning of the pathway to become a co-operating nation. We have experiences - both good and bad - and at the doorstep of the new financial period of 2014-20 the key question is how we could use what we have learned so far.

Central government has developed tools (multi stage cluster model, cluster accreditation) what need to be further adjusted and new actions are needed on regional level, as well. The study identified 36 clusters in the West Transdanubian Region, however looking beyond the statistics we experience serious obstacles in their operation in many cases.

Tools offered by the European Commission were also identified during the work. These should be used more efficiently by Hungarian clusters than until now.

One of the main added value of the ClusteriX project was the possibility to learn from a wide variety of good practices. During our work, we have identified the most relevant ones from

our perspective and we have analysed the implementation possibilities of these practices in our region.

The identified good practices adapted are:

- ENERTOUR, Italy

This good practice is suitable for a template cluster product. It provides value added at the cluster level, connects the different cluster members with potential clients and contacts, strengthens the cluster brand, and gives heightened visibility to the single good practices showcased. The implementation is planned for different regional green clusters, but the concept is to be widely distributed to raise awareness.

- Support of cluster internationalisation according to the practice of Rhone-Alpes Region, France

Internationalisation is a key problem both with single enterprises and clusters. Clusters however tend to have the competence to surmount the language and resistance barriers, and provide both perspective, opportunities/contacts and technical advice to cluster members. The Rhone-Alpes regional system of supporting internationalisation inspired a more systematic approach to cluster internationalisation. A complex workplan of international matchmaking, benchmarking, and longer-term planning has been developed and piloted on the cluster side, giving two key clusters of the West Transdanubian Region the opportunity to develop their Internationalisation Action Plans, based on the benchmarks of the ECEI Bronze Label survey. These pilot results are included in the annex to the RAP.

Complementing this push tailored policy proposals have been discussed with the Ministry of National Economy Cluster and International Department to reward international co-operation activities in the different cluster calls between 2014-20.

- Foundation of the Hungarian National Alliance of Innovative Clusters, inspired by
 - the ClusteRO initiative in Romania
 - and the Copenhagen Finance IT Region in Denmark/Sweden

The Hungarian cluster scene has been missing bottom-up integrating platform for a long time, one that can provide both the experience and the impetus for joint development and growth both at home and abroad, while being able to effectively transmit proposals up and down the policy line, aligning needs and demands with strategic and financing possibilities. HNAIC aims to be this and more, seeking to work with all the clusters with a will and possibility to grow into creative, competitive bodies at a European level – and projecting a positive cluster concept towards the distrustful economic environment.

The voluntary setup and internal project-financing structure ensures the commitment of the Alliance members, while providing an effective monitoring tool of all the activities in the network.

- Starting to the implementation of a unified micro-macro analysis toolset integrating

- Development of cluster competence map according to the practice of the Lower Austrian Mechatronics Cluster and
- the Danish cluster ecosystem analysis methodology

The concept of competence mapping historically has some implemented cases in Hungary, but consolidating those into a single contemporary model is something that the more active clusters of the country appear to unanimously need and support. The Cluster Ecosystem model on the other hand required some adaptation for the Eastern European setting, strengthening the influence of external, policy-driven sources, and toning down some of the factors supposedly inherent in the system. The Ecosystem model is considered a good complex development approach, integrating the aspects of analysis with organisational development.

Based on the good practices actions have been developed and proposed to be part of the development concept of Győr-Moson-Sopron County in the West Pannon Region.

- Establishment of a County-level Cluster Development Office and to ensure its infrastructural and human resources.
- Establishment of a network of professional advisors organized by the County-level Cluster Development Office.
- Preparation of the enterprises in Győr-Moson-Sopron County to implement the European Foundation of Quality Management (EFQM) model.
- Further developing the infrastructural and human resources of cluster management organisations and helping them streamline their business portfolio.
- Support of start-up cluster initiatives and develop the innovation potential of the already existing ones.

The total budget needed for the implementation of the tasks above is about EUR 2.7 million between 2014-20.