



Cluster Training Courses

ECG announces the launch of its two-day Cluster Training Workshop for Economic Development practitioners.

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I. Introduction

The new economy is about speed, quality, flexibility, innovation, networks and critical mass. At Economic Competitiveness Group (ECG), we believe this new style of doing business demands a team approach at a local level...a clustering approach.

For over 14 years, ECG has been providing groundbreaking methods for implementing innovative, cluster-based

methodologies. ECG's staff of professional economists, planners, and management consultants is dedicated to developing and implementing collaborative economic strategies across the globe.

Cluster development requires hands-on facilitation - and ECG's team of seasoned trainers and consultants is uniquely qualified to bring the

transformative power of clusters to clients ready to accelerate economic development in their regions. The objective of the course is to build local capacity in the processes. The analytical tools needed for collaborative economic development are presented. The ECG team places heavy emphasis on the practical skills and steps to launching and maintaining a cluster development program.

II. Course Features

- **Intensive Format** - conducted over two consecutive days.
- **Top-Notch Expertise** - led by a team of experienced international trainers with many years of combined experience in successful cluster projects.
- **Flexible Scheduling** – dates are arranged according to the group's scheduling and time constraints.



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- **Additional Materials** –participants receive hard copies of all training materials.
- **Emphasis on Practical Steps** – the course will follow a “learning by doing” approach. Participants will engage in simulations of the key steps of the clustering process.
- **Customization** – curricula tailored to the group’s unique needs, allowing participants to gain genuine comprehension of concepts, and take-home lessons that are relevant to the clusters of their own regions.
- **Cost Savings** – the course is geared for economic development professionals who seek an intensive, cost-effective means to immerse themselves in the world of clustering techniques.
- **Best Practices Case Studies** – ECG’s facilitators will draw upon case studies from their past projects, to illustrate the “dos and don’ts” of clustering. Specific examples will be drawn from a diverse array of sectors, such as Tourism, Information Technology, Agriculture and Advanced Materials.
- **Empowerment Orientation** – Whereas some economic consultants deliver analysis or presentations, ECG is committed to building client capacity in the cluster analysis and facilitation techniques needed for tangible economic progress.

III. Learning Outcomes

Participants will gain the skills needed to:

- Identify and prioritize their region’s clusters;
- Evaluate their region’s economic foundations (infrastructure, human resources, quality of life, tax and regulatory policies, and access to technology and financial resources);
- Implement an interactive, collaborative strategy development process by involving key leaders from business, government, education and civic life;
- Mobilize business leaders in the implementation of action initiatives that directly address regional competitiveness challenges.



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IV. Sample Curriculum – Day One

Day One - Morning

Introductions

What are clusters? How do they work?

- International examples
- Clusters & regional innovation systems
- 4 elements of high performance clusters
- The benefits of clustering

The Cluster Navigator's Development Process

- Mobilizing collective action
- Common elements of cluster development process

Introduction to the Twelve Stage process for cluster development

Day One - Afternoon

Building the cluster's Leadership Group

Preparing and facilitating the initial cluster workshops

Sustaining ongoing momentum with cluster initiatives

Stage 1. Introducing Relevance of Cluster Development

- Identify potential funders, and gain support
- Introduce role of economic development agencies

Stage 2. Analysis of Local Economy

- Approaches to cluster identification
- Short listing priority clusters for early engagement

Stage 3. Initial Cluster Review

- Pinpoint objectives
- Stock take objectives

- Process of taking stock on the current situation
- Establish cluster boundaries
- Limitations of statistical data
- Building on existing industry associations
- Secondary research sources
- Primary research: interview guide
- Report framework

Stage 4. Establish the Cluster's Leadership Team

- The 'Board of Directors' for the cluster
- Public vs. private sector leadership
- Drawing senior stakeholders into the process
- Role of leadership team, Chairperson(s)
Empowering, sharing the workload
- Role of the neutral facilitator

Stage 5. Developing the Cluster's Vision

- A preferred future for the cluster
- Importance of a united view
- Workshop structure, process

Stage 6. Identifying Stepping Stones

- Broad steps to deliver the preferred future
- Back casting
- Ranging the strategic priorities

Stage 7. Immediate Action Agenda

- Short term action initiatives
- Establishing self-destruct Task Forces
- Differentiating facilitation vs. 'Project Manager' roles

Cluster Lunch



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V. Sample Curriculum – Day Two

Day Two – Morning

Cover key learning from the first day

Stage 8. Launching Cluster

- Obtain public involvement and media support
- Increase visibility of cluster leaders

Stage 9. Institutionalizing

- Structure options for a transitioning organization, trade-offs
- Renewing the cluster leadership team
- Clustering within a Regional Economic Development Agency Framework
- Integration of cluster development with other economic development initiatives
- Clusters as organic systems

Stage 10. Upgrading the Strategic Agenda

- Cluster 'Integrity Ladder'
- Benchmarking, formal and informal
- Portfolio of clustering initiatives; Cluster intersections
- Cross-cluster initiatives
- Branding the cluster, and the region
- Collaborating with neighboring clusters
- Annual 'Town Hall' public meetings

Stage 11. Cluster Review

- Review successes and failures to date
- Examine cluster's competitive position
- Evaluate clustering process
- Revisit clustering process
- Close slow-moving initiatives

Roles and Tools in cluster development

- Spatial dimensions of clusters: intersections at Local, Regional, State and National levels
- Role of State and regional development agencies in cluster development; Resourcing the cluster intervention
- Collaborative Partnership Continuum: linking Soft and Hard Networks; Supply Chains; Clusters Application of the Collaborative Value Chain, examples
- Role of tertiary institutions, secondary schools, technology transfer agencies, Government R&D agencies, Incubators, Technology Parks in cluster development

Clusters and Foreign Direct Investment

Day Two – Afternoon

Key Elements of a Cluster Development Program

- Resourcing, timelines, starting up a cluster development programme
- Cluster communications: internal; external
- Specific aspects to consider within the local environment
- Clustering clusters... linking with adjoining clusters, and with related local and international clusters

Final Questions, Discussion

Summary: Check list for cluster facilitators

Summary: Check list for cluster facilitators



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VI. Testimonials

"To learn the theory of clusters is one thing – but to actually see how they are developed is an entirely different thing. Our Cluster Training course taught us a very valuable lesson: sound and genuine leadership enables the group to move into a shared cluster vision, creating an environment where anything can happen."

Mrs. Nesreen Barakat
Director of Jordanian National Competitiveness Team

"ECG's training course, helped us tap into the full set of development opportunities that lie behind the 'cluster' buzzword. We learned how collaborative processes and global best practices could help us refocus our efforts on the issues that really matter. An eye-opening experience!"

Carlos Zúñiga
Director of National Competitiveness Program, Nicaragua

"Collaboration can be a challenge for agricultural producers; This workshop made us a believer, and provided the tools to help develop meaningful partnerships in Oregon."

John Szczepanski
Assistant Director, Oregon Department of Agriculture

"This training was invaluable in the establishment of the ocean technology cluster on Canada's East Coast. A comprehensive training program covered the key strategic concepts of cluster development and provided participants with the hands-on, practical tools necessary to build a world-class business cluster. For those of us involved in cluster facilitation, this program is a must."

Dennis Hogan
Development Executive, Oceans Advance

VII. Training Team

KAREN ENGEL



Dr. Karen Engel specializes in regional economic development. Dr. Engel has extensive experience, both

domestically and internationally, in bringing the public and private sectors together for the economic benefit of a region. Through research, analysis and hands-on facilitation between government officials and private sector leaders, Dr. Engel has developed and helped

implement economic policy and strategies on three continents. She has experience working in Benin, Burkina Faso, Guinea, Ivory Coast, Kenya, Madagascar, Mexico, Morocco, Spain, the UK, and the United States.

In addition to her international experience, Dr. Engel has four years of experience with the City of Oakland, California, where she was the Business Attraction and Retention Manager. There she served as the primary liaison

between the business community, the Mayor and the City Council, helping implement the city's cluster-based economic development strategy. As a Fulbright Scholar, she helped the government of Madagascar understand and improve the dynamics of its small business sector.

She received her BA from Brown University, and her MA and PhD in Development Economics from the Fletcher School at Tufts University. She also speaks French, Dutch and some Spanish.



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ALEC HANSEN



Dr. Hansen specializes in regional economic analysis and development for the Economic

Competitiveness Group, Inc. He is a specialist in high-technology regional development planning, regional impact and environmental studies, transportation economics, and since joining ECG seven years ago, has applied these skills to cluster analysis and competitiveness studies. He has extensive prior experience in regional impact studies, transportation economics, cost/benefit analysis and environmental studies, and since joining ECG ten years ago, has applied these skills to cluster analysis and competitiveness studies. Research themes include: the exploration of technology development issues and related

technology strategy planning; small enterprise development; profiles of civic entrepreneurship; role of clustering in economic development. He has performed cluster analysis and readiness assessments in metals and machinery, wood products, IT, tourism, apparel, aviation, biotechnology, and transportation industries.

Dr. Hansen has engaged in or led cluster-based strategy projects in Georgia, Russia, Armenia, Malaysia, Morocco, Pakistan, South Africa, Panama, Nicaragua and Mexico, as well as regions in or state-wide strategies for Indiana, Illinois, Tennessee, California, Texas, Kansas, Florida, Louisiana and Pennsylvania, with a special focus on public/private collaboration, technology issues and small business development. In the former centrally-planned economies of Russia and Nicaragua, he has

conducted seminars on competitiveness and worked with local officials to design implementable competitiveness programs. He is currently serving as Project Director of a \$2 million World Bank-funded cluster development project in Georgia (FSU), responsible for the methodology as well as training and supervision of 50 local consultants.

Dr. Hansen is also a co-founder of The Competitiveness Institute, a non-profit network of cluster practitioners world-wide, dedicated to improved understanding of competitiveness and establishing professional standards in this fast-growing field.

Dr. Hansen holds a B.A. in economics from U.C. Berkeley, and a Ph.D. in economics from Boston University. He speaks English, Spanish, Danish, Swedish, and French fluently, Bahasa Indonesia with fair proficiency, and his Farsi is revivable.

KONRAD KNELL



Mr. Knell funded a strategy and development consulting firm aimed at helping individuals, groups, and

organizations create powerful vision, strategy, and leadership, both at enterprise level and cluster level. Mr. Knell developed a unique collaborative method to engage people, synthesize ideas, and tap

into creativity. He has used this approach in cluster development workshops and trainings with ECG in California and Indiana; and, at the present he is he developed leadership training course for competitiveness project in Tbilisi, Georgia. Consulted to large global corporations like Bayer, Bristol-Myers Squibb, Boeing, Chevron, EDS, Eli Lilly, General Motors, Halliburton, Hughes Aircraft, Monsanto,

Proctor & Gamble, Pfizer, Public Service Electric & Gas, Hewlett Packard and Sequent Computer Systems in fields like strategy development and technology portfolio management.

Mr. Knell holds an MBA from Stanford University (1990) and a BS in Biology and Psychology (cum laude) from Harvard University (1984).



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ERIC HANSEN



Dr. Eric Hansen pioneered the field of cluster-based economic development. He specializes in

innovating procedures to stimulate private sector development and public-private collaboration in a variety of socioeconomic contexts. He recently directed major economic strategy projects for Panama, the States of Campeche and Chihuahua in Mexico, as well as Eastern European projects in Slovakia, Slovenia, and Eastern Germany. He has directed a variety of competitiveness projects in the United States, including Omaha Nebraska (Principal Researcher for

the "Plan to Establish the Nebraska Applied Information Management Institute), Long Beach, California (business incubator design, university technology park development), Arizona (cluster strategy), North Dakota, and Florida (new enterprise development).

During the past 15 years, Dr. Eric Hansen has designed training seminars and week-long workshops and has engaged in training economic development officials and cluster practitioners in regions worldwide (Morocco, Hong Kong, Mexico, South Africa), and in 15 U.S. states. Dr. Hansen taught four years at the University of Wisconsin-Milwaukee as a

professor of regional economics and urban planning at the masters level. Dr. Hansen occasionally lectures at UC Berkeley and Stanford University.

Dr. Hansen was previously Director of ECG at DRI/McGraw-Hill and program manager of SRI International's Center for Economic Competitiveness where he led and worked on economic strategy projects in various U.S. states, Australia, India, Hong Kong, and Eastern Europe.

He holds a Ph.D. in regional economics and planning from M.I.T. He is fluent in Spanish and French.

IFOR FLOWCS-WILLIAMS



Ifor Ffowcs-Williams is a specialist in economic development, focusing on the advancement of export-orientated

clusters. His international business experience covers more than 75 countries. His areas of expertise include coaching economic development professionals in the acceleration of local clusters and supporting them in initiating cluster interventions. He has held cluster training-workshops for development agencies in Australia, New Zealand and South Africa (in partnership with

The World Bank). Mr. Ffowcs-Williams is highly experienced in coaching local economic development professionals in the process of cluster analysis, facilitation and coalition building. Part of his success lies in his ability to draw together private and public sector leaders to facilitate a strong and unified approach.

Since establishing Cluster Navigators in 1997, Ifor has been active across Europe, North America, Africa, the Caribbean and Australasia in introducing the relevance of clustering as a cornerstone for economic

development. Mr. Ffowcs-Williams is also a Founding Director and current President of The Competitiveness Institute. He is also a Founding Director of Clusters Asia Pacific (Canberra), and New Zealand Vice President, Regional Science Association. He has served as a National Councilor of the New Zealand Strategic Management Society and was a founder of the Industrial Marketing Research Association of Canada.

The focus has been on the training of economic development professionals in the process of cluster development, reviewing cluster development programmes, and facilitating initial cluster workshops.



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TED LYMAN



Mr. Lyman has more than 30 years of consulting experience, nearly all of it focused on assisting

government and private sector leaders with policies and action initiatives aimed at enhancing economic development. This global experience has brought Mr. Lyman acclaim as one of the world's experts in the development and implementation of cluster-based strategies for enhancing regional economic competitiveness. In July 2002, Mr. Lyman was inaugurated as a Fellow in the World Academy of Arts and Sciences in recognition of

his contributions to civil societies around the world.

Mr. Lyman has been associated with the same team of international experts since 1973. The team, founded at Stanford Research Institute (now SRI International) in 1973, moved in 1993 to the Economic Competitiveness Group, then a unit of DRI McGraw-Hill (now WEFA-DRI) and in 1996 to ICF Consulting (at the time joined with Kaiser Engineers as ICF Kaiser).

He served as a Project Director in large-scale economic development projects in Brazil, Scotland, Malaysia, China, Slovenia, Mexico and Canada, and directed scores of other projects in

Australia (1990), Sabah, Malaysia (1988), as well as economic regions of France (1986), England (1987), Italy (1989) and Singapore (1984). In addition to his international experience, Mr. Lyman has undertaken domestic assignments at the state (Arizona, Minnesota, North Dakota, Iowa, Nebraska, Tennessee, and Wyoming), county (Monterey, Marin), and city levels (such as Albuquerque, Austin, Charlotte, Salt Lake City, Jacksonville, Wichita, El Paso/Juarez, Knoxville/Oak Ridge, and Santa Fe/Los Alamos). Each of these projects involved the interplay between economic analysis and policy/program recommendations, with a focus on making meaningful economic development occur.

VIII. Contacting ECG

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