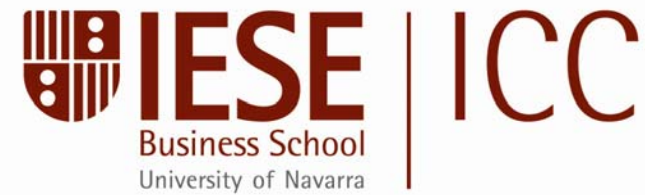




The III Barcelona Clusters Summer School

BCSS 2009



BARCELONA CLUSTERS SUMMER SCHOOL 2009

The third Barcelona Clusters Summer School (BCSS 2009) is organized by the International Centre for Competitiveness of the IESE Business School, from the 6th to the 17th of July 2009. As in the past two editions, the programme has been designed and coordinated by Emiliano Duch, one of the pioneers in cluster competitiveness management.

BCSS 2009 offers a programme of two weeks of courses that cover from the conceptual framework to best practice examples on Cluster Competitiveness Management. Rigorous theoretical courses conducted by well-known academics are combined with leading practitioners' experiences from across the world in different economic settings.

The courses are designed for professionals working in the management of cluster based competitiveness and innovation programmes, at cluster and regional level.

The schedule of the BCSS has been designed to allow students to participate in both weeks offered, or only in one of them. However, the students that attend both weeks' courses will be awarded a certificate on Cluster Competitiveness Management.

IESE BUSINESS SCHOOL

IESE Business School, the graduate school of management of the University of Navarra, is located in Barcelona, Madrid, Munich and New York. It offers the MBA, Global Executive MBA, Executive MBA and PhD in Management degrees, as well as a wide range of executive education programs for global senior executives and Continuing Education programs for alumni.

INTERNATIONAL CENTER FOR COMPETITIVENESS

Founded in December 2006, the International Center for Competitiveness' (ICC) mission is to promote scientific knowledge and rigorous learning in the area of competitiveness, with special emphasis on the European Union and increasing globalization. The ICC was founded by Prof. Eduard Ballarin and Prof. Antoni Subirà in cooperation with the Institute for Strategy and Competitiveness (ISC), led by Prof. Michael Porter at Harvard Business School.

CLUSTER COMPETITIVENESS WEEK.

JULY 6 -10, 2009

A deep understanding of clusters and cluster initiatives, and their application in economic development policies is key for any modern policymaker. The first week of the Summer School is addressed particularly to those policymakers and economists in governmental bodies, be it at supranational, national or regional levels, in charge of designing and shaping development, innovation and competitiveness policies. This week's courses are also important for practitioners working with clusters, to understand the general policy framework where the cluster programs and actions are coming from.

The subjects of this course will be:

Competitiveness Policy Framework

From 9am to 11am

Instructors: Christian Ketels and Antoni Subira

The course will lay the theoretical foundations of competitiveness, and their implications for cluster based development policies. The course will use cases to help understand the importance of locations and clusters, the policies to upgrade them in different regional, national and supranational settings (Finland, Iceland, Cluster Mobilization in Mitteldeutschland, California Wine...).

Cluster Competitiveness Programmes

From 11:30am to 1:30pm

Instructor: Emiliano Duch and Pankaj Ghemawat

This course provides an introduction to the common pitfalls and key issues to take in to account when developing a cluster based competitiveness programme, using a real example in the United Kingdom to discuss: the prioritization of clusters, the launching of cluster initiatives, the management of cluster projects, their monitoring and use to improve horizontal policies (export, innovation, training ...) and their international impact.

The experiences from Denmark and Catalonia and the new European Policy

From 3:30pm to 5:30pm

Instructors: Antoni Subirà, Jorgen Rosted, Alberto Pezzi and Lotte Langkilde

The course will present a review of the role of clusters in the development policies of Catalonia and Denmark since the early 90s, by two of the early adopters, professors Subira and Rosted, then with responsibilities in government. Their vision will be complemented with an update of today's cluster policies in both countries, presented by their representatives, Alberto Pezzi and Lotte Langkilde, and closing with a round table session on how they see the new European policies on clusters.

CLUSTER MANAGEMENT WEEK

JULY 13 -17, 2009

Working with clusters, their companies and institutions to define common strategies and manage their joint actions, is moving from an artisan stage, based on accumulated personal experiences, to a body of codified methodologies and frameworks, already proven worldwide. The second week of the Summer School focuses on introducing those concepts, and is of particular interest for practitioners in direct relation with clusters, development agency staff, cluster managers, cluster project managers, consultants, and definitively cluster agents as well (companies or institutions).

The subjects of this course will be:

Strategy Foundations of the Cluster Management

From 9am to 11am

Instructors: Pascual Berrone and Joan Enric Ricart

The module “Strategy Foundations of Cluster Management” emphasizes the role of Competitive Strategy (CS) within conglomerated settings. CS is something more to leadership than designing organizational mechanisms and managing specialized functions. Leaders are also generalists, and at the core of leadership is the setting of overall strategy for the enterprise. CS brings a discipline, a set of concepts, and a point of view to this inherently complex and creative process that are particularly relevant in industry cluster given the geographic concentration of interconnected businesses, suppliers, and associated institutions.

Management of Cluster Initiatives

From 11:30am to 1:30pm

Instructor: Emiliano Duch

This course on management of cluster initiatives was initially designed by Competitiveness, a leading firm in the field, to train consultants, and was later adapted for this summer school course. It uses a real case study in Sweden to introduce the methodological tools for industry analysis, strategy, and cluster competitiveness. The initial day is dedicated to the first HBS case on a cluster initiative, counting with the participation of its protagonist, Antoni Subirà. The last session will be a practical exercise in which the course methodology will be applied to cases developed by the students.

Management of Cluster Development

From 3:30pm to 5:30pm

Instructors: Miquel Barceló, Werner Pamminer, Oriol Alcoba

This course presents the practical experiences of some of the best examples in the management of cluster development, the experiences of Upper Austria and Barcelona. Their Cluster Managers will present different aspects of their management capabilities, at the level of cluster and development organization. The course last day is a visit to the Barcelona 22@ innovation district, with a round table of representatives from the city level, local development agency and cluster managers. A bicycle tour to the area ending up on the beach, concludes the course and the BCSS.

BCSS FACULTY



Emiliano Duch

BCSS Director

MBA, Harvard Business School, MPA Kennedy School of Government, Harvard University

Emiliano Duch was one of the pioneers in cluster development, having collaborated with Prof. Michael Porter in the first practical applications of the methodology. In 1994, he founded Competitivenes.com, the first consulting company exclusively dedicated to cluster competitiveness reinforcement projects. He was as well the founding chairman of The Competitiveness Institute. As CEO of his firm he has lead more than 120 cluster initiatives in Europe and Latin-America. He has acted as advisor to Public Administration Institutions and Regional Governments, as well as for multilateral institutions like the European Union and the Inter-American Development Bank. He has given seminars on clusters to USAID, the IADB, and many national organizations. He acts as well as coordinator of the the Escuela de Verano de Clusters para la Innovación at Universidad Adolfo Ibañez in Santiago (Chile).



Pascual Berrone

Ph.D. in Business Administration, Universidad Carlos III

B.S. in Business Administration, Universidad C. de Córdoba (Argentina)

Pascual Berrone is Assistant Professor in Strategic Management at IESE Business School. Before joining the IESE, he held two visiting scholar appointments at Arizona State University in recent years. Originally from Argentina, Dr. Berrone has extensive managerial experience throughout Latin America, Europe, and the United States. Dr. Berrone's academic work has been published in international journals. He is an active member of the Iberoamerican Academy of Management.



Pankaj Ghemawat

Ph.D. in Business Economics, Harvard University

A.B. in Applied Mathematics, Harvard College

Pankaj Ghemawat received his Bachelor's degree in Applied Mathematics (and was elected to Phi Beta Kappa) and his Ph.D. in Business Economics from Harvard University. After a stint at McKinsey & Company, he spent 25 years on the full-time faculty at Harvard Business School, where, in 1991, he became the youngest full professor in the school's history. Ghemawat is currently the Anselmo Rubiralta Professor of Global Strategy at IESE Business School in Barcelona.



Christian Ketels

**PhD in Economics, London School of Economics and
Political Science**

Christian Ketels is Principal Associate at Professor Michael E. Porter's Institute for Strategy and Competitiveness and member of the Harvard Business School faculty.

He is currently a Senior Research Fellow at the Stockholm School of Economics and a Director at The Competitiveness Institute. Dr. Ketels has led cluster and competitiveness projects in many parts of the world. He is a member of economic advisory groups in Europe and the Americas and has written widely on economic policy issues. He is speaker on competitiveness and strategy in Europe, North America, and Asia. His primary areas of research interest are competitive strategy, economic development, foreign direct investment, government and business, and the life sciences



Joan Enric Ricart

**Doctor Ingeniero Industrial, Universidad Politécnica de
Cataluña**

**Doctor of Philosophy (Managerial Economics),
Northwestern University**

**Doctor en Ciencias Económicas y Empresariales,
Universidad Autónoma de Barcelona**

Joan E. Ricart is professor and chairman of the Strategic Management Department. He is associate dean for research, director of the Ph.D. program and director of research. Prof. Ricart is also the holder of IESE's Carl Schröder Chair of Strategic Management. A further honor was bestowed upon him recently when he was appointed President-Elect of the Strategic Management Society, an international organization composed of academics, business practitioners and consultants dedicated to expanding knowledge and exchanging ideas on the strategic management process. He is also president of the European Academy of Management (EURAM).



Antoni Subirà i Claus

**PhD in Industrial Engineering, Polytechnic University of
Catalonia**

MSc in Industrial Management, MIT

Antoni Subirà is a former Minister of Industry, Trade and Tourism of the Catalan Government and member of the Parliament of Catalonia. Recently, he became a full-time member of the faculty at IESE Business School, where he had taught in other capacities for many years. He is been Professor at IESE since the early sixties. From 1967 to 1974, he was Director of the MBA program at IESE. He has also served as a consultant for various multinational, and is a board member of several investment funds. He was a member of the Aho Commission appointed by the EU, and presently is Chairman of the Board of Advisors of The Competitiveness Institute and member of the European Cluster Policy Group.

GUEST SPEAKERS



Oriol Alcoba
Clusters Development Director
Barcelona 22@
MS Environmental Engineering, IQS

He is currently Director of Business Development and innovation for Barcelona's District 22@, where he previously worked as Project and Cluster Manager, responsible for coordinating the five present clusters: Media, ITC, Biomedical, Energy and Design. From 2001 to 2005, he worked in Fomento de Construcciones y Contratas, S.A., as Head of Contracting in the Care and Environmental Maintenance area for various organizations in the Public Affairs sector (Generalitat de Catalunya and Ajuntament de Barcelona).



Miquel Barceló
President
B_TEC Barcelona Innovació Tecnològica
Ph.D. Industrial engineering, UPC

Executive president (2004-2007) of Barcelona22@, independent member of the Parlament de Catalunya (1999-2004), and president of its industrial and energy commission; general manager of ICT (1987-1999); responsible for the industrial safety, technical standards and regulation at the Ministerio de Industria y Energia (1985-1987); President founder of RELE; and member founder of AENOR Board. Member of the board Barcelona22@ and Abertis Telecom; President of B_TEC Foundation, president of 2 private start-up companies: AIDA Center and INNOPRO Global Services. Is associate professor of knowledge economy at UPF.



Lotte Langkilde
Coordinator
Danish Cluster Academy

She has worked with FORA (Research and analysis division under the Danish Authority for Enterprise and Construction) as a consultant since 2007 where she had been employed for 5 years. Ms. Langkilde has practical experience with development of cluster-based economic strategies, cluster analysis and cluster policy. She is currently working with developing training activities for cluster managers in Denmark as part of the Danish Cluster Academy (RegX), and in the BSR countries as part of the BSR Innonet project. In addition she is a member of the secretariat for the European Cluster Policy Group. And she has, among others, co-authored the Green Paper The Use of Data and Analysis as a Tool for Cluster Policy. What can Denmark Learn?



Werner Pamminger
Managing Director of Clusterland Upper Austria
M.Sc. Automation engineering, Upper Austria
M.B.A. University of Toronto

He is an experienced executive and senior consultant for a few years. Since 2006 Mr. Pamminger is the general manager of Clusterland Upper Austria Ltd. the Upper Austrian regional development agency for cluster and network management. Werner is an international expert in cluster management and in the plastics industry; he has established the Upper Austrian Plastics Cluster. His main competences are situated in the fields of general management, project management, institutional development, workshop trainings and moderation.



Alberto Pezzi

Manager of Observatory of Industrial Foresight

BSc in Economics, University of Bologna.

**Master in Law, Economics and Policy of the EU,
European College of Parma.**

Head of Competitiveness Analysis, Observatory of Industrial Foresight of the Department of Innovation, Universities and Enterprise of the Catalan Government. He has over fifteen years experience in economic development and clustering initiatives working both in the private sector and for local and regional Governments particularly in Emilia-Romagna (Italy) and Catalonia (Spain). He has extensive experience in strategic consulting. Alberto is also Secretary and member of the Board of Directors of The Competitiveness Institute, an international professional network of cluster practitioners based in Barcelona.



Jørgen Rosted

Director

FORA

Jørgen Rosted serves as Director of FORA, an independent research unit under the Danish Ministry for Economic and Business Affairs. Jørgen Rosted has been one of the most influential policy advisors in Denmark over the last two decades. Mr. Rosted has served as Permanent Secretary in the Danish Ministry of Business Affairs and has held a number of leadership positions in the Danish Ministry of Finance, for three years as the Director of the Economic Department.



GUEST COUNTRIES: DENMARK AND UPPER AUSTRIA

The BCSS wants to maintain an international dimension both in the profile of its students, professors and case studies, as well as in presenting different approaches to cluster competitiveness methodologies. That is why since its beginnings; every year it has invited a guest country to present its examples and to compare it with Catalonia's own experience.

The first edition counted with the presence of **Slovenia**, represented by its former Minister of Economy **Tea Petrin**, the second year it was **Canada**, represented by the Clusters Programmes Coordinator at the National Research Council, **Anne Ballantyne**, and in this edition we will be presenting **Denmark** experience in cluster policies, represented by FORA Director, **Jorgen Rosted** and Upper Austria experience in cluster management, represented by Clusterland Upper **Austria** Managing Director, **Werner Pamminger**.

PREVIOUS BCSS

The pioneer editions of the BCSS were hosted by the *Barcelona Graduate School of Economics* (BGSE). Now, after the consolidation of the BCSS as a referent at global level, the BGSE has passed the organization to a more specialised institution in cluster competitiveness, the *International Center for Competitiveness* (ICC) of the IESE Business School.

Past editions of the Barcelona Clusters Summer School received applications from 24 different nationalities. When asked about their decision to attend the Barcelona Clusters Summer School, most attendees were practitioners who were motivated to learn the latest techniques and practices for their jobs and refresh their understanding of the theoretical concepts underlying their work.

Asked to rate the quality of instruction, the structure of the courses, and the quality of materials on a scale of 1 to 5 (1 being poor, 5 being excellent), participants in the pasts Clusters Summer School gave the instructors an average rating of 4.22, the course contents and methodology and average rating of 4.17.

ENTRY REQUIREMENTS

Candidates for the BCSS must meet the following requirements:

- Strong background in Management and Economics
- Working knowledge of English
- Experience in cluster development institutions will be an asset.

Among the candidates who meet the eligibility criteria, the BCSS will select those with more outstanding professional careers.

APPLYING TO THE BARCELONA CLUSTERS SUMMER SCHOOL

The BCSS has a rolling admissions policy and begins reviewing applications in March. Candidates are advised to submit their complete applications as soon as possible, since there is limited space. Be advised that the Admissions Committee will not consider a candidate until the complete application has been received.

Applications for admission should be submitted by sending the application form that can be found on our web page (<http://www.iese.edu/BCSS>), and updated CV by mail to Gemma Golobardes (conferences@iese.edu) or by fax to IESE – Gemma Golobardes. Fax: +34 932534343.

FEES AND FINANCIAL AID

Tuition fees are 1.800 € per week.

A 100 € per week will be added to cover lunch costs in IESE's own restaurant.

There are a limited number of tuition scholarships for students coming from developing countries. Financial aid request should be submitted with the application form.

Students with financial aid will only have to pay the 100 € per week to cover lunch costs.



HOTELS AND STUDENT HALLS

As IESE does not arrange student accommodation, below you will find a list of recommended hotels close to our campus. Barcelona receives thousands of visitors during the summer, please make your reservation as soon as possible.

Gran Hotel Princesa Sofia *****
Plaza Pío XII, 4. 08028 Barcelona
Tel: +34 93 508 1000 www.princesasofia.com

Hotel Sansi Pedralbes ****
Av. Pedralbes, 1. 08034 Barcelona
Tel: +34 93.206.38.80 www.sansihotels.com

Hotel AC Victoria Suites ****
Av. Pedralbes, 16. 08034 Barcelona
Tel: +34 93 206 99 00 www.ac-hotels.com

Hotel ABBA Garden ****
C/ Santa Rosa, 33. 08950 Esplugues de Llobregat, Barcelona
Tel: +34 93 503 54 54 www.abbagardenhotel.com

Hotel HUSA Arenas ****
Capità Arenas, 20. 08034 Barcelona
Tel: +34 93 280 03 03 www.hotelhusaarenas.com

Hotel HUSA Pedralbes ***
C/ de Fontcoberta, 4. 08034 Barcelona
Tel: +34 93.203.71.12 www.hotelhusapedralbes.com

Hotel HUSA Tres Torres ***
C/ de Fontcoberta, 4. 08034 Barcelona
Tel: +34 93 203 71 12 www.husa.es

Hotel NH Rallye ***
Travessera de les Corts 150-152. 08028 Barcelona
Tel: +34 93 339 90 50 www.nh-hotels.com

Residència Universitària Sarrià
C/Esports 1-3. 08017 Barcelona
Tel: 932065540 www.residenciasarria.com

Residència Torre Girona
Passeig dels Til·lers, 19. 08034 Barcelona
Tel: 93.343.79.93 http://www.resa.es/eng/residencias/torre_girona

Hostal Pere Tarrés
C/Numància 149-151. 08029 Barcelona
Tel: +34 93 410 23 09
http://www.peretarres.org/wps/wcm/connect/peretarres_en/peretarres/home/allotjaments/alberg_pere_tarres/

USEFUL LINKS

How to get to IESE
<http://www.iese.edu/en/IESE/OurCampuses/BarcelonaCampus/HowtogettoIESE/HowtogettoIESE.asp>

Barcelona tourism
<http://www.bcn.es/turisme/english/turisme/welcome.htm>

Barcelona guide
<http://www.bcn.es/guia/welcomea.html>

Weather forecast
<http://www.bcn.es/temps/english/>



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