



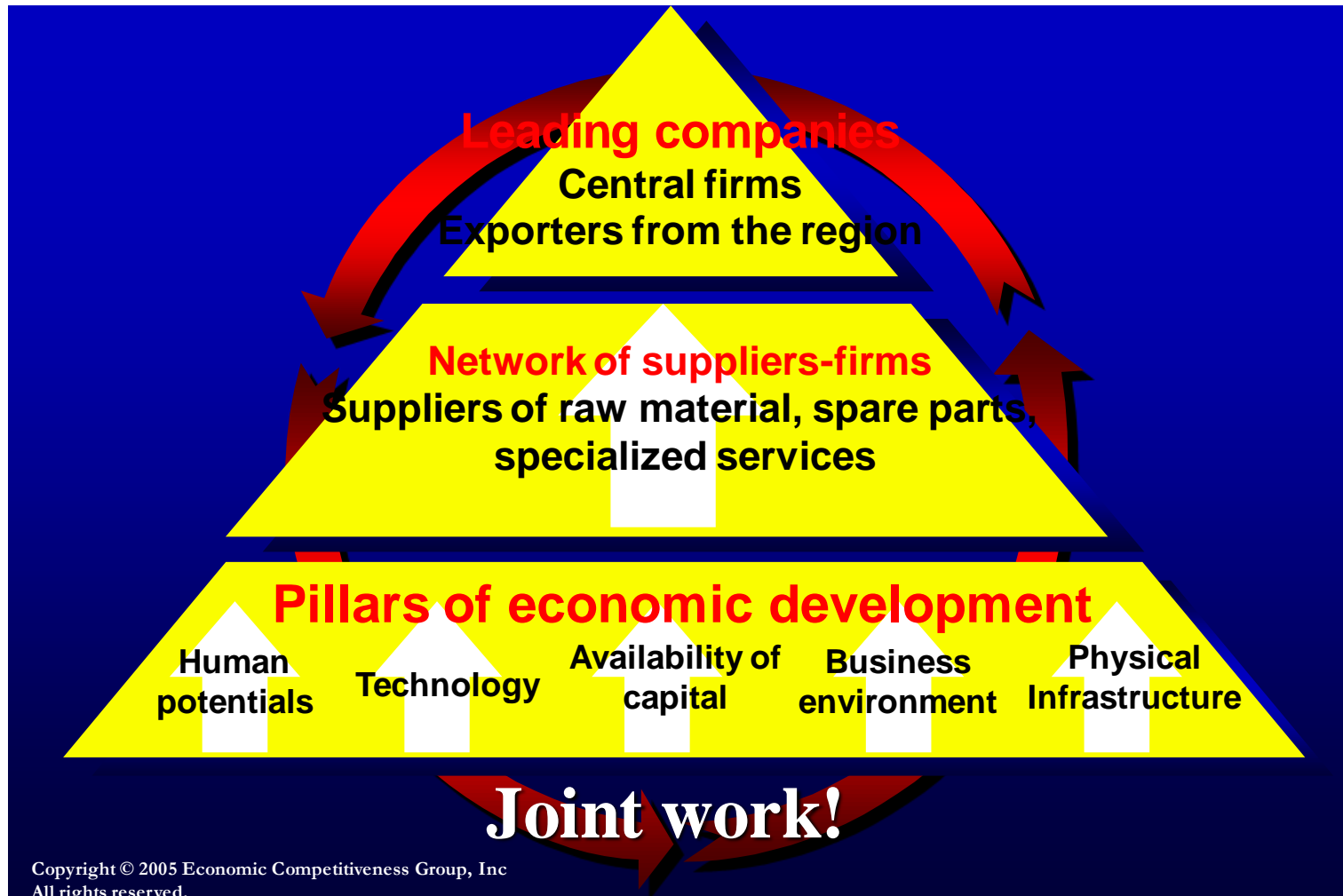
Republic of Serbia
Ministry of Economy
and Regional Development

Cluster Development Support

November 2008.

Zorica Maric, Head of Department

Clusters are a geographic concentration of companies and institutions on specific economic activities.



***Intensity and quality of communication,
education, confidence of participants!***

Cluster Development Support

Starting points

- Ministry does not define the cluster development areas, does not determine the strategy, rules, and form of organization and cluster management process, does not appoint and choose cluster actors.
- Ministry acts as a catalyst in the cluster development process without replacing market mechanisms.
- By selection of projects for granting, the Ministry ensures that cluster development goals are met.

*Responsibility for success is in hands
of the companies, managers, employees, owners.*

Cluster Development Support Project

Objectives

**Support to private sector development,
job creation, export expansion**

1. Establish strategic partnerships and linkages between enterprises in order to increase specialization and upgrade human capital and other factors.
2. Improving capacity for innovation and technology development through active partner relationships between enterprises and research institutions.
3. Increasing the capacity of Serbian enterprises to operate in international markets and generate greater value and volume of their exports.

Cluster development, further steps

Growth
Sustainability

•Objectives

•2007 - 2008



- Institutionalization***
- ***Working groups (network)***
 - ***Programs***
 - ***Joint projects***

•2009



- Innovations environment***
- ***Specific infrastructure RTDI***
 - ***Services***
 - ***Joint projects***

•2010 - 2011



- ***Specific infrastructure implementation***
- ***Joint projects***

Cluster Development Support Project in 2008 Procedure

In cooperation
SINTEF*, Norway

Ministry

- Evaluation of application and projects
- Selection of projects
- Signing the contract

- Co-financing
- Monitoring*
- Project evaluation*

Evaluation 2007
Call for proposal
2008

Program
2009

- Projects preparation
- Preparation of application for Public call

- Co-financing
- Implementation
- Reports

Clusters

The main implementation tool - co-financing through Public Call 2008

Terms for cooperation

Main drivers (goals)

Support to starting initiatives - *first phase*

1. Number of companies and institutions (minimum 9+3)
2. Institutionalization
3. Concept on internal organization and operation of the cluster
4. Cluster goals

1. Baseline study and cluster mapping study
2. Promotion of the cluster concept
3. The vision accepted by all participants and preparation of cluster development strategy for all main drivers
4. Action plan for all key cluster drivers
5. Institutionalization

Support to initial operation of already established clusters - *second phase*

1. Report on finalization of previous phase of cluster development
2. Vision and strategy adopted by all participants
3. Adopted action plan for 2008 for all main drivers
4. Defined working teams for all main drivers
5. Adopted action plan for 2009
6. Formal and legal structure defined

1. Communication and network development
2. Education
3. Research and development
4. Marketing and Internalization
5. Development of financial resources

Support to growth and commercialization of clusters - *third phase*

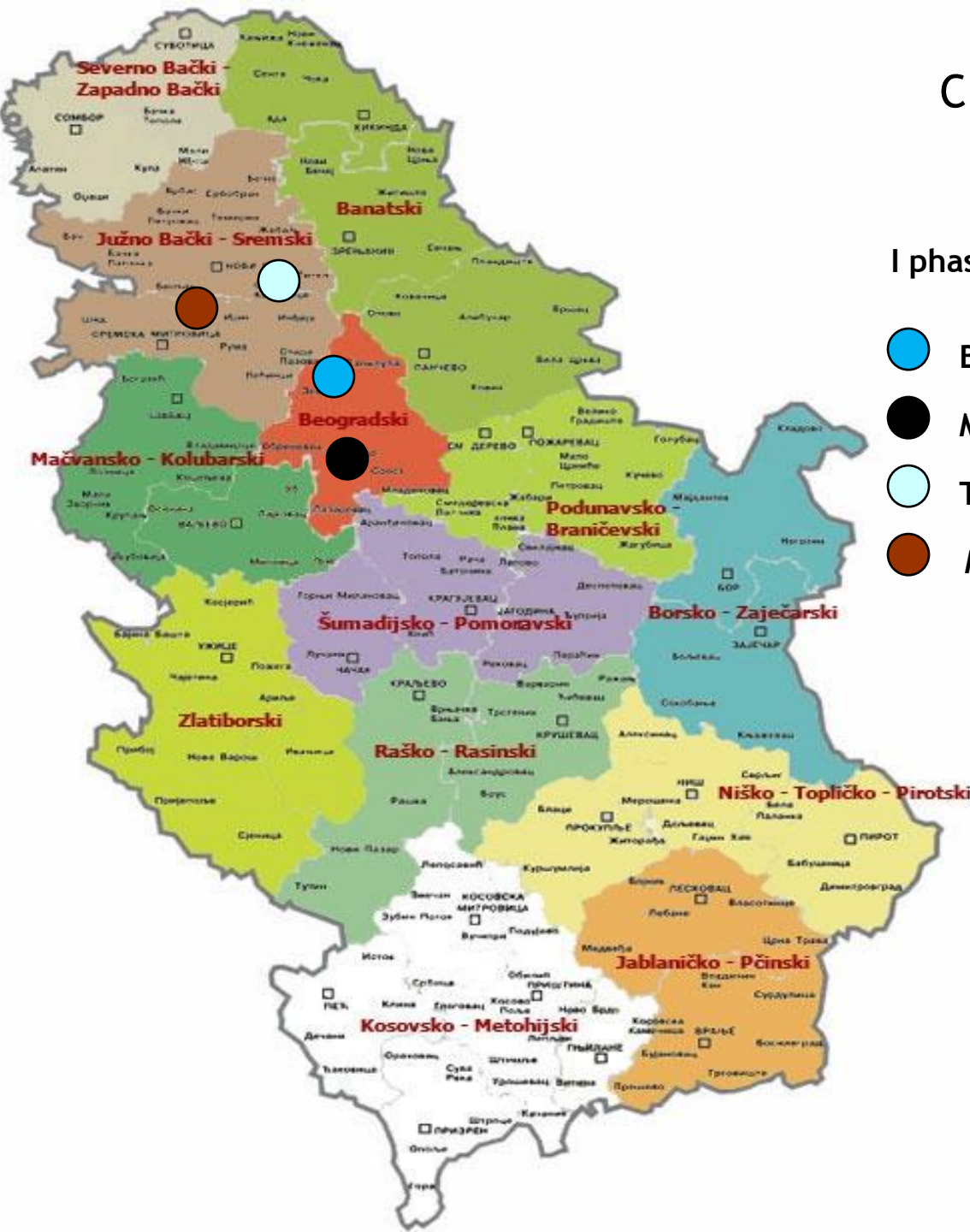
1. Report on finalization of previous phase of cluster development
2. Vision and strategy adopted by all participants
3. Adopted action plan for 2008 for all main drivers
4. Adopted action plan for 2009
3. Adopted draft growth strategy and program for cluster commercialization

1. Strategy communication development
2. Education
3. Research and development
4. Marketing and Internalization
5. Development of financial resources

Clusters Initiatives in 2008







I phase - Support to starting initiatives

- Bitgear Wireless Design Services
- Medical tourism
- Tourism cluster Srem
- MICE tourism







Operational clusters in 2008

II phase - Support for initial operation of established clusters

-  Dunder, construction cluster
-  Kraljevski odmor, south-west Serbia tourism cluster
-  Istar 21, tourism on Danube
-  Obucari, shoe production
-  Galenit, waste management
-  Agency for wood, wood processing

III phase - Support to growth and commercialisation of clusters

-  Klaster Bipom, small agricultural machinery
-  AcSerbia, automotive
-  Serbian software cluster
-  Sumadijski cvet flower production



Evaluation of Pilot Projects, results

Joint projects: low hanging fruits

Number of joint projects:

2005	2006	2007	2008
10	25	38	55

Number of :

Clusters: 4

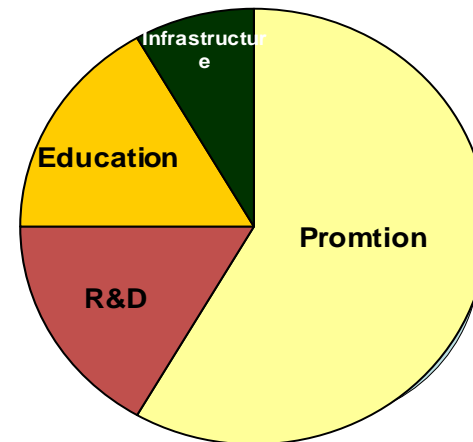
Companies: 130

Employees: 12.560

Universities: 3

R&D institutions: 13

Working groups: 12



II phase – Operational clusters

Joint projects and fields of cooperation

Number of joint projects in 2007: **68**

Participants:

Clusters: 6

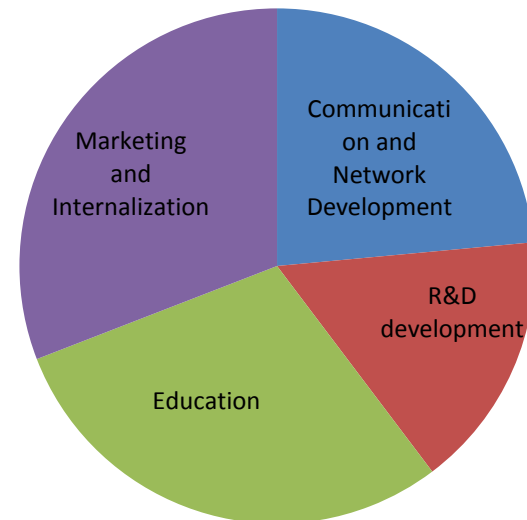
Companies: 146

Employees: 11.713

Universities: 9

R&D institutions: 13

Working groups: 24



I phase – Clusters initiatives

“Next cluster generation”

Planned joint projects in 2008

Number of:

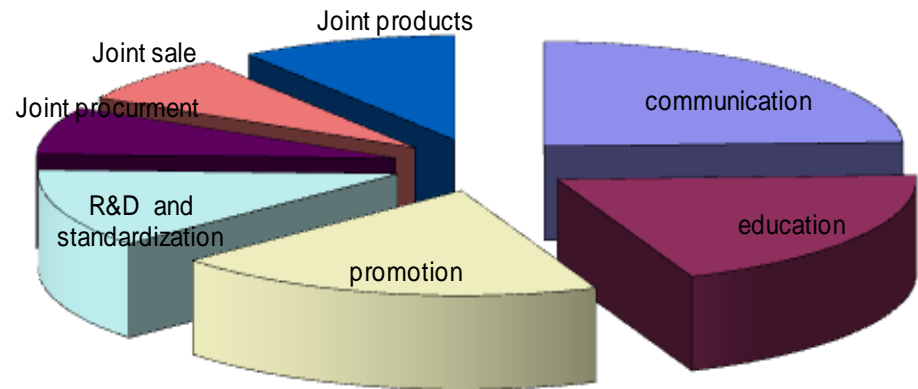
Companies: 220

Employees: 4128

Universities: 15

R&D institutions: 33

Working groups: 24

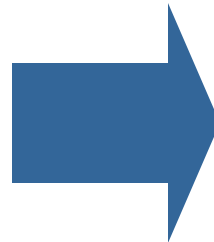


Cluster Development Support Project in 2008

Activities	Results/Indicators
Co-financing the cluster activities	Cluster network – min 2 new formed cluster, totally 8 operational cluster with min 12 active members = total 130 companies and institutions, min 3 joint activities with R&D: project teams with min 8 clusters.
Promotion activities	National cluster association; National cluster conference, Newsletters, case studies, successful stories, conferences etc.
Internationalization	Linkages to international cluster networks, preparation and implementation of min 1 international project per cluster, participation at international fairs, matchmaking, participation at CIP program.
Education and trainings	Identifying training needs, training and seminars organization for cluster process participants -min 10.
Monitoring and evaluation	Improved capacity in developing and coordinating policies for clustering within the Ministry, prepared new Program for 2009.

Key Success Factors for Serbian Cluster Development

- International learning
 - Norway
 - GTZ
 - Slovenia
- Cluster team
 - Project team
 - International consultants
 - Interministerial and donor coordination



Action oriented

Active involvement of private sector

Dialog between private & public sector

Learning