

National Report of Austria

EMERGING INDUSTRIES

- Active Aging
- Sustainable Development / Green Economy
- Sustainable / Intelligent Mobility

CROSS-CUTTING ISSUES

- Internationalization
- Technology & Knowledge Transfer
- Gender in Innovation, including diversity aspects

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Partner organisation:	[PP02 Clusterland Upper Austria – A label of OÖ. Technologie- & Marketing GmbH]
Contact Person:	[Bernhard Schauer Bernhard.schauer@clusterland.at]

1. Information on CluStrat

Maintaining and improving the competitiveness of clusters in the CENTRAL EUROPE area – this is the core objective of CluStrat. The strategic project convenes partners from Austria, the Czech Republic, Germany, Hungary, Italy, Poland, Slovenia, Slovakia and Ukraine. In CluStrat, they have joined forces to develop and test new policy approaches to upgrade the innovation capacity of clusters. As a result, a joint strategy for CENTRAL EUROPE was adopted on:

- promoting the anticipation and exploitation of changing market demands as a consequence of societal challenges such as climate or demographic change through clusters (Emerging Industries)
- fostering the inclusion of cross-cutting issues such as internationalization, technology transfer and gender in innovation in clusters (Cross-Cutting Issues)

CluStrat was implemented through the CENTRAL EUROPE Programme co-financed by the ERDF. Furthermore, it was considered as a Light House project within the EU Strategy for the Danube Region.

18 partners and 7 associated institutions from Austria, the Czech Republic, Germany, Hungary, Italy, Poland, Slovenia, Slovakia and Ukraine have worked together for three years, from October 2011 till November 2014 to join forces to explore suitable and effective cluster concepts and supporting policy measures for central Europe.

2. Introduction & Background

How can clusters stay competitive in the light of new emerging industries and cross-sector issues?

In the light of overall trends including demographic or climate change, new products and services will be required. As a result, new markets and industries will emerge.

- How can clusters deliver the products and services that are needed in order to serve and exploit these new demands?

At the same time, several cross-cutting issues such as gender and diversity, internationalization or technology & knowledge transfer become increasingly important for the performance of clusters.

- How can clusters successfully approach and promote these cross-cutting issues for the benefit of their members?

CluStrat tried to answer these questions through new policy approaches to support clusters in anticipating these trends and issues and capitalizing on their potentials.

GENERAL OBJECTIVES:

CluStrat sought to generate new strategic knowledge for innovation and cluster policy makers across Central Europe:

- to explore the given assets and growth potentials of Central Europe regions
- test cross-cluster collaboration and other ways of cross-fertilization between traditional and emerging industries clusters in pilots
- draft policy measures needed to support:
 - cross-fertilization between traditional sector clusters and cross-sector technologies & services
 - inclusion of cross-cutting issues such as gender and diversity, technology and knowledge transfer, as well as internationalization

The infographic is a light blue rectangular box containing two sections. The top section is titled 'EMERGING INDUSTRIES' in bold blue text, preceded by a circular icon with horizontal lines. Below the title are three bullet points: 'Active Aging', 'Sustainable Development / Green Economy', and 'Sustainable / Intelligent Mobility'. The bottom section is titled 'CROSS-CUTTING ISSUES' in bold blue text, preceded by a similar circular icon. Below the title are three bullet points: 'Internationalization', 'Technology & Knowledge Transfer', and 'Gender in Innovation, including diversity aspects'.

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ACTIVITIES:

CluStrat partners have initiated a systematic **Policy Dialogues** at regional, national and transnational level. The Policy Dialogues were an ongoing process of exchange, discussion and learning which involves cluster policy makers at all levels in the development of new policy approaches and strategy elements – throughout the project.

At the same time, sectoral experts, cluster practitioners and members such as companies, universities and other R&D institutions were involved in CluStrat for their expertise and hands-on experience:

- **Expert workshops** for in-depth assessment of the potentials related to emerging industries and cross-cutting issues
- **Regional and cross-cluster / interregional pilots** to test the strategy elements in practice

An **analysis of potentials** showed hubs of strategic importance with regard to emerging industries and cross-cutting issues at regional level.

Strategy development was built upon this basis. Furthermore, in addition to the **final joint strategy**, CluStrat also resulted in:

- **Policy recommendations** and
- A **joint action plan** for Central Europe

APPROACH:

Cross-fertilization: The potentials of Key Enabling Technologies and cross-sector services

Clusters are an accepted part of the innovation framework since they convene all relevant actors along a value chain. But emerging industries such as active aging, sustainable mobility and green economy call for cross-fertilization of traditional sectors with cross-sector technologies and services. Key Enabling Technologies have a special part in this, as well as different kinds of services; their application in more traditional sectors is necessary for the development of new products and services. However, this kind of cross-fertilization rarely happens.

Given assets and regional growth prospects: Smart Specialization in Central Europe

Rather than putting a general focus on promising technologies, regions are today increasingly required to build upon their specific given assets when deploying their particular “niche” in global competition. The concept of Smart Specialization calls for the concentration of regions in those sectors with the biggest potential in terms of expertise and infrastructure. Within this concept, the application of cross-sector technologies and services to traditional sector clusters can be expected to open considerable growth prospects for Central Europe regions.

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3. New Cluster Concepts

As suggested by a number of policy documents produced at the regional, national and European level so as by the reports on regional or national potential written by CluStrat partners, Europe is filled with clusters. Considering for such a rich cluster landscape and if we believe in the theory of the competitive advantage of clusters, we should expect European regions to have higher competitive performance, on average, than what data show. Likewise, the concerns of several observers on the loss of competitiveness of Europe to the advantage of BRIC countries and other emerging economies such as Mexico and South Korea should not take place. In reality, it is reasonable to think that a not negligible part of the number of clusters identified in Europe that have been institutionalized are not “competitive clusters”, meaning systems that are able to guarantee a competitive advantage to the firms that belong to them.

Following the literature on clusters, competitive clusters are those that achieve these five requisites:

1. the existence of a web of local business relationships that keep alive because cluster firms consider them advantageous with respect to relationships with external firms;
2. the presence of entrepreneurial firms that have the ability to seek, identify and exploit new business opportunities¹⁹, pioneers in the development of innovations that then get spread into the cluster;
3. the presence of institutional actors that are able to create a favourable context for cluster inter-firm relationships;
4. the connection to research and innovation drivers;
5. the ability of the cluster to operate as an open local cluster, or a “glocal” cluster.

The last characteristic suggests that clusters, so as firms, are embedded in a global competitive landscape and should therefore be able to defend against its threats and take advantage of its opportunities, avoiding lock-in risks. Competitive clusters can thus be seen as “glocal”, that is local (regional or subregional) concentrations of organizations and inter-organizational relationships (local networks) extensively interconnected by means of inter-organizational relations with other external actors (global networks)²⁰. In these clusters, entrepreneurial players are relatively numerous and varied, including leading manufacturing companies and providers of knowledge intensive business services, and they maintain relations (albeit selectively) within their cluster. They can thus act as knowledge gatekeepers between the cluster and the global circuits where much of the knowledge relevant to the sector in which the cluster specializes is generated, circulated and used²¹. Of course, each of the clusters that fits this bill, fulfilling the requisites of the competitive cluster, has its own particular features, depending partly on the sector, partly on the district’s history, and partly on the more recent strategic choices made by single enterprises and institutional actors within it.

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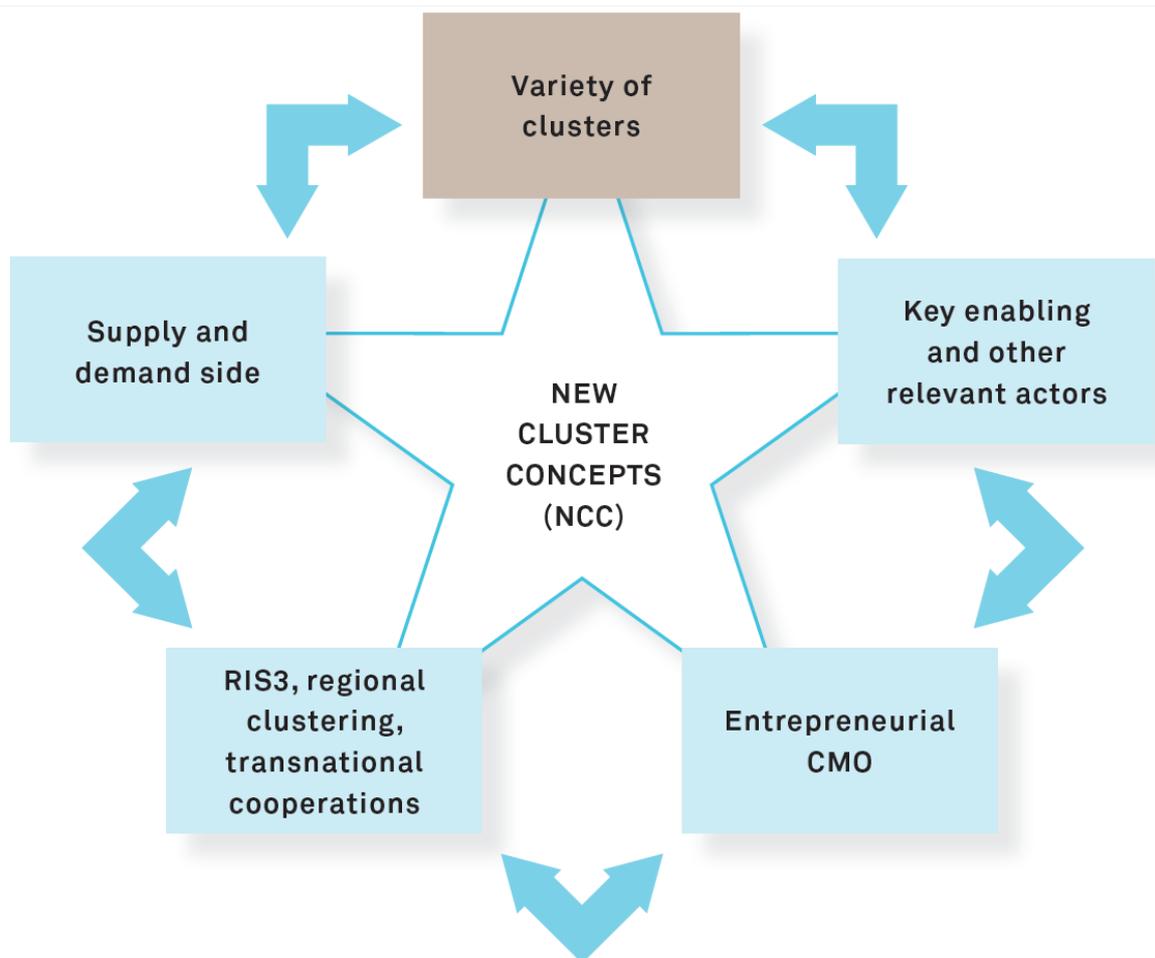


Figure 1: Developing new cluster concepts: CluStrats strategic framework

The following section originates from the "Joint Action Plan" created in CluStrat and is based on findings through the . The following generalised propositions should offer a first mind-set on using clusters and cluster initiatives as a policy tool to foster the support of emerging industries and cross-sector issues in economies and innovation systems across Europe.

Policy actions at regional and/or national level should take the following aspects into consideration to be successful:

A. Focus on results – presupposing the existence of specific, shared objectives. To ensure operating to the set objectives – which are ideally confirmed by the cluster members – strategic planning, implementation and evaluation are essential for a good performance of clusters and cluster initiatives. Due to the nature of KET and the emerging industries themselves (new, high-risk, diversified & complementary knowledge needed ...), developing these systems can be challenging as it is difficult to capture dynamic effects and impacts on other areas.

B. When addressing emerging industries with clusters, it should be done in a smart and selective way, meaning to build on existing regional strengths and seeking complementary combination in cross-

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regional alliances, in line with Smart Specialization strategies (RIS3). This framework also applies to the deployment of new emerging regional strengths. Clusters should be implemented in industries where niches have been identified. Supporting infrastructure – within the cluster or through relevant networks – is necessary to enable knowledge-intensive service provision.

C. New cluster services and training: A cluster-based approach coupled with out-of-the box offerings that aggregate membership interests and competencies to emerging market trends must be a consideration of future cluster services. This entrepreneurial mind-set of cluster management organizations (CMO) is essential for competing in emerging markets, even if the organisations are NGO or publicly funded institutions and therefore training modules for cluster managers will be needed. This implies that CMO are sensitized towards the chances of the emerging industries and related cross-fertilization among and beyond clusters of different sectors and technologies, and incorporate the seizing of the related opportunities as part of their assignment.

D. Also cross-fertilizations or cross-cluster-collaborations are a fruitful way to gain new market opportunities, especially when there are already regional clusters present. In this case it could be of advantage to bundle the management activities under one umbrella organization, to foster cross-fertilization in day-to-day routine. In other cases support programmes for linking the different actors, like matchmaking events (for demand and supply side, C2C, B2B) or even networking or partnerships between different European clusters can bring the hoped-for breakthrough. Especially European clusters within the sector or across disciplines, that supplement each other, should be interlinked to gain better European visibility and boost exchange of complementary skills and services.

E. Linking value chain activities through cross-cluster and cross-region cooperation. Full value chains do not exist in many regions. Cooperation between players and end-users in different clusters of a region or among different regions provides opportunities to work along full value chains to expand the business of local industries. Moreover, such transnational combination of skills facilitates the development of new value chains as implied by in the emerging industries.

F. Involving end-users (demand side) right at the beginning of drafting new product ideas reduces misguided developments at an early stage and saves a lot of resources in many ways. Cluster organizations can bring together various types of innovators at an early stage of the innovation process at the regional or transnational level. Also living labs, modern museums, laboratories where end-users can interact with new technologies, the innovator or scientist, are a valuable infrastructure and indispensable within the development process of emerging industries. At the same time, these players

could be linked through a meta-level structure/platform/player providing methodological knowledge, information on trends, visibility etc.

G. Supporting the competitiveness of small and medium-sized enterprises (SME) and growth by stimulating access to regional/European feasibility, testing, prototyping and manufacturing capabilities for research-intensive and end-user SME. Stimulating research and innovation activities involving SME both as part of the value chain collaboration and through specific actions aimed at SME. In particular, open innovation models along the value chain can further promote the collaboration between large industry and SME. Supporting the development of open-access pilot line and foundry services that provides SME access to manufacturing capabilities. For SME, the presence of cluster organisations represents a chance to get involved organically in the innovation transfer, and to participate in the chances and growth perspectives as outlined by Horizon 2020. If cluster organisations take up and deliver these new forms of cooperation, this will aid the implementation of Horizon 2020 across Europe, involving the SME.

4. Conclusion for Cluster Policy

The following recommendations address policy makers at European/transnational as well as regional/national level and serve to fertilize the conceptual phase on new cluster concepts at all policy levels. Some of the recommendations may seem to be more feasible at regional, some at European level, but are of interest for all levels.

Recommendation 1 | Cluster policy should be selective

Cluster policy should be selective, not supporting all the existing clusters but aiming at favoring the development of the formation of production systems that have the characteristics of a good cluster, i.e. advantageous inter-firm relationships, entrepreneurial firms, and effective institutions. Besides the fact, that cluster excellence is already taken care of at European level by the Cluster Excellence label, the approaches to cluster excellence at regional level may ask for other or additional criteria, which can also be object of tailor-made support initiated by policy makers. A (non-exhaustive) list of criteria in the light of CluStrat could be:

- A high quality cluster strategy, which is aiming at introducing KET knowledge to the cluster members and identifies opportunities for strategic partnerships
- Cluster members receiving services paid by membership fees
- Financial stability of clusters (high self-financing rate), not dependent on public funding

Recommendation 2 | Cluster Smart Specialization

In the context of selective policies to favour clusters, a crucial aim is that of the evolution of Cluster Management Organization (CMO) towards an entrepreneurial approach, so that they get capable of identifying and proposing to cluster firms (or their combinations) business opportunities in emerging industries and to offer occasions of trans regional cooperation. This way, CMO will facilitate the development of the cluster Smart Specialization, which already represents a key concept of the Europe 2020 policy framework. To secure the entrepreneurial approach of cluster organizations

- the cluster set-up should combine top-down AND bottom-up approaches;
- clusters should be supervised by an advisory board consisting mainly of representatives of industry and some from research;
- clusters should be aware of their members' needs (e.g. customer relation management systems, continuous company visits, ...);
- companies should pay for cluster services right from the beginning.

Recommendation 3 | Creation of regional cross-sector clusters

European policy should foster the support of regional cross-sector clusters in cases in which the regional scale (critical mass of partners) allows to take opportunities, linked with the emerging industries, which a smaller scale will not allow to catch. A similar approach should favour the development of other suitable forms of collaboration and network having the same aim, even so they do not fit common cluster definitions.

In this case, European policy should look at best practice cases which picture how successful cluster organizations have been set-up and developed and how they have managed to be a successful pioneer. Next bits and pieces of these approaches could be used for similar implementation of organizations and cluster policies in other regions all over Europe.

Recommendation 4 | Accreditation of innovation actors

In order to increase the ability of European regions to compete in emerging industries, innovation projects developed by firms and clusters – in particular projects implying transnational cooperation – have to be supported by an appropriate innovation institutions (sub)system. Accreditations for innovation actors, both key enabling actors (KEA) and institutional knowledge-intensive business services (KIBS), would show that they have reached the excellence in their field, work at the global level and thus be a valuable partner in projects of transnational cooperation on emerging industries. In order to ensure to involve just high level experts, a form of accreditation of both KEA and KIBS at the European level could be developed. This accreditation system could be developed using and adapting formats such as ISO (International Organization for Standardization), European Foundation for Quality Management (EFQM) and the labelling system developed under the European Excellence initiative.

Recommendation 5 | Strengthening and connecting technology transfer centers, laboratories and open innovation centers

The presence of laboratories networks, where demand and supply can meet and interact, represents a cognitive resource, entailing a high value to the development of innovation projects in emerging industries (e.g advanced materials, ambient assisted living, etc.) and can become hubs for interaction between R&D, companies and end users. The formation of new contexts of this type and the strengthening of the existing ones represent a qualified object of EU policy in the emerging industries. Developing such kind of laboratories all over Europe, interlinking them with each other and hence develop completely new value-chains could be supported by funding schemes and calls at European level.

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Recommendation 6 | Enhancing knowledge transfer and joint training activities

Developing and implementing KET requires a perfect blend of complementary skills of the workforce. Therefore a continuous improvement process for human capital and knowledge transfer is key to bring KET into industrial application. It is recommended to launch Europe-wide training schemes to secure the necessary knowledge transfer.

Recommendation 7 | Interconnecting projects – in central Europe and beyond

Many transnational projects run in parallel across Europe. Fostering an exchange of experiences and transfer of results among them will enable a consolidation of insights, bundling of competences and thus create added value and increased scope. E.g. common webpages with significant project events and possibilities for project partners from different project consortia to interact during these events or conferences would strongly strengthen transnational cross-project cooperation and would foster the generation of new ideas/innovations in the field of emerging industries.

5. Looking at the CE / EU Level

Compared to the general cluster policy recommendations the below proposals for joint policy actions aim at possible topics and instruments to be implemented at a transnational level. This includes macro-regions like the European Strategy for the Danube Region, the European Strategy for the Baltic Sea Region or programme area levels as the CENTRAL EUROPE Programme. The following proposals shall serve as guidance for policy makers and programme managers for joint actions at transnational or macro-regional level paving the way for new cluster concepts that enable clusters to take an active role in emerging industries.

Joint Action 1 | Facilitate new types of networking & cooperation activities

Due to the fact that emerging industries tend to require multidisciplinary skills, new types of networking and cooperation activities are needed – within and between different innovation communities and their actors (clusters, firms, R&D, intermediaries, policy makers...), to stimulate cross-sector activities and knowledge transfer for continuous improvement of skills and competences to emerging market trends. Clusters should be encouraged through policy instruments to

- enforce intra-cluster cooperation among firms and between SME, knowledge providers and business services;
- encourage cross-cluster cooperation especially with clusters from different sectors or with different technology know-how.

Instruments to support clusters and their members in this could be the following:

- C2C or B2B match-making events, e.g. at international leading fairs
- Ad hoc-partnership building for Research and Technological Development (RTD)
- Innovation vouchers
- Living labs and platforms with strong end-user involvement

Demand-orientation, multidisciplinary or implementation of KET, ad hoc quality cooperation could be among the assets of such concrete cooperation to be funded; however, these features should certainly not be seen as exclusive. Programmes and policy instruments should also keep some kind of flexibility to take account of new insights, approaches, necessities etc. over the coming years. In general, the range of activities should be left open to allow for and foster the development of completely new formats and constellations of clusters and networks. The cooperation types developed in this context will serve to illustrate the range of possible innovation cluster cooperation, allowing the deduction of models and good practice, thus generating a new set of tools for cluster policy.

Target groups: Clusters and cluster initiatives, innovation networks

The new topic here is to open such instruments in a targeted way and selectively to clusters with a high potential for competitiveness. They are used as incentives for cluster managers or cluster members to take the lead to enhance their cluster competitiveness through cooperation with knowledge providers.

Policy makers are encouraged to even specify these instruments to

- a specific emerging industry or societal challenge and/or
- specific KET applications, as they are key for exploiting emerging industries.

Target groups: Policy makers on European, national and regional level

Joint Action 2 | Stimulate European clusters in various forms

The issue of meta-clustering is discussed and piloted already, whereby different definitions and understandings of meta-cluster are used. The proposition in CluStrat is that a variety of KET and possibly knowledge-intensive business services are needed to develop competitive products and services for the emerging industries. Very few regions in the EU can offer KET knowledge in all areas – and not all KET knowledge providers may know the specific characteristics of the application fields needed. A European clustering to join forces and bring together all the necessary partners should be targeted and strategic towards specific technological and market oriented objectives. The European Innovation Partnerships are one type of such a targeted “cluster”. But other forms are possible, connecting established and upcoming regional/national initiatives on a European level, to concentrate separated skills and competences, and exchange knowledge about existing R&D-infrastructure (maps). Cluster policy on regional, national and European level should create tools and services to help clusters to join forces with other clusters in Europe, following a cross-sector and cross-cutting approach. Clusters are to be encouraged to form transnational or transregional partnerships with other clusters, so that their cluster members can start strategic development partnerships, e.g. as project consortia for funding applications or as longer-lasting meta-cluster structures.

Instruments that would support this could be:

- Cluster matchmaking events
- Mapping of high level RTD infrastructures in Europe
- Mapping of SME service providers for technology and sector specific applications
- European expert workshops to interlink clusters, SME and research as well as user groups
- Innovation public procurement, where public demand e.g. in a hospital asks for a solution to be delivered by a European partnership
- European supplier workshops, where clusters bring together the demand side and potential solutions

This activity could be

- triggered by regional policy makers (NUTS 2) as well as programme area authorities as a top down approach according to EU market needs;
- encouraged as a bottom up process, where clusters or cluster members take the lead;
- a combination of a top down and bottom up approach to interlink the big picture of regional policy makers with day to day challenges faced by regional SME.

This leads to raising European and international visibility, strengthens communication, cooperation and supports a trust-building process within European actors.

Target groups: Regional/national clusters, initiatives, networks, policy makers, SME

Joint Action 3 | Internationalization activities supported by cluster initiatives

Clusters can play an important role in supporting internationalization activities of SME. They are well connected to all regional/national experts for starting internationalization efforts, can identify possible partners, provide contacts to other foreign cluster initiatives and can therefore provide the required target market information. This is key in times of saturated European markets – hit by the financial crisis – to widen the scope of selling their products outside the single market but also conducting knowledge transfer (both ways – incoming and outgoing) to make Europe competitive for the future.

Instruments that would support this could be:

- Cluster matchmaking events outside Europe (India, China, Indonesia, Brazil etc.)
- Supplier innovation days (see Automotive Cluster Upper Austria)
- Mapping of high level RTD infrastructures outside Europe (India, China, Indonesia, Brazil etc.)
- Mapping of SME service providers for technology and sector specific applications outside Europe (India, China, Indonesia, Brazil etc.)
- European expert workshops to interlink clusters, SME and research as well as user groups to better capitalize on internationalization activities and to better join forces
- Global supplier workshops, where clusters bring together the demand side and potential solutions

Target groups: Regional/national clusters/(SME)

Joint Action 4 | Improve Excellence of Cluster Management Organizations and know-how carriers to make them capable of anticipating and exploiting emerging market needs and trends

To compete in rapidly changing environments as emerging markets tend to be, an entrepreneurial mind-set oriented towards identifying necessary services and market trends will cause higher efficiency and professionalism in innovation activities.

Promising actions could be:

- Trainings for entrepreneurial mind-sets and in view of the multidisciplinary requirements of emerging industries and chances of KET (e.g. training modules/voucher schemes)
- Training in innovation management techniques such as roadmapping
- Networking of cluster managers with professional business service providers such as the Enterprise Europe Network

Target groups: Regional/national clusters, initiatives, networks, policy makers, R&D

Joint Action 5 | New sustainable sound business models

With new forms of clusters – on regional or European scale with long term or with targeted short term perspectives etc. – new business models for the cooperation or innovation networks are to be encouraged. Also in view of new ways for innovation support (funding), e.g. through innovative public procurement or service contracts, new business models should be tested and legal frameworks developed. This includes also a set-up of business models for clusters, in which clusters develop SME technology platforms or living labs to test and pilot new products and services (who pays for the necessary infrastructures, who keeps them updated to newest standards etc.). Competitions for new and best solutions could be called by policy makers in specific areas, e.g. in advanced manufacturing and for specific sectors, to identify working business models for the future.

Possible schemes:

- Clusters as project managers for innovation vouchers of their cluster members
- Cluster services are paid by a percentage of income from new product/service
- Clusters as project managers to write applications for funding schemes on regional or national level for their cluster partners (focus: product development)
- Clusters as evaluators of outcomes of initiated projects (how many products developed, how many products sold, how many follow up projects initiated)
- Clusters as compilers of the most suitable blend of SME joining the consortium
- Clusters as imitators of follow-up projects

Target groups: Regional/national clusters, initiatives, networks, policy makers, R&D, SME

Joint Action 6 | Integrating targeted cross-sector cluster cooperation in available funding schemes

Borders are still a limitation of knowledge exchange all over Europe. This is not just caused by language barriers but also by different legal frameworks, which limit the transfer of experts willing to be trained in a specific issue abroad and supported by European funds. The CluStrat pilot action “Human Machine Interface” developed cross-border training modules bookable by interested experts. To support the vice versa knowledge transfer between experts, the development of and possibility to participate in such trainings should be fostered. In this case cross-border funding schemes or the applicability of different funding schemes should be improved.

The funding scheme should be

- applicable to cross-sector topics;
- easy to apply to;
- short time to grant;
- almost free of reporting hurdles.

Target groups: Regional/national clusters, initiatives, networks, policy makers, R&D

Joint Action 7 | Evaluate project outcomes within and between different funding schemes

During the last EU funding period it became obvious that within and between different funding schemes, the topics for funding are very much alike (funding schemes: Competitiveness and Innovation Framework Programme/CIP, CENTRAL EUROPE Programme, South East Europe Programme ...). The outcomes for example of the clusters projects in CENTRAL EUROPE and the South East Europe programmes render, besides important additional findings, a variety of cluster platforms, cluster management tools and indicators or mapping activities etc. Many of these outcomes have substantial overlaps.

If similar things are funded it is crucial that the actors involved know about these activities and that they can capitalize on the experience of similar projects (see e.g. CluStrat, ClusterPoliSEE). To capitalize best on already existing knowledge and lessons learned, Europe should also identify regions, which are innovation pioneers outside Europe. The support mechanisms, funding schemes etc. set up e.g. in Silicon Valley could be of high value for Europe boosting innovation by focussing on KET, emerging industries and grand societal challenges.

In this case, the High Level Expert Group (including experts from outside Europe; see Cluster Policy Joint Action 8) – supported by financial and personal resources – can secure a big picture and give advice to policy makers on the outcomes of European and non-European projects and funding schemes initiated, to make their funding schemes more cost effective.

Target groups: Policy makers on European, national and regional level

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Joint Action 8 | Setting up a High Level Expert Group on European Level

To pool and streamline the above-mentioned joint actions and to support their implementation at European, national and regional level a High Level Expert Group should be set up whose scope and objective should be to share intelligence about cluster policies in view to further explore how to better assist Member States in supporting the development of:

- Internationalization activities of clusters and their SME
- Knowledge transfer to close the gaps within the global value-chain by means of international networking, trainings, funding schemes etc.
- New, better structured, developed and supported value-chains
- Exchange of good practices for new business models
- To identify and evaluate funding schemes and projects abroad and check their applicability for Europe (e.g. funding schemes in Silicon Valley)

Target groups: Policy makers at European level

6. Further Information

Detailed information on the whole CluStrat developing process and its activities can be found online in the:

- [CluStrat-final-brochure](#)

Further documents and information in English and central European languages can be found online, e.g.:

- Discussion papers on emerging industries, cross-cutting issues, gender and innovation, systemic coordination
- Reports from the 4 Transnational Policy Dialogue events implemented in CluStrat, which have framed the strategy development and generation of outputs
- Reports showing the regional/national potentials in regard to selected emerging industries and cross-cutting issues
- Joint Action Plan' showing the most promising strategic policy actions and related recommendations for each project region/country
- National reports reflecting the major project results for each project country
- Pilot action information, including implementation manuals ('Single Action Plans')
- Info center including a press corner and information in central European languages
- CluStrat library

... and more!

www.clustrat.eu/results/

7. Involved Persons at Clusterland Upper Austria

Project management: Bernhard Schauer

General project activities: Bernhard Schauer, Christoph Reiss-schmidt, Werner Pamminger, Christian Altmann, Heimpl Andrea, Bettina Krczal

Pilot Action activities: Manuel Brunner (Human Machine Interfaces)
Elmar Paireder (B2B-Matchmaking at IFAT in Munich)
Nora Mack (B2B-Matchmaking at MEDICA in Düsseldorf)
Jürgen Bleicher (Advanced Materials)