

**Rhône-Alpes** Région

Clusters 2006 – 11 oct

**Cluster  
Rhône-Alpes**

# Governance and business involvement in RHONE-ALPES CLUSTERS

## 1. What are the RHONE-ALPES CLUSTERS ?

2002 : Rhone-Alpes is the first french region to start a regional cluster policy ; situation 5 years after

## 2. Business involvement : the Rhone-Alpes Clusters way of proceeding

## 3. Governance and Rhone-Alpes Clusters : more a result of the clusters' working than a way to implement the clusters ?

# CLUSTER RHONE-ALPES

Within the framework of the ***SECTORAL ECONOMIC POLICY*** :

- **Sectoral contracts** **1995**
- **Clusters** **2002**
- **Regional program in favour of subcontracting** **2005**

**In bond with the clusters of research and the poles of competitiveness**

# 7 RHONE-ALPES CLUSTERS

**Organics** (Processors and retailers of organic produce in the food and agriculture, cosmetics, textile and housing fields )

**Digital Leisure and Entertainment** (Cinema and Audiovisual, Video games, Multimedia and interactive)

**Mountain industry** (resort's public and private sector players, manufacturers and service companies )

**Automotive** (Trucks, buses, cars, automotive, special vehicles)

**Eco Energy** (funding, renewable energy production equipment, facilities used in energy management, building technicians)

**Aerospace** (Civil and military aeronautics \ aerospace)

**Sport, Leisure and Outdoor**

## **Involvement in RHONE-ALPES CLUSTERS**

**Priority to involve a lot of SME,  
with OEM and firms. How ?**

- **No geographical criterion**
- **First of all market approach, before technology or territory approach**
- **A direct participation of players (businesses, research, occupational training, public bodies) : employers' association as partners not only as intermediate**

# Involvement and innovation

Work in the **BROAD SENSE OF COMPETITIVENESS**  
and **INNOVATION**, without prerequisites.

Recurring topics : **INTERNATIONALIZATION – MARKETING**  
– **STRATEGY - SUPPLY CHAIN - TRAINING** and **INNOVATION**

**INNOVATION** : not only technological innovation but  
also organizational, management, social and business model  
innovation. R&D only if choosed by actors, not as a  
prerequisites

# INVOLVEMENT AND COLLECTIVE ACTION

**For all the topics : collective action**

Even individual action is organized in the framework of a collective action (strategy, business, international, marketing)

**This compulsory setting by network supports involvement.**

Rhone-Alpes Cluster aims more **the improvement of the economic INTERACTIONS** that have the economic actors between them than the installation of counters of direct assistances

## **Governance as a result of the involvement**

**A Rhone-Alpes Cluster begins without its own global governance :**

- at first, governance organized for each concrete actions.
- these are the working groups which work out strategies and concrete action plans and which control them.
- for the first stage, only project governance by the cluster manager

## Governance as a result of the business involvement

- 1. Communication** : a big event organised to test the proposition of each working group
  - also an **opportunity to involve highlights** and OEM
  - Event's participants validate or not the actions plan proposed by the working groups : if OK, official launch of the cluster
- 2. Global governance** : only if the cluster manages to involve actors and only if those actors need, want and install themselves this governance
- 3.** After, if wanted by actors, a juridic **organization** could be created to support the governance (not a prerequisite)

## Governance : public bodies and cluster manager

### Case of public bodies :

- **at once involved** by the Region and the cluster manager to take part in the emergence of the cluster and of its governance
- then must accept that this **governance should be leaded by enterprises**

**Importance of the cluster manager's skillfull** on governance

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