





In conscious processes (thinking ahead)

- formalized processes  
(Organizational and Operational Rules, Cluster Board, Cluster Management Organization)
- Rational decision-making
- Accepted by the members (Cluster General Meeting)



Through organic development (adaptation during operation)

- consistent sequence of actions
- CMO coordination



Purpose:  
continuous harmony  
between the  
EU and national economic environment  
and  
cluster competencies

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# Selection processes (2006-2008)

- There was no written cluster strategy (memorandum stated the goals)
- We were not prepared for the effects and the expectations of the external environment (series of coincidences)
- Knowledge sharing (the integrator's innovation-oriented company strategy and consortia building activity)
- Positive impacts on regional innovation programs (trust building)

Good points

## Good points

- The first ICT cluster in the region (2006)
- Common professional background of the Integrator company leader and the new CMO leader
- Competencies in the CMO made the transition smooth (16/10/2008)
- The only AIK and Bronz labeled ICT Cluster in the region



# Underlying processes (2008-2011)

- The first ROP cluster development project in 2008
- Failed AIK process in 2009 (what does not kill you that make you stronger)
- Impact of the economic crisis: systematic analysis of the external environment (national and EU cluster development trends)
- Conscious preparation for AIK
- First AIK Label in 13/12/2011
- CMO's related programs via supported EU and national projects (as part of the strategy to encourage co-operations)

## Good points

- 2009

Baross - management project to encourage the cooperation between the researchers and the businesses (Innospin spin off company)

- 2010

CE CEBBIS - international innovation support (measurement of innovation potential service development based on the Innospin know how: mathematical similarity analysis)

- 2011

Swiss Contribution - TCBE.ch inter-clustering program  
ROP cluster development program

- 2012

Baross - management project to improve the competencies of CMO: innovation manager position

- 2013

SEE PPP4BB - to improve the development of virtual accessibility in South-East European rural areas (wide cooperations)

SEE INNOVA - independent living of Elderly (mobile care)

# Innovation-driven processes (2011-2013)

- First AIK label - the first written innovation strategy
- organizing the working groups
- Regular WG meetings - forming of part strategies according to the WGs' interests
- First ROP cluster development program - the first written marketing strategy
- systematic and conscious participation in national and international programs
- First interclustering program - first Go International Strategy
- First international certification - first ESCP

# Go International strategy

## Benefits of TCI Membership (Worldwide International Cluster Association)

- NATUREEF European Cluster Strategic Partnership
- Interclustering (Swiss, Spanish, Serbian, Austrian, Czech, Polish and Romanian cluster links)

# Good Points

## NATUREEF

- 04/2012 Wien - EU cluster conference
- 05/2012 Bronze benchmarking (Bp)
- 10/2012 StressTest Denmark
- 03/2013 ESCP tender
- "You are more than welcome"

# Innovation strategy

IVSZ – IT Business Association Membership  
(professional information service)

Regular workshops and WG meetings  
(project generation)

Operative tasks fulfilled in WGs cooperation

Introduction of new methods (open  
innovation)

# Good Points

- Cross-Sectorial Collaborations (Seacon presentation)



# Marketing strategy

Cluster Focus (CMO presentations, C2C study visits, exhibitions)

Cluster Member Focus (B2B matchmaking events, study tours by CMO)

Positive effects of MAG Cluster Development Agency's marketing activities (participation and speaking opportunities in international and domestic cluster events)

## Good Points

Wide social networks (SHE factor)

- NATE - Women in Science Membership
  - Speaking opportunities in conferences
  - Girls' Day - supported by INNOSKART
- Chamber links
  - PBKIK - International Programs
  - FMKIK - Innovation Club
  - NAKIK - Croatia Cluster Collaboration

# Supporting international appearance processes

- Starting in International Relations WG
- H2020 international co-operation (members and CMO)
- development to reach the GOLD and maintain the AIK
- Cluster Marketing Services (CMO and internal service providers)
- Cluster Branding
- Sales department

- Strategy planning
  - Cluster Board
  - CMO
  - WGs
- Strategy implementation
  - Communication system
  - KM system
  - Human factors
  - Strategic Partnerships