

cityregio II

Regional economic development
through cooperation within cityregions

Final Documentation



INTERREG III B CADSES
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cityregio II

Regional economic development
through cooperation within cityregions



Bologna Gdansk Leipzig Pilsen South-Transdanubian Region Varna



Final Documentation

INTRODUCTION FINAL DOCUMENTATION BROCHURE

CITYREGIO II follows the highly successive CITYREGIO project, which ended in 2006. In CITYREGIO II six cities and regions formed a cooperation to develop strategies and measures to realize a greater benefit for cities and their surrounding regions.

The partner regions of CITYREGIO II are Bologna (Italy), Gdańsk (Poland), Leipzig (Germany), Pilsen (Czech Republic), South-Transdanubian Region (Hungary) and Varna (Bulgaria). The project was initiated in April 2006 and designed for a lifetime, of 2 years.

The common objective in all city-regions was to encourage economic development by means of an improved co-operation between the often dominant urban centre and surrounding areas. Developing and improving instruments for an advanced regional spatial management was set out to be the focus point. In combination an intensive collaboration with future orientated SMEs from innovative economic sectors was to be realized.

Integral at all stages of the project was an intensive exchange of information and knowledge between all partners. On the grounds of key economic data and analysis of existing peri-urban cooperation frameworks a work plan was installed. Stakeholders from all partner regions got involved.

With this brochure, we would like to invite the interested reader to seek detailed information about the CITYREGIO II activities across the partner regions.

REPORTING ON THE PARTNERS' ACTIVITY FOR THE CITY REGIO II PROJECT (POINT 1.3 OF THE PARTNERSHIP WITH THE SCHOOL OF MANAGEMENT, UNIVERSITY OF BOLOGNA).

The reporting activity is finalized to synthesize the actions of the partners in the Cityregio II with particular reference to the methodology used during the different steps of the project. The first phase of the analysis concerns the information collected through a survey managed by the School of Management in collaboration with each partner of the project. A second group of information comes from the meeting that took place in Bologna on October 29th – 30th, 2007. Here follows the questionnaire that was filled by each partner in order to evaluate the methodology of work in accordance with the objectives of Cityregio II. All partners have been involved in the survey, and shared their results, with a high and remarkable effort.

The questionnaire is organized in 4 areas:

- Methodology of research;
- Ability to create networks;
- Bonds management;
- Risk management and local development.

QUESTIONS TO PUT TO PARTNERS ABOUT THE CITYREGIO II PROJECT

The questions, provided above, are set in four different sections in order to simplify their contextualization as follows:

- The followed method
- The ability to create a network
- The bonds management
- Risk management and territorial development

THE FOLLOWED METHOD

What is the meaning of territorial cluster? (Please define which territories it includes).

- Has a cooperation been set up with some Research Bodies?
- Which Institutional Bodies have been involved?
- How information have been collected in order to answer the research's questions?
- Which themes have been examined about the involved companies or about the territorial zone controlled?
- During the research period have the territory's political conditions deeply changed?
- Which activities of comparison with the Institutional Bodies have been used to find a common action plan?

THE ABILITY TO CREATE A NETWORK

Have Institutional Bodies' competences been checked depending on the strategic aims of a territorial development?

- Have the effects of the Institutional Bodies' competences transfer been examined depending on the strategic aims of a territorial development?
- Have the basis for an effective working network made of small/medium companies been set up?

- Which financial means (pools, credits, etc.) have been set up in the network of the involved Institutional Bodies?
- Which Stakeholders have been involved in the process of regional development?
- Which services the Institutional Bodies involved have done to the territorial area examined?
- Which projects/activities have been set up for the promotion of the research activities, the firm establishment acceleration, the access to the venture capital?
- What is the degree of closing/opening of the examined cluster (in the light of the indicators conventionally used for this aim obtained from the analysis of the job mobility flow)?

THE BONDS MANAGEMENT

Have been found the institutional and organizing bonds which block the territory's development? For instance: infrastructural, financial, technical, educational bonds (education, vocational training, job).

RISK MANAGEMENT AND TERRITORIAL DEVELOPMENT

Have been examined the risks connected with certain choices of territorial development (environmental, cultural, social, economical impact)?

PILSEN (CZECH REPUBLIC)

THE FOLLOWED METHOD.

The target territory for the cluster activity was the Pilsen Region, an area with a high possibility of technological development. The situation in Pilsen is influenced by the geographical position of the capital, Prague, the most important economic and administrative center of the Czech Republic.

The process of analysis is the result of collaboration among the University of West Bohemia, the Business and Innovation Centre Pilsen and the Chamber of Commerce. The future goal of the partnership will be the creation of the Science and Technology Park in Pilsen. Until now, most feasible clustering activities are based on University of West Bohemia. It seems the most promising cluster activities that are interconnected with some academic potential and the development of human capital.

THE ABILITY TO CREATE A NETWORK.

In accordance with the information provided by Pilsen's partners, the institutional actors did not formalize a project for the creation of a local network, but at the same time they did not interfere with the organizational development of the cluster in the Pilsen area. For example, a new Internet platform (Regioport) was created in order to create a network link among small and medium firms. At the beginning the Regioport Network was also promoted by the availability of structural funds, which were not followed by other financial plans organized by the local banks.



The most institutional active actors in the area are the Pilsen region, the association of local municipalities, the chambers of commerce, some nonprofit organizations, the Pilsen University, the Business and Innovation Centre of Pilsen, the research entity Škoda výzkum.

THE BONDS MANAGEMENT.

The partner does not mention particular institutional or financial constraints related to the territorial development of the Pilsen region. However, it emerges that the position as a bordering region is the biggest constraint in starting the definitive process for the development process of the area in collaboration with the Business and Innovation Centre of Pilsen.

RISK MANAGEMENT AND TERRITORIAL DEVELOPMENT.

We have not information to fill this area.

COMMENTS ABOUT THE METHODOLOGY OF ANALYSIS USED BY THE PARTNER.

Pilsen used the scenario analysis in order to show 3 possibilities of evolution for 4 different areas that attract the planning activity for the development of the city area. The main idea of the project is to create a network of collaborative institutions in the public and private fields. The University of Bohemia seems to have a peculiar role in promoting professional development. However, at this point of the project there is not evidence of a quantitative analysis, nor description of goals, that may be reached starting from the institutional level. We suggest to bring focus on a resource based analysis that is useful to identify the quality and quantity of resources that are necessary to realize the planned degree of development for the area of Pilsen. This indication is particularly useful regarding the basic need of the local economy of developing professional skills and educational programs coherent with the labor market's needs. The strategic role of migration should be valorized through an analysis of the necessary interventions in terms of housing, social and professional integration.

More over, there is not any explicit reference to the role of financial partners within the developmental policies.



GDANSK (POLAND)

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THE FOLLOWED METHOD.

Methodologically, the information provided by the city of Gdansk is organized in 4 areas: human resources, research and development, promotion, entrepreneurship. The focus of the analysis is extended to all Pomerania region, where is located the basis of the future development of technological parks and incubators. In particular, groups of work are active in exchanging knowledge and professional skills among local partners (City of Gdansk, Pomerania Voivodship, Pomeranian Special Economic Zone, Technological Parks and Incubators) and centers outside Gdansk (Warsaw). Some information is missing; for

example, there are not details about the instruments of involvement for the projects at work among different actors within the ICT cluster

THE ABILITY TO CREATE A NETWORK.

About this topic, we do not have enough information to evaluate the presence of an effective network in the area. At present, it appears that the privileged stakeholders of the project are single entrepreneurs. For their needs, the partner created a complex guidelines book to promote professional initiatives.

THE BONDS MANAGEMENT.

There is not a deep analysis related to the study of the constraints of the territorial development. More precisely, banks are not involved in the actual phase of the project. There are not structure links with the financial sector.

RISK MANAGEMENT AND TERRITORIAL DEVELOPMENT.

Relations with local entities are especially taken into consideration, in particular regarding the Pomerania region and the cities. It does not emerge any information about specific project referred to the environmental risk.

COMMENTS ABOUT THE METHODOLOGY OF ANALYSIS USED BY THE PARTNER.

From a methodological point of view, the situation of Gdansk is not well defined. In the questionnaire to partners, professionals of the city affirm that in Pomerania Region there is not a specified cluster for ICT. There are several initiatives, but it seems difficult to activate an effective network among public and private institutions. The only concrete initiative seems to be the creation of guidelines useful for new entrepreneurs that want to start new economic initiatives in the Region. We suggest a major effort in promoting common efforts for the creation of other instruments of interaction. Technological parks and incubators may represent the best referents for local partnerships.

VARNA (BULGARIA)

THE FOLLOWED METHOD.

The city of Varna developed the project through an intense involvement of actors and instruments. By polls, workshops, brainstorming and meetings, Varna extended the effects of the City Regio II project to the northeast of the Varna's region, also the involvement of other cities, such as Devnya and Provadia.

The main themes involved in the project are: future plans of investment and the development of new activities, cooperation processes and expectations towards the city of Varna.



THE ABILITY TO CREATE A NETWORK.

Varna did not specify what were the instruments used to activate the network of institutions involved in the local process of development. In fact, Varna declared the creation of a developed network formed by institutional networks and small-medium firms linked by a strategic plan. Moreover, it emerges the will to involve foreign partners and financial institutions in the development of new projects. The institutional model identified for the above mentioned purpose is the joint venture.

THE BONDS MANAGEMENT.

For Varna there are not enough information to affirm what could be the main constraints in the different fields: infrastructures, financial system, technological knowledge that may influence the development of the area. This is also due to the lack of financial and professional resources to be oriented to the project.

RISK MANAGEMENT AND TERRITORIAL DEVELOPMENT.

From this point of view, the information is not available. It is missing an analysis applied to the constraints that may influence the development of the area.

COMMENTS ABOUT THE METHODOLOGY OF ANALYSIS USED BY THE PARTNER.

The city of Varna has adopted a methodology of work that encourages a concrete collaboration between private and public institutions. It emerges, among others, the strategic role of health care organizations and research centers. Also in the case of Varna it is urgent the need to develop a plan for the management of the effects of immigration, especially in terms of housing and education.

It is still not very clear what is the effect of the frequent joint venture phenomenon in terms of development of human and social capital for the Bulgarian area.

SOUTH-TRANS-DANUBIAN REGION (HUNGARY)

THE FOLLOWED METHOD.

The city of Pécs adopted a methodology oriented, in particular, to the development of a cluster based on the following industries: health services, food, timber, car, and environment. The development of a rational work oriented to the cluster analysis has been possible thanks to the partnership with the historical universities of the region: the University of Pécs and the University of Kaposvár, with a particular expertise in the food sector. In the research field, there has been the active involvement of the South-Transdanubian Cooperational Research Center and of the Regional University Knowledge Center, operating through MEDIPOLISZ. From the institutional point of view, the participation of financial, educational institutions, and firms, show the interest of the local stakeholders in the territorial development. The research and development agency of the city of Pécs assumed the position of coordination among a diversity of local stakeholders involved by meetings and interviews. Moreover, the partner's activity has been guided by a regional plan of strategic innovation that will expire in 2010.



THE ABILITY TO CREATE A NETWORK.

The South-Transdanubian Regional Innovative Agency was created to support the concrete development of small and medium firms organized in an active network. In the questionnaire, the partner described the instruments that allowed the creation of the network, such as:

- Active Region-Marketing;
- Regional Innovation Centers;
- Training program;
- Stimulating informal co-operation;
- Support funds to develop the cluster.

Active institutions and instruments for the development of the cluster are:

- Regional agencies for innovation;
- Regional development councils;
- Competitive Economy Operative Program;
- Rural Credit Guarantee Foundation;
- Credit Guarantee Company;
- Start Credit Guarantee Fund.

THE BONDS MANAGEMENT.

The partner deeply analyzed the constraints for the project of regional development. Here follows the list:

- Defects in quality;
- Competitors thinking;
- Negative experiences;
- Financial difficulties;
- Respecting deadlines;
- Not keeping price agreement.

RISK MANAGEMENT AND TERRITORIAL DEVELOPMENT.

Pécs partner has certainly evaluated the risks and the opportunities linked with the execution of the project. At this proposal there are two main reflections. In medium term, EU-grants are major possibilities for the local development, but also world trends may have their significant impact, which make favorable setting to alternative energies, gentle tourism or health tourism. The partner is also conscious about the risks related to demographic processes, draining powers of big cities, the world market competition, and the equilibrium necessary between the economic development and the respect for the natural environment.

COMMENTS ABOUT THE METHODOLOGY OF ANALYSIS USED BY THE PARTNER.

From a methodological point of view, Pécs has developed a deep analysis of the actors and the instruments necessary for the development of networks that promote economic and social developments. This is true especially in relation to the active collaboration within European networks that want to promote cluster analysis and common developmental projects. At this regard, it would be interesting to understand how government and municipalities support the cluster analysis.

There are still a few points that need to be developed, especially in relation to the involvement of financial partners and to the possibility of development for small and medium entities, that constitute a significant part of the local economy.

LEIPZIG (GERMANY)

THE FOLLOWED METHOD.

The city of Leipzig showed to be particularly active in the creation of a cluster focused in the logistic sector on the regional area. In particular, the activities create the involvement of institutional partners such as: chambers of commerce, State of Saxony, Leipzig University and other stakeholders. More precisely, analyzing the information provided by Leipzig that have been collected during meetings and questionnaires, it emerges the will of the local entities to use the opportunities of the local cluster to develop the logistic sector, also modifying the actual legislation. The study of the cluster above mentioned was also based on the strategic analysis (SWOT Analysis).

THE ABILITY TO CREATE A NETWORK.

It is evident the effort in building the territorial network among different stakeholders that work together for the development of the cluster analysis. Two main areas of development are emerging: from one side, the will to promote the territorial development between firms and local public entities, with the coordinator role of the city of Leipzig; from the other side, the definition of the cluster emerges like an open system able to accept new opportunities in the economic area.

THE BONDS MANAGEMENT.

The partner underlines the geographical position of the city of Leipzig that forces the institutional actors in considering the coordinated development with the neighboring countries and international agencies.

RISK MANAGEMENT AND TERRITORIAL DEVELOPMENT.

The city of Leipzig declares to evaluate the risks associated with the change of territorial conditions, specifying the obtained results. In particular, it emerges the creation of research centers in the energetic and environmental sector. The choice to pursue new developmental processes is the result of an inevitable path in order to revitalize the job market and the local economic sector.

COMMENTS ABOUT THE METHODOLOGY OF ANALYSIS USED BY THE PARTNER.

The city of Leipzig shows an effective methodology with reference to the possibility of studying, analyzing and involving different institutional partners for several initiatives that promote local economic and social developments. It seems that lots of projects have been activated and involve several public and private institutions. We would like to point out the only aspect that is not very clear in the questionnaire. At one point, the partner declares that risks management and territorial development have been evaluated, but that because



of the high unemployment it is not possible to avoid environmental, social, cultural, economic risks related to particular choices. We are not convinced that this is the best way to plan, especially with reference to the medium and long term.

BOLOGNA (ITALY)

THE FOLLOWED METHOD.

The city of Bologna has organized an analysis of the ICT sector considering the local area (Bologna province) and the neighboring territories like Modena, natural prosecution of its region. From the methodological perspective, the city promoted a research project in partnership with the University of Bologna and other local institutions and agencies, in order to develop a multi-dimensional strategic analysis.

The survey had the objective to select a significant sample of firms (26 units) to analyze in relation to different critical factors of success. Through the above-mentioned analysis, Bologna has produced a database useful to organize a structured network of collaboration and monitoring activities among different institutional and economic partners of the area. This process is useful not only with reference to the knowledge of the local needs, but also as in relation to the possibility of distribute European funds among local innovative firms. The MAMBO project, in collaboration with the Minister for the Economic Development, is one example of a concrete instrument that the local entity can use to promote economic development.

The methodology of work also promotes the commitment in organizing an active dialogue and workgroups with other institutional partners of the project.

THE ABILITY TO CREATE A NETWORK.

The city of Bologna is still at the initial level for the creation of a structured local network. The municipality is now managing an important process of dialogue and collaboration with the firms of the ICT cluster and the association of the economic sector. The final aim is to promote common lines of developments and promote transfer of knowledge through the activation of technological centers of excellence. To encourage the process, Bologna started an active partnership with I TECH-OFF, the business incubator for the ICT sector of the Emilia Romagna Region.

THE BONDS MANAGEMENT.

The methodology used for the analysis of the local constraints for the economic development was founded on the SWOT analysis instrument for the ICT sector related to Bologna. Among the external risk factors taken into consideration emerge those of: product market dynamics, financial markets, competitive actors, political factors, environmental aspects, job market, interaction with several stakeholders at a local and international level.



RISK MANAGEMENT AND TERRITORIAL DEVELOPMENT.

Another important risk factor emerged within the environmental area. Firms have been asked to consider among their developmental constraints factors the possibility to have a negative impact over natural resources. The will for the future is to plan an economic development that, especially in the ICT sector, may promote a deep respect of natural resource and advanced social conditions of production.

COMMENTS ABOUT THE METHODOLOGY OF ANALYSIS USED BY THE PARTNER.

The main effort that Bologna should develop in terms of methodology refers to the necessity of activating more connections among local public and private partners. The high quality configuration of human and social capital in the Bologna area is not the only factor that can promote economic and social development of the site. Many efforts seem to produce positive effects in terms of local development, but could be more effective and visible if organized in the network structure. Maybe a deep analysis of the governance of the Bologna area, in terms of significant institutional actors, may represents a good start to promote effective leadership and collaboration processes.

Bologna, 31st January 2008

Prof. Angelo Paletta
(Scientific Coordinator)

CZECH REPUBLIC

THE COMPARATIVE ANALYSES OF CITYREGIO REGIONS

The analyses was driven by the Regional Development Agency of the Pilsen Region. Main goal of the project was to analyse basic parameters of project regions to be able to find out similarities and differences. Key outcomes of the analyses were presented in the conference in Gdansk in September 2006.

Following topic were analysed in each partner region:

- Population
- Migration
- Housing
- Education
- Employment

The comparative analyses was supplemented with more in depth **analyses of the human resources for strategic services in Pilsen** created as an example of new approach of city intervention toward challenges of starting period of knowledge society in the Czech Republic. Key finding of the study performed in the conditions of City of Pilsen are following:

- Unemployment rate descended and reached the historical minimum in previous 15 years.
- Migration – inflow of importees, recently representing the share of 10% on Pilsen city workforce
- Labour market – there appears lack of qualified labour force and it leads to the faster immigration
- Education – the city of Pilsen has worse profile in some specific comparisons
- In terms of capacities of universities Pilsen rates the fourth position among compared cities (in contrast with university degree population) within the Czech Republic
- Pilsen is lagging behind the capacities in the field of research, mostly missing the representation of public (governmental) research institutions

Using results of above mentioned analyses **development scenarios** focused to innovation and research and development were created and discussed on the level of City of Pilsen as a base for policy recommendation.

THE SCENARIOS REFLECTED THREE POSSIBILITIES OF PUBLIC INTERVENTION:

- Zero – R&D and innovation is driven only by privat sector without any public support and administration (status quo)
- Minimum – implementation of individual projects to support R&D and innovation
- Optimum – full use of integrated projects and establishing new research capacities

The scenarios presented to other regions the way how above mentioned studies can be



reflected to city policy to guarantee the sustainable development of a region after massive flow of foreign investments mainly to industrial sector in previous decade. This fact underlined with the topical situation of lack of available skilled labour force, choice of developer projects to attract new investors to locate and increasing share of foreigners to work in the region guide the public sector to find and support only high quality projects.

As pilot activities two concrete studies were developed. The spatial development of Pilsen was a topic of the urban study performed by the Urban Planning and Development Institute of the City of Pilsen. The scope of the study which involved the total area of 650 hectares of “**South Town Pilsen**” is considered as one of the most ambitious projects of city development within the Czech Republic.

Project of South Town district of Pilsen sets a goal to design and originate a new, urbanistically valuable town district with a wide range of functional use of the area. At the moment we can say that on the basis of analyses processed so far the area of almost 650 hectares is suitable for fulfilling a number of targets of the city program documents. There are good prospects of realization of projects in the fields of housing, civil amenities and business infrastructure. An independent town district with all necessary facilities can be established here. At the same time, there is an opportunity to localize projects of both the city and the region.

For this territory was announced a town planning competition, which will find the most appropriate urban design scheme for the South Town district of Pilsen and for Urban Planning and Development Institute a suitable partner for placement of the ensuing order (area usability study and feasibility study). The project of South Town district of Pilsen also contains an impact assessment of the development of this area in terms of sustainable growth. The analyses cover all pillars of sustainable growth -: environmental, social and economic. The assessment focuses on the branch of environment, taking into account legalities. Urban study elaborated by the winner of town planning competition will be used as a material for amendments to the Master Plan and for further municipality’s decision-making process.

Another pilot activity of the City of Pilsen was focused to the field of R&D capacities development, which is one of city priorities. The Medical Park facility for using special know-how of the **Medical Faculty and Faculty Hospital** in Pilsen was upgraded to new proposal to be ready for further steps to financing from EU structural funds. Main outcomes of the study are new master plan of a site of Medical Faculty in Pilsen and adjusted investment plan for preparation of documents for EU structural funds.

LEIPZIG URBAN REGION

GERMANY

The City of Leipzig, the surrounding districts of Delitzsch, Leipziger Land and Muldentalkreis and Aufbauwerk – the public-owned agency for European and regional projects of the Leipzig urban region – formed a partnership to spur their economic development building on a profound knowledge base that had been elaborated in the forerunner project. CITYREGIO II aimed to increase the capacities of the participating six city- partner regions. After having worked in automotive, energy/ environmental technologies and health/ wellness clusters within the forerunner project CITYREGIO, the new project focused on the logistics cluster and the strengthening of business locations of strategic regional importance.

One of the first measures was to check upon the results of the previous CITYREGIO project. The existing steering group was enhanced and cooperation structures improved. All relevant regional institutions and stakeholders were integrated, especially the local Chamber of Commerce with SMEs as implementing actors. This cooperation functioned as a role model for all other projects in the region.

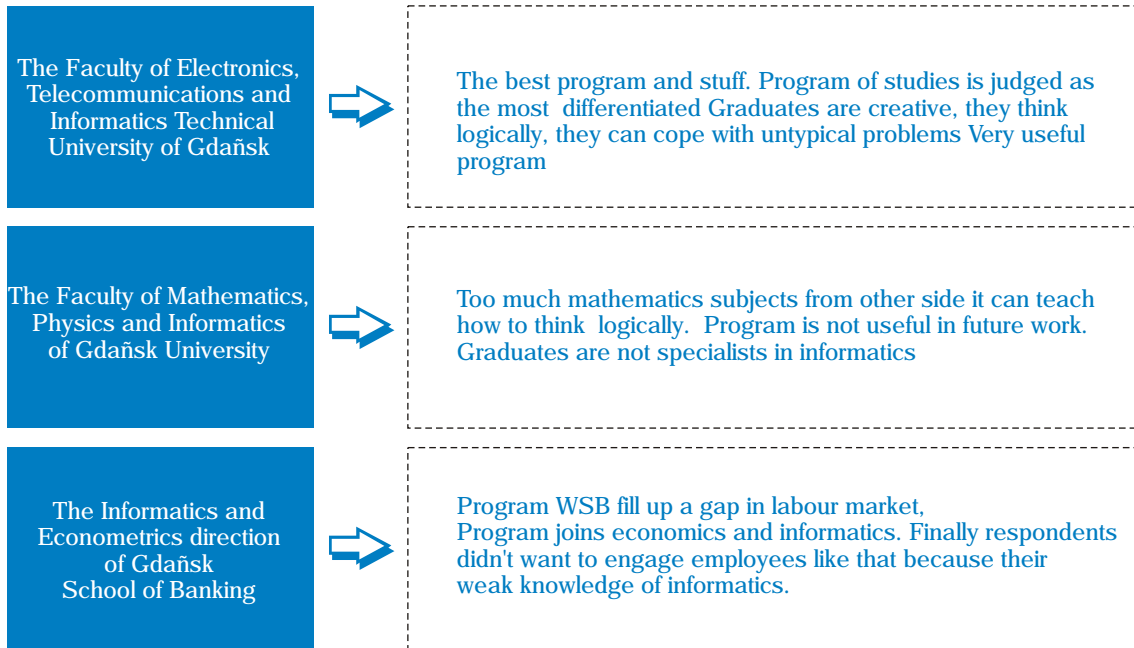
To counter the growing disparities between the urban region of Leipzig and the less populated rural areas on its outskirts, the regional cooperation focused on development of networks connection throughout the urban region. An essential segment for success was the logistic sector. The regions existing potential had been successfully utilized to encourage the settlement of large enterprises. Nonetheless, to enhance a harmonious economic development a strengthening of SMEs is crucial.

Airport Leipzig- Halle had promising preconditions; several motorways, a major rail hub and a freight distribution centre. With DHL Express and other airfreight companies settling in the region, the logistics sector gained importance. Partners therefore undertook measures to develop links and co-operations between the well-established IT branch and the emerging logistics sector (“IT meets Logistics”). Furthermore, a detailed analysis was undertaken where the needs of the logistic businesses were surveyed and tasks for a network management identified. An other survey, the Media survey analysed in a similar approach the potential and needs for business and institutes in the field of media.

Accompanied by the implementation of the cluster development the a Technology Guide about innovative companies and research facilities in the greater Leipzig area was published. At the same time a web based platform with the same content allowed to search and to identify both. A short business and competence profile gives all relevant information to the user. The guide highlighted the urban region’s research competences and serves as a tool to promote further activities. In addition to the before-mentioned activities, the regional partnership organised joint presentations at events and congresses (e.g. transport.logistics Munich). Further concerted actions of all relevant authorities of the Leipzig urban region are already underway on the basis of the trust and the good working relations enabled by CITYREGIO II.



RESUME



SOUTH-TRANSDANUBIAN REGION

HUNGARY

On behalf of South-Transdanubian Region the Municipalities of Pécs, Kaposvár, Szekszárd and South-Transdanubian Area and Economic Development Public Utility Company took part in project Cityregio II. The project's aim is as follows: development of city-region cooperation in accord with the targets of European Union. Cityregio II contributed to the mobilization of unused economical potential through the cooperation between the cities and the city surrounding regions as well as cluster development. The main aim of the project is to strengthen the exististing clusters of the region and to boost the competitiveness of SMEs. Towards the tasks of Hungarian partners are to organize strategic clusters in the attraction area of growing poles, stimulation of the mini and mid-size companies in the common cluster events, common marketing efforts with the help of building network and strategic innovation management.

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Within the project the South-Transdanubian Region had to deal with several activities from different work packages. The outputs received from all activities can be summarized in the following:

- Promotion of Networking through 5 stakeholder meetings to identify key objectives for the development of strategic economic clusters and innovation in SME
- Organizing 15 cluster events in the 3 pole of the region
- Connecting SME and R&D sector:
- Cluster marketing activity to support the realized clusters and thier development
- Definition of the best practice of the South-Transdanubian Region

Within the scope „CITYREGIO II – Regional economic development through cooperation within cityregions” project a feasibility study was made with title of „Procreation, development of Regional clusters in the South-Transdanubian Region”. The aim of the feasibility study was to identify the cluster initiatives, which were set up in the last few years in the South-Transdanubian, or rather their setup is being in progress now. In focus of the assey were as follows: experiences of cluster activities, regional function of participant establishment, the part of the economy section of the region.

In the South-Transdanubian Region in implementation of Cityregio II. project there are clusters establishing now or running already:

- „Danubia” Timber and Furniture Industrial Cluster (Szekszárd)
- Automotive Industrial Suppliers’ Cluster (Szekszárd)
- Health Industrial Cluster (Pécs)
- Food Industrial Cluster (Kaposvár)

Cluster initiatives of Szekszárd turns out a success. The Automotive Industrial Suppliers’ Cluster had a signed memorandum of association and it is a running cooperation in practice. The „Danubia” Timber and Furniture Industrial Cluster has been established. Development and marketing of innovative products and common appearance in trade are promoted by the members’ constructive attitude. This clusters are capable and disposed to present effective competitions according to DDOP (South-Transdanubian Operative Program), and then will be able to improve the regional competitiveness with their efficient competition.

The Health Industrial Cluster is beeing organized into two directions. In the region, in Dombóvár there is a cooperation (like Pécs centre cluster) in action. These two initiatives are open for the cooperation. After the association a powerful and efficient cooperation will be set up in the region, which can be started with success according to the promoted clusterbuilding competition. Therefore it will be able to become a good running cluster.

Setting up the Food Industrial Cluster of Kaposvár means the most difficult task in the region. In contempt of repeated information, stakeholder meeting, and having workshops there are of low interest in the circle of agent of industry. In the case of Food Industrial Cluster the reidentification and deflation of target audience, more efficient marketing strategy, form the information strategy, together with more pressurize and more expendent member conscription can be proposed.

As a result of the project there has been a growth in achievement and competitiveness of the municipalities and economic actors in the South-Transdanubian Region. The regional cohesion extended among the three municipalities, the aim is the further cooperation of the region centres.



MUNICIPALITY OF BOLOGNA

ITALY

Activities of CITYREGIO II were concentrated on studies and networking activities between different public actors and scientific institutions from the Emilia Romagna region. The main expected outcomes were a cluster development and human resource study.

- Collect and send basic statistical data and maps on Municipality and Province of Bologna to Regional Development Agency.
- A survey of the public actors involved in territorial development has been made. The analysis of intervention will be updated, also regarding economic resources used on the territory.
- The survey of private stakeholders has been made with the help of the Emilia Romagna Region, covering the most representative companies in the field of ICT.
- Bologna analysed the context of the production economy in the provincial area, making use of a study carried out by the Chamber of Commerce.
- A swot analysis was carried out on the ICT sector.
- A survey of the regional potential of human resources were identified out of those proposed by the Lisbon strategy:
 - total employment rate among the population aged 15-64 and divided between male and female;
 - total employment rate among the population of 55-64 year olds and divided between male and female;
 - total unemployment rate (% of unemployed among the active population) and divided between male and female.
- A particular attention was given to the incubators with high technological content as means to strengthen the employment rate.
- A questionnaire suggested to the partners for the analysis of the regional potential of human resources, considered:
 - employment;
 - academic training (especially technical - scientific);
 - innovation and research.
- Meeting with local stakeholders on ICT business in order to define:
 - common definition of the sector;
 - discussion of a inter-institutional plan for ICT sector development.
- In order to promote innovative enterprises the Municipality of Bologna participated with some enterprises in “Research to Business” fair (The international event designed to foster the encounter between major research centres, innovative Italian and international spin-offs and the world of manufacturing enterprises)
- Agreement with the Business Science Department of the University of Bologna in order to carry out an analysis of human resources of the ICT sector (definition of an action plan in order to improve work supply and demand; discussion with local stakeholders on the results of the analysis)
- Agreement with the Business Science Department of the University of Bologna in order to go in more into the depth of the study’s SWOT analysis on the ICT sector:



- contextualisation of the ICT sector regarding infrastructures, investments, features, considering the field (co-operation among different actors, research centres etc.)
- explanation the role that the Municipality of Bologna can have in the development of the ICT sector
- identification of: enterprises; value of the entire sector and its parts; most representative sector enterprises (turnover, growth rate, innovation rate)
- Organisation of Bologna meeting - particular attention to incubators experience.
- External evaluation: comparison of the different approaches of the partner regions to the theme of clusters as an element of the economic development of an area
- At this stage the Municipality of Bologna is going to define potential co-operation and relations with I TECH-OFF (business incubator in the field of information technology and multimedia operating in the Emilia-Romagna region. Aster is a member and the co-ordinating partner).

- The agreement should foresee that:
 - the Municipality of Bologna will inform candidates of the MAMBO call for proposals of the services of I TECH-OFF;
 - Aster will offer the beneficiaries of the MAMBO call for proposals (ICT sector during the incubation stage):
 - personalised training;
 - consultation services;
 - visibility at the research centres with links.

GDANSK ENTREPRENEURSHIP FOUNDATION AND THE CITY OF GDANSK

POLAND

CLUSTER POLICY

The increasing pressure from international competition has led to a change in the general situation in which Pomeranian companies find themselves. The task of a future-oriented regional economic policy is to secure, through suitable measures, the attractiveness of Pomerania Region as a business location. While the size of subsidies is no longer the main factor, location factors such as proximity to end markets, availability of qualified people and services and the high standard of living have become more important.

The enormously rapid pace of structural change in Pomerania market has also resulted in some painful adaptation processes. The traditionally strong shipyard industry has suffered strong setbacks that could only partially be compensated by other branches such as the electronic industries. The regional economy is challenged with identifying future-oriented structures and investing in them. One of these is the cluster idea. For this purpose, a study has been made to define possible clusters relevant to the Pomerania economy, take a closer look at its competitive edge and its market attractiveness, and work out a concrete basis to support this concept.

Based a various analysis it was possible to identify fields of competence that can be considered as potential clusters. The one and main of those segments are ICT. Cooperation and networking in these fields will enable Pomerania to strengthen its competitiveness in the long run. Project mainly focusing on supporting cooperation policy, discussing with stakeholders best practices in growth and competitiveness policy debating if and how cluster policy is useful in the future as one of the growth tools, to promote growth at regional, national and international level.

Although there is no cluster-based policy in Poland, the cluster concept is gaining the attention of politicians and some cluster specific measures are being introduced. In our region was found a number of significant industry concentrations. In terms of sectors, high technology firms were more likely to co-operate, had higher labour productivity and investments, as well as R&D expenditures per employee, but lower export activity. In this sector, a positive correlation was found between profitability growth, as well as technological advancement of firm's product and the intense of cooperation with R&D, foreign knowledge-intensive business services. Moreover, the export was positive correlated with intensified co-operation. In the traditional sector, this correlation between co-operation intense and efficiency was lower compared to the high-tech sector. The most significant positive correlation was between intense of co-operation with business services and growth of demand, market share and profitability, as well as intensity of co-operation with the R&D sphere and the growth in market share.

However, many cluster barriers and shortcomings to cluster development can be recognised in this embryonic stage of the cluster. Firstly, the existing regional business associations and chamber of commerce do not provide an effective dialog or cooperation platform since membership these bodies are not as developed as it needs to be to create a formal co-operation within the emerging cluster. Most companies are members in national organisations outside the region. Secondly, knowledge transfer among the companies is predominantly found at the national level. Thirdly, cooperation with local authorities is very sporadic.

Activities undertaken in project dedicated development of cluster awareness:

RESULTS OF RESEARCH: PROFESSIONAL QUALIFICATIONS OF ICT GRADUATE FROM GDAŃSK UNIVERSITIES

20

Research has been carried on turning-point of (ravine of) November / December 2006 year. Research included estimate of situation of graduate of informatics on labour market of Three City, estimate of graduate and by employers from sector (trade) college ICT as well as in (to) estimate of program of the study it:

- Department of Electronics, Telecommunication and Informatics of Gdansk Institute of Technology (Engineering College),
- Department of Mathematics, Physics and Informatics of Gdansk University,



- Direction of Computer Scientist (Informatics) and Econometrics on Gdansk School of Banking

and from the point of view of employers of objects most important range thematic. It be of service (use) in research method 20 individual interviews deepened (IDI).

Analysis has exerted labour market of Three City, that do not have graduates of informatics with finding of work in aggregate of Gdynia, Sopot, Gdansk great difficulty, however, employers have problem with finding skilled computer scientists often highly.

„BUSINESS FOR START” MULTIMEDIA E-LEARNING PROGRAM

„Business for Start” (based on success paper publication Assistant of Gdansk Entrepreneur) is directed for people who plan to start personal economic activity. The program describes the first steps for beginner entrepreneurs. Valuable information are available on 12 e-learning chapters about procedures related with beginning of activity, getting of permit, labour law, accounting, concession etc.

It is available on e-learning platform after registration. However, information included in course can interest people who have been already leading firm and are planning expansion their operation.

MUNICIPALITY OF VARNA

BULGARIA

As a region representing one of the newly accessed EU countries Varna seeks to learn and benefit from other regions` good practices using the city-region cooperation and to participate in the knowledge transfer. Within the project Varna had to deal with 15 activities from different work packages. The outputs received from all activities can be summarized in the following:

- **Project website design** – The project website design and its support is one of the very important dissemination efforts, that Varna is involved. The website is currently supported by the project staff and the rubrics are filled in with the appropriate documents according to the project timetable elaboration.
- **Organisation of several project workshops and participation in project workshops abroad** – Varna hosted 1 international and 10 regional expert workshops which were attended by regional, local and national level stakeholders - business representatives, chamber of commerce, business support networks, R&D institutions, business association, governmental economic promotion structures of all levels. These stakeholder meetings helped for the promotion and distribution of project ideas and goals contributing to the visibility efforts of the project team. The workshops addressed many issues of the city-region focusing particularly on the cluster approach as an effective economic instrument. Thanks to the organizations of these events many important economic initiatives were brought into life and the beginning of clusters in different areas as Healthcare, Tourism and Human resources was put.

The workshops also helped prepare policy recommendations which identify the basic needs and problems of the sectors concerned. Varna representatives also attended the project workshops organized in the other regions participating in the project where they could benefit from the know-how exchange and experience sharing.

- **Recommendation paper** - policy recommendations, communication of mainstreaming report towards policy-makers at EU and BG levels
- **Elaboration and distribution of project leaflets, competence brochures and project documentation** - The project leaflet is in Bulgarian language and it is distributed during the seminars to the stakeholders as well as to the media representatives and wide public. The competence brochures concerned the clusters and presented the possibilities for the creation of such structures on the territory of Varna city-region. The project documentation was related to the preparation of the stakeholder workshops organized by the Bulgarian partner.
- **Pilot activity for the improvement of regional HR management** – elaboration of a program relevant to training needs and measures for cooperation of HR in Health/Wellness sector
- **Realization of innovative measure to network SMEs and R&D** – this measure aims to provide more innovation transfer and hence a higher competitiveness of SME by carrying out a study on existing relations between local companies and R&D institutions in Varna region
- **Studies and research** – within the project several studies were developed:
 - **Study paper** - Comparative analysis of spatial interrelations and co-operation potentials in city-region of Varna
 - **Analytic paper** - Analytic paper on Identification of Needs to Enhance Infrastructural Conditions
 - **1 action plan** - action plan to Enhance Infrastructural Conditions in the to Enhance Infrastructural Conditions
 - **Human resource potential analysis** - Complex Analysis of the Regional Human Resource Potential.



CITYREGIO II TRANSNATIONAL EXCHANGE

CITYREGIO was initiated with a kick-off meeting on the 16th May 2006 in Leipzig. The participants from Bologna, Gdansk, Leipzig, Pilsen, Varna urban regions and from the South-Trandanubian region gave a short overview of their region and introduced key economic data of their location. A strong interest was expressed for an intensive cooperation and enduring exchange of knowledge and information. The following day internal project structures were designed and a constituting meeting of the interregional steering committee set the framework for project tasks. Coordination of essential tasks was discussed, and the partners agreed on management and reporting structures.

The second partner workshop started on the 27th of September 2006 in Gdansk. In the evening all partners arrived and the lobby of the Szydowski hotel was the site for a pre-meeting and first discussions. The second day was filled with a compact program. Following presentations and discussions in the morning, a highlight was a study visit to INTEL's European research centre. On Friday 29th results from the previous day were presented and a work plan for the following months was set-up.

Pécs was the venue for the 3rd partner meeting on the 19&20 April 2007. The European Cultural Capital of 2010 set an ideal framework for a productive working atmosphere. All 25 participants enjoyed an intensive two day workshop. Presentation of project progress and decisions on further steps had a positive effect on the entire working dynamic.

On the 21st and 22nd June 2007 an international expert workshop to CITYREGIO II was conducted in Varna. All partners presented best practice methods and techniques. The main aim of the workshop was to transfer knowledge gained to the project staff at Varna. In the following discussion, best practises were identified with the aim of encouraging entrepreneurs and small and medium enterprises, as basic pillars of economic and regional development, to settle within the region. The workshop was rounded off with a visit to the Varna industrial zone, to make the best practices more visible.

Bologna was the host of the fourth partner meeting. On the 29th & 30th October 2007 a total of 28 project partners ensured the workshop's success. A major part was the presentation of the project progress each partner made so far. This led to a productive analysis and gave all partners the possibility to learn from each other. Assisted by researchers from the University of Bologna, different clustering approaches of the partner regions were discussed. The second day ended with a study trip to the Alama Bologna Incubator, a centre to support start-up companies.

The final conference took place in Pilsen on the 13th and 14th March 2008.

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