

# Corallia Clusters Initiative

## Inspiring Innovation. Driving Excellence

Western Balkans Platforms on Education and Training & Research and Innovation  
7<sup>th</sup> Ministerial Meeting, 25-26 June 2018, Brussels

**Presenter:**

Dr. Nikos Vogiatzis, Chief Development & Operations Officer, [[n.vogiatzis@corallia.org](mailto:n.vogiatzis@corallia.org)]

**Authors:**

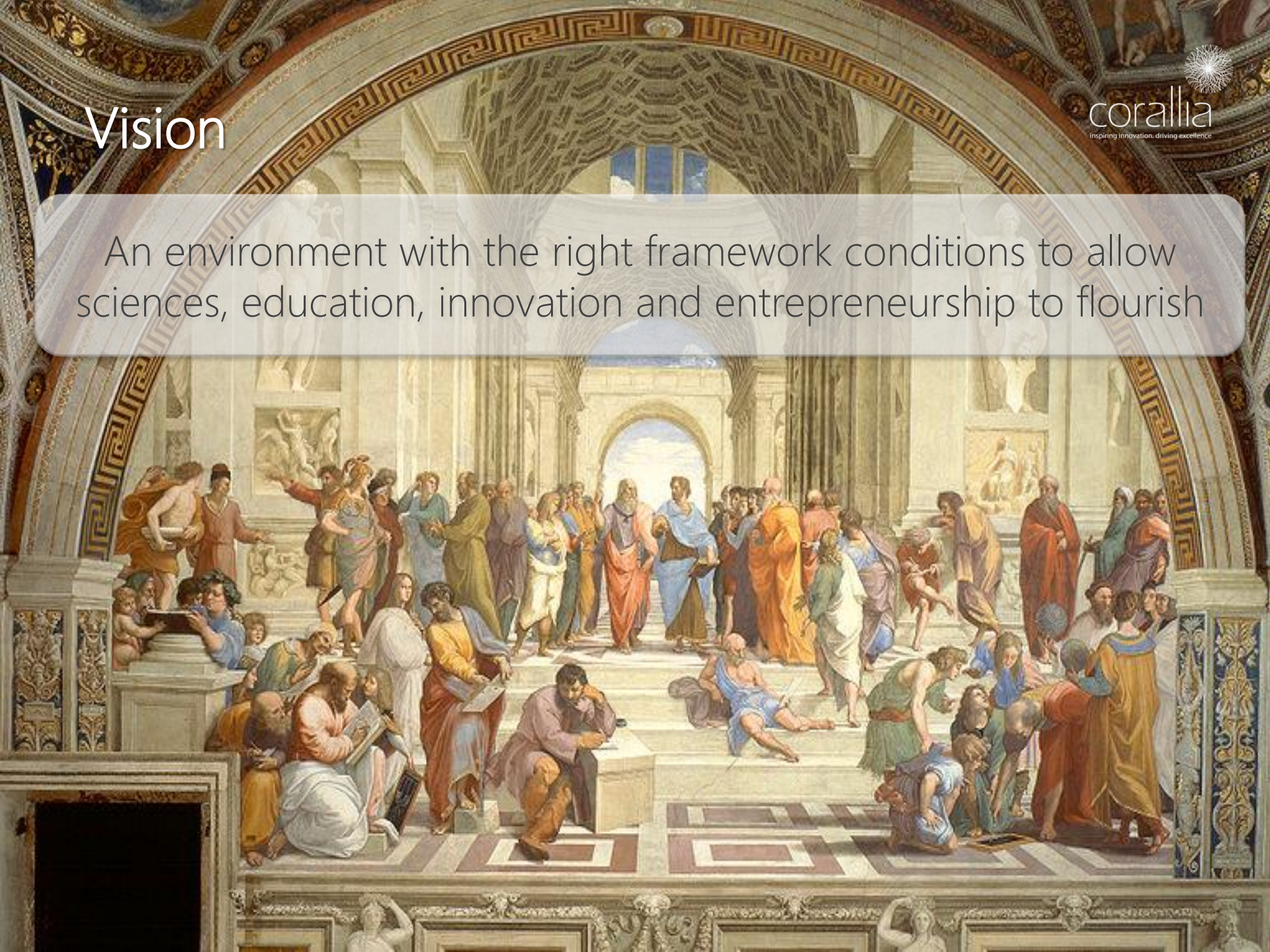
Prof. Vassilios Makios  
Dr. Jorge-A. Sanchez-P.  
Dr. Nikos Vogiatzis





# Vision

An environment with the right framework conditions to allow sciences, education, innovation and entrepreneurship to flourish





# Mission



To underpin and accelerate the development of sustainable innovation ecosystems

# Innovation ecosystem benefits

- Economies-of-Scale and Economies-of-Scope
  - access to specialized labor, materials, and equipment, thus lower operating costs
  - knowledge sharing (“spillovers”) thus boosting innovation process in the region
  - co-opetition for better performing products and better price provision to end customers
  - improved local branding and productivity, yielding higher regional competitiveness and extroversion
- A prime tool for implementing Smart Specialisation Strategies

# Strategies for failure [1/2]

- Follow a monolithic, top-down approach without taking into account the bottom-up dynamics and specialisation of each sector / region.
- Adhere to traditional State-aid measures where cooperation restrictions place constraints on the operation and development of a cluster.
- Be unprepared for strategic collaboration with 'co-opetitors', without sufficient preparatory 'ground-work' (seminars, workshops, special meetings to present good practices to candidates, etc.).
- Underestimate the importance of the triple- and quadruple-helix activation.
- Consider the role of the cluster facilitator of minor importance and impose to cluster actors to assume a legal form via a "cluster legal entity" purely for administrative reasons.

## Strategies for failure [2/2]

- Skip evidence of prior cooperation between (at least) some of the cluster members or even signs of pre-existence of a rudimentary network.
- Prohibit the participation of large enterprises considering that only SME support suffices in the long run.
- Go for one-size-fits-all approach that omits the fact that clusters have various integration levels which correspond to different stages of maturity thus requiring a step-by-step approach.
- Disregard the necessity for dedicated Key Performance Indicators (KPIs) related to clustering results and impact, with intermediate control gates and labelling levels.
- Treat innovation initiatives as a silver bullet without gradually developing holistic and well-integrated innovation strategies.

# Strategies for success [1/2]

- Early private sector involvement is important to secure market oriented strategies in the targeted clusters.
- Dedicated cluster management teams with a blend of skills and competencies to reconcile the interest of the private and public sector participants are needed.
- The provision of support services within clusters that are market competitive is important for generating long-term benefits for cluster members.
- High technology clusters appear to be better placed than more traditional industry clusters in faster attracting private sector funding.
- Cluster policies need to improve their clarity and focus in their choice of objectives and rationales.

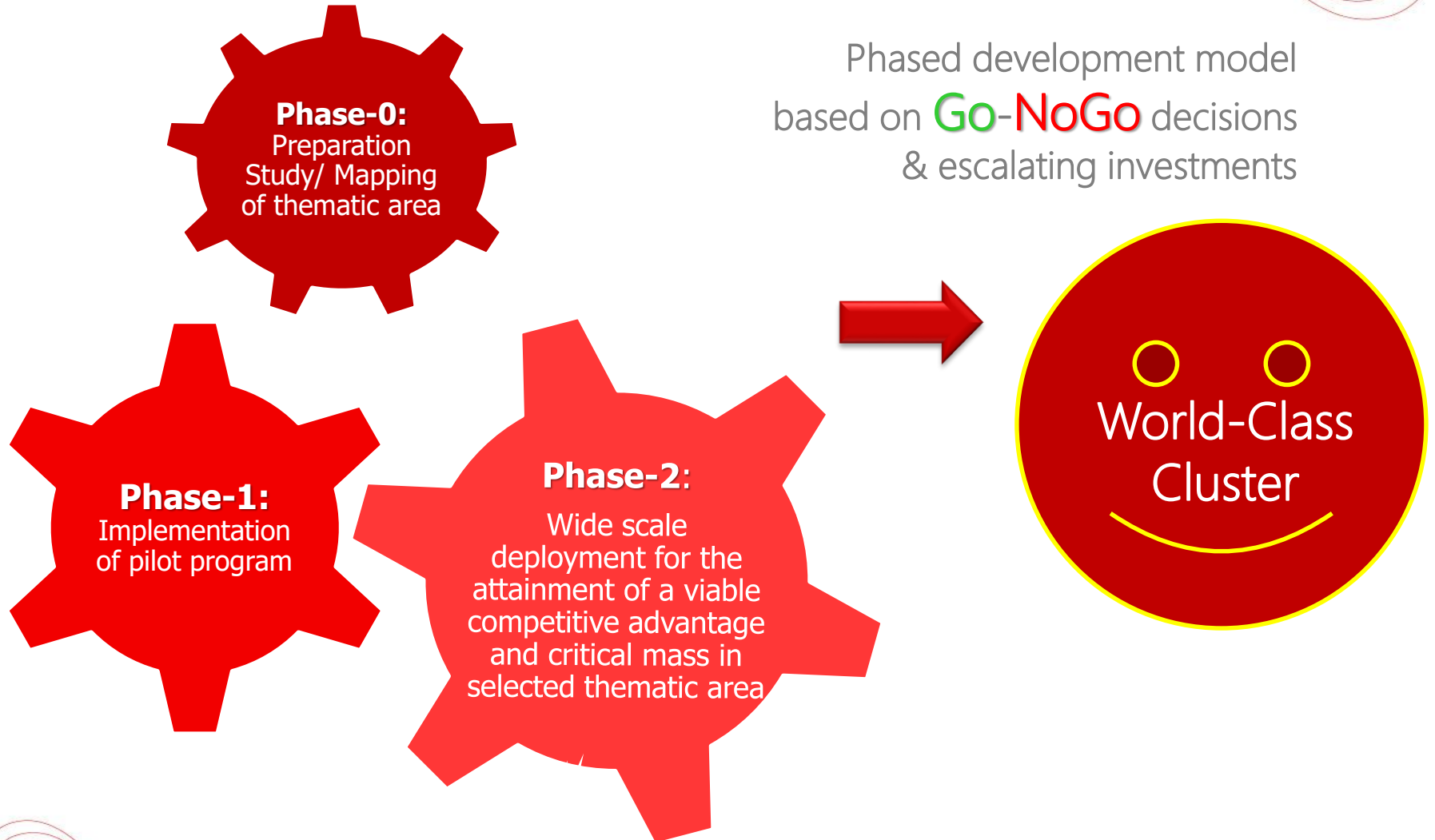


## Strategies for success [2/2]

- Long-term strategies outperform short-term gains (aka no next-day miracles).
- Good planning requires intensive study of international good practices and life long training of key personnel in new concepts and ideas.
- Implementing is a repetitive of a the well known (but almost always forgotten) virtuous cycle of Do-Check-Act.
- Tackling bureaucracy in practice requires being results-driven rather than problem-oriented.
- Good publicity is King, it builds confidence and winner's mindset.
- Speed is the single most important element of entrepreneurship support.
- It's all about talent and people which -sooner or later- will require diaspora approaching and repatriation strategies.



# Results (2005)



# Results (2008)

## mi-Cluster Phase-1



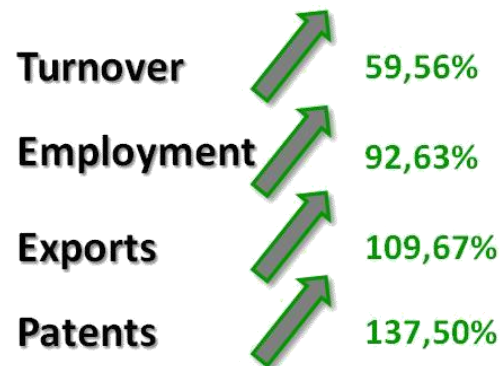
[Figures of 12 SMEs]

Turnover: 16 -> 24m€

Employment: 152 -> 286

Patents: 8 -> 20

## % growth rate [2006 – 2008]



## mi-Cluster Phase-2



[Figures of 30 SMEs]







Turnover: 39 -> 63m€

Employment: 318 -> 560

Patents: 60 -> 182

Investments: 9 -> 25m€

% growth rate [2009-2011 vs. 2006-2008]

Turnover		145%
Employment		70%
Exports		108%
Patents		177%
Investments		269%
Joint PhD		106%



# Results (2015)



Initiation: 2006

Sector: Nano/Microelectronics based Systems and Applications

Silver-labeled cluster

Initiation: 2009

Sector: Space Technologies and Applications

Gold-labeled cluster

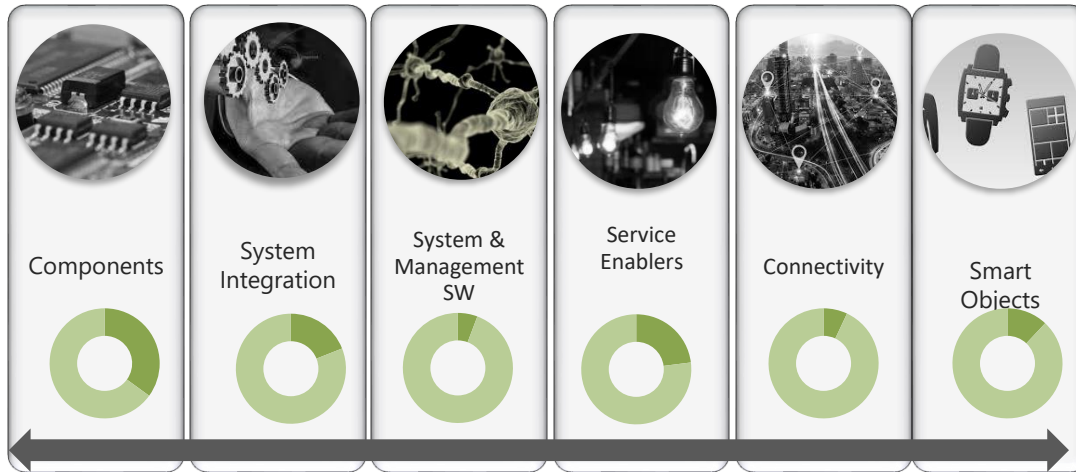
Initiation: 2011

Sector: Gaming and Creative Technologies and Applications

Gold-labeled cluster

A world class cluster in **Nano/Microelectronics-based Systems and Applications** and the first innovation cluster established in Greece.

value chain

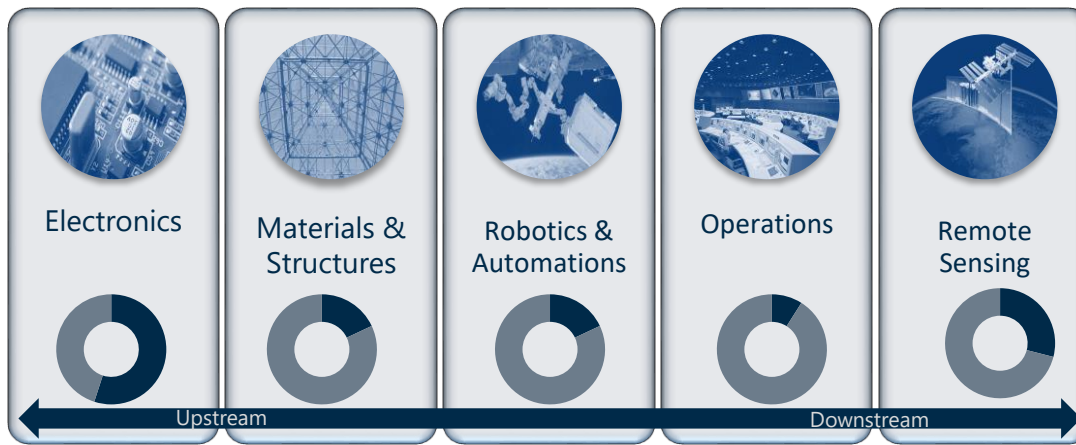


56  
members



# The Hellenic Space Technologies and Applications Cluster, a world class cluster in the space sector.

value chain



65  
members





A **world class** cluster and the first ever **Creative Industries** cluster established in Greece.

Value Chain



60  
members



# Results (2018)

Cluster  
Development



Access to  
Finance



Innovation  
Infusion



Internatio-  
nalisation



Business  
Incubators



New Value  
Chains



Informing  
Motivating  
Educating



# Results (2005-2018)



**GROW your REGION:** among the four most effective smart specialisation applications in Europe



1. Athens Metro Network
2. Acropolis Museum

1 of the 3 Greek Success Stories in the EU



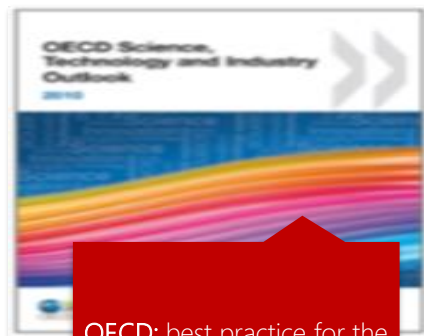
EU Cohesion Policy success story



ESCA Paper: another good example for combining services following a strategy that aims at the promotion of cross-sectoral fertilization



EC Press Release: among the organisations that have largely contributed to the technological development of the country



OECD: best practice for the development of innovation clusters in Greece



Best practice in an EU's edition "Investing in our Region"



Dedicated Interview in the EBN Creative Technical Note



# Call for W. Balkans action

- National / Regional Open Innovation (Hackathon/Appathon) competition programme.
- National / Regional Business Incubation / Acceleration entrepreneurship-support programme.
- National / Regional Cluster development, enhancement and labelling programme.
- National / Regional Digital Transformation programme w. Digital Innovation Hub establishing and operation.

# Acknowledgements



Corallia Clusters Initiative is a unit of the Research Center "Athena", under the auspices of the General Secretariat for Research and Technology of the Hellenic Ministry of Education, Research and Religious Affairs.

Corallia's activities are financed by the European Regional Development Fund (ERDF), the COSME programme for the Competitiveness of Enterprises and SMEs, the Horizon 2020 Research and Innovation programme, contributions from the private sector, as well as donations from the public at large.



# Contact us! Find us! Follow us!



E: [info@corallia.org](mailto:info@corallia.org)  
W: [www.corallia.org](http://www.corallia.org)



E: [info@gi-cluster.gr](mailto:info@gi-cluster.gr)  
W: [www.gi-cluster.gr](http://www.gi-cluster.gr)



E: [info@mi-cluster.gr](mailto:info@mi-cluster.gr)  
W: [www.mi-cluster.gr](http://www.mi-cluster.gr)



E: [info@si-cluster.gr](mailto:info@si-cluster.gr)  
W: [www.si-cluster.gr](http://www.si-cluster.gr)



A: Kifissias Ave. 44, GR-15125 Maroussi, Athens, Greece  
T: +30.210.63.00.770



A: Kastritsiou 4, GR-26504 Kastritsi, Patras, Greece  
T: +30.2610.93.40.20



[/CoralliaClustersInitiative](https://www.facebook.com/CoralliaClustersInitiative)



[Corallia Clusters Initiative](https://www.linkedin.com/company/Corallia Clusters Initiative)



[@Corallia\\_Greece](https://twitter.com/Corallia_Greece)



[Corallia](https://www.youtube.com/Corallia)