Bijlage: survey public authority

Survey on public policy tools in the clusters

* = more than one answer possible

Region:

Rogaland	O
Agder Region	O
IZET, Germany	O
Northern Netherlands	O
Region Central Denmark	O
Scottish Enterprise	O

Ministrie(s) primarily responsible for setting the cluster policies*:

O	O	O	O	O
Finance / Economy	Science / Research	Trade / Industry	Interior	Other: _____

Key agencie(s) responsible for implementing the cluster policies (e.g. development agencies, councils, offices)*:

_____

Are the clusters part of a **national** policy programme?   O Yes   O No

Are the clusters part of a **regional** policy programme?   O Yes   O No

Are the clusters in a certain **stage of the lifecycle** targeted*? See the appendix on page 6 for a brief description of the stages.

O	O	O	O
Embryonic	Established	Mature	Declining

What is/are the **target group(s)** of the cluster policies (e.g. research institutions, SMEs, multinationals)*?

_____

_____

Broker policies

1) How does the public authority support the establishment of linkages between firms? _____

_____

_____

_____

2) What instruments are used to strengthen the science-industry interaction, to promote the linkages between universities and local firms? _____

_____

_____

3) Are public-private partnerships being used to support knowledge-enhancing organizational linkages?   O Yes   O No

4) Are there public efforts to collect and organize relevant statistics, which are necessary for measuring and understanding cluster developments?   O Yes   O No

5) Does the public authority facilitate clustering through …

-the provision of real estate?   O Yes   O No

-through the expansion of attractive housing?   O Yes   O No

-or through other local facilities, such as _____

_____

6) Are there other broker policy measures concerned with the framework for dialogue and cooperation between firms, public sector and NGOs?

_____

_____

_____

Training policies

7) Are there policies aimed at upgrading the skills and competencies, which are essential for effective clustering of SMEs? _____

_____

_____

8) Does the public authority provide information to SMEs about existing vocational training programmes, and through which channels? _____

_____

_____

9) Do the educational institutes provide programmes that are adapted to the SMEs?

_____

_____

10) Is there competition and pluralism in terms of training providers? O Yes   O No

11) Are there other training policies?_____

_____

_____

Market policies

12) How is public procurement being used for developing and strengthening the cluster? _____

_____

13) If the public authority gives direct subsidies, to whom and why do they give it?

_____

_____

14) What tax incentives does the public authority give, to strengthen clusters?

_____

_____

15) How does the public authority financially contribute to R&D?

_____

_____

16) Are the clusters relatively open or relatively closed considering competition and renewal? _____

_____

17) Are there consistent rules to protect IPR (intellectual property rights)?

_____

_____

18) How are (inward) foreign direct investments attracted?

_____

_____

19) How are (outward) foreign direct investments encouraged, or other measures to develop an international network? _____

_____

_____

20) Is there diffusion of information about the locational advantages and partnerships that can be offered by the existing clusters, and through which channels?

_____

_____

21) Are there other policies, aimed at stimulating the market?

_____

_____

22) Are there other policies, aimed at (international) promotion of the cluster?

_____

_____

Broader framework conditions

25) Would you scale the quality of the following conditions in the region?

	low		neutral		high
- Macroeconomic stability	O	O	O	O	O
- Product markets (goods and services)	O	O	O	O	O
- Factor markets (labour and financial markets)	O	O	O	O	O
- Education systems	O	O	O	O	O
- Physical infrastructure	O	O	O	O	O
- Institutional infrastructure	O	O	O	O	O
- Judicial infrastructure	O	O	O	O	O
- Communications infrastructure	O	O	O	O	O
- Transport infrastructure	O	O	O	O	O
- Corporate governance	O	O	O	O	O

What is the **importance** of the types of policy for clusters?

	unimportant			very important
- broker policies	O	O	O	O
- training policies	O	O	O	O
- policies stimulating the market	O	O	O	O
- promotion of international linkages	O	O	O	O
- broader framework conditions	O	O	O	O

Could you name some **examples** of the policies that you think are most important?

_____

_____

Cultural dimensions of the organization

In order to select and copy 'best practices' from one region/organization to another, it is helpful to draw up possible differences in the culture of the organization.

Could you please scale the culture of the organization (e.g. the ministry or key agency), responsible for implementing cluster programmes/policies? See the appendix on page 6 for an explanation of the dimensions. Could you fill in the name of the organization you are describing:

_____

1	Process-oriented	O	O	O	O	Result-oriented
2	Employee-oriented	O	O	O	O	Job-oriented
3	Parochial	O	O	O	O	Professional
4	Open system	O	O	O	O	Closed system
5	Loose control	O	O	O	O	Tight control
6	Normative	O	O	O	O	Pragmatic

Thank you for answering the questions.

Form filled in by: _____

Organization: _____

Date: _____ 2009

Appendix

Stages of the lifecycle:

Embryonic: those at the early stages of growth
Established: those perceived as having room for further growth
Mature: those that are stable or will find further growth difficult
Declining: those have reached their peak and are falling or declining

Cultural dimensions:

1. A Process Oriented organization is one where each day is just as the one before, risks are avoided and not much effort is put into the job. Results Oriented on the other hand is where each day is new with great challenges, maximum effort is put in and people are comfortable with working in a challenging, changing environment.
2. An Employee Oriented organization is one which cares for its employees and is concerned about their work-life balance and personal life whereas the Job Oriented organization is one which cares only for getting the job done and not about the happiness of its employees.
3. The Parochial dimension is where employees possess a personal culture matching that of the organization. This culture is predominant in organizations which retain employees for long terms as opposed to short term contractor types. The Professional dimension is usually held by contractors whose personal cultures do not match any organizations culture.
4. The Open and Closed System dimensions relates to the ease in which new members fit in, the availability of information and the ease of its accessibility. Open systems, to an extent, have freedom of information, have open employees and new members can fit in painlessly, while Closed Systems usually have secretive management, information is hard to obtain and new members are slowly inducted.
5. A Loosely Controlled organization is seen as a relaxed environment where meeting times and budgets are loosely kept and management is easy-going. A Tightly Controlled organization is seen to be a strict environment with stringent rules, tight meeting times and budgets and harsh inflexible rules.
6. A Normative environment views following procedures as more important than producing results, whereas in a Pragmatic environment producing results is more important than following processes and procedures.