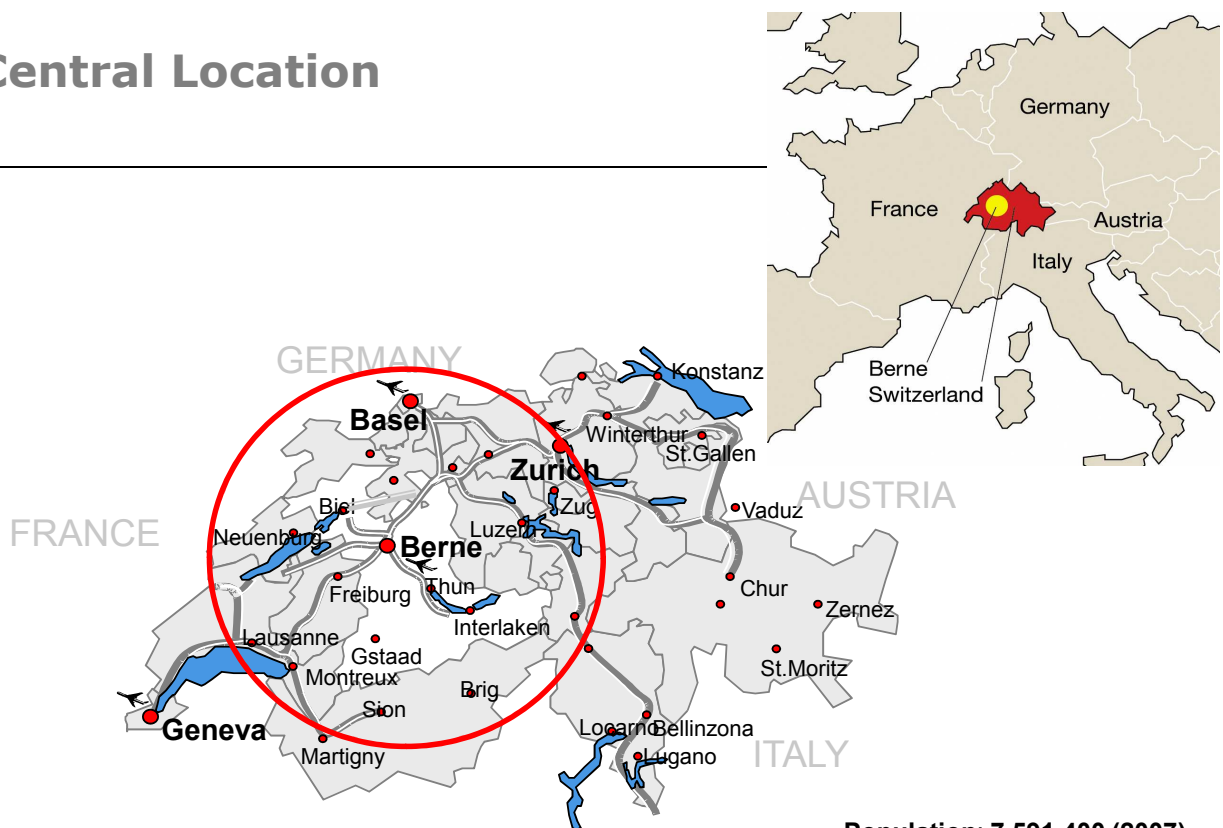




## Managing a cluster in crisis times

**Christoph Beer, Switzerland**

### Central Location



**○ by car/train  
within 1 hour**

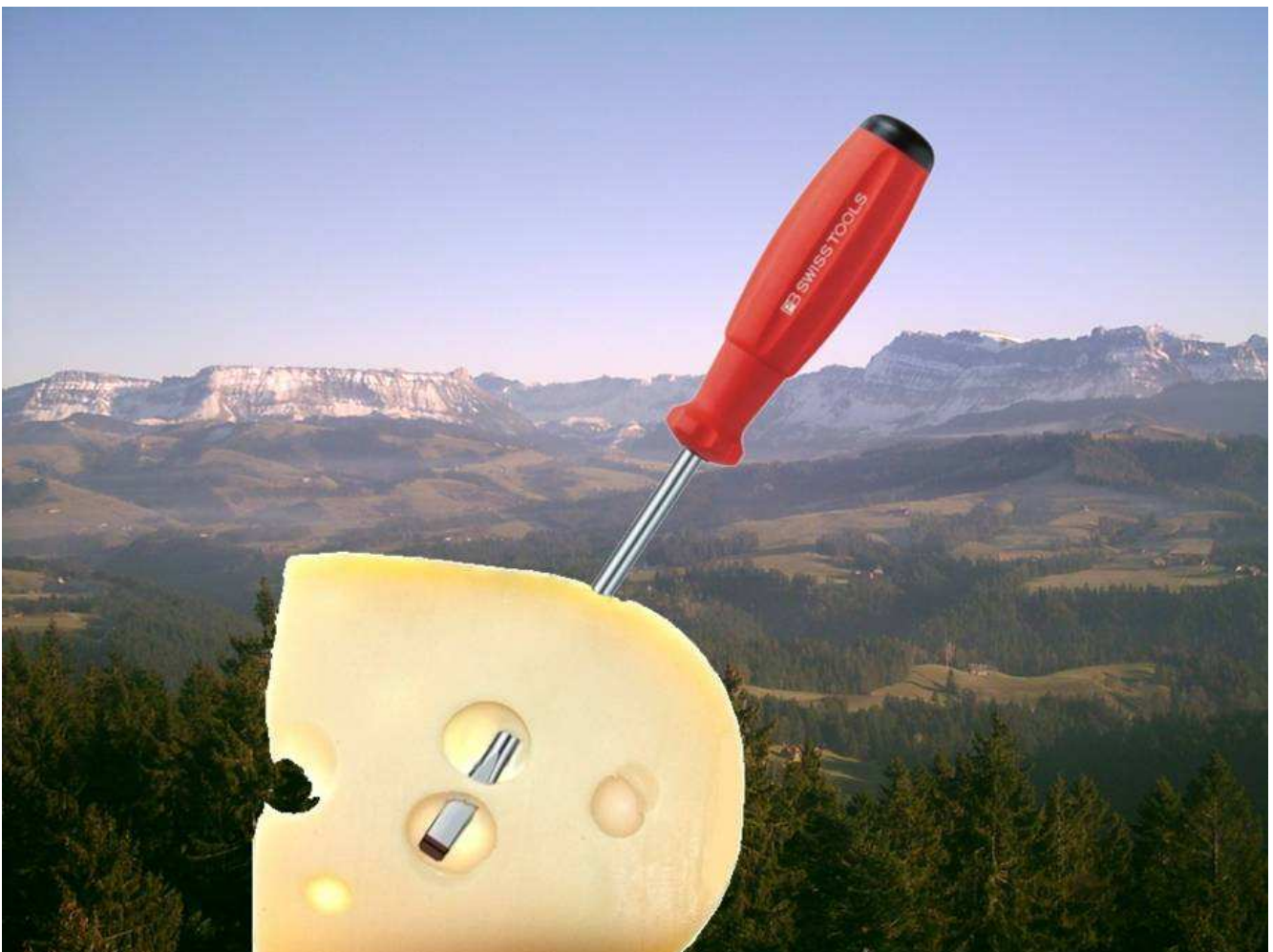
**Population: 7,591,400 (2007)**  
**Density: 176 inhabitants/km<sup>2</sup>**  
**Federal State since 1848**  
**23 Cantons**



Seite 3

**Bern, Unesco World Herritage**







**tcbe.ch**  
ICT Cluster Bern, Switzerland

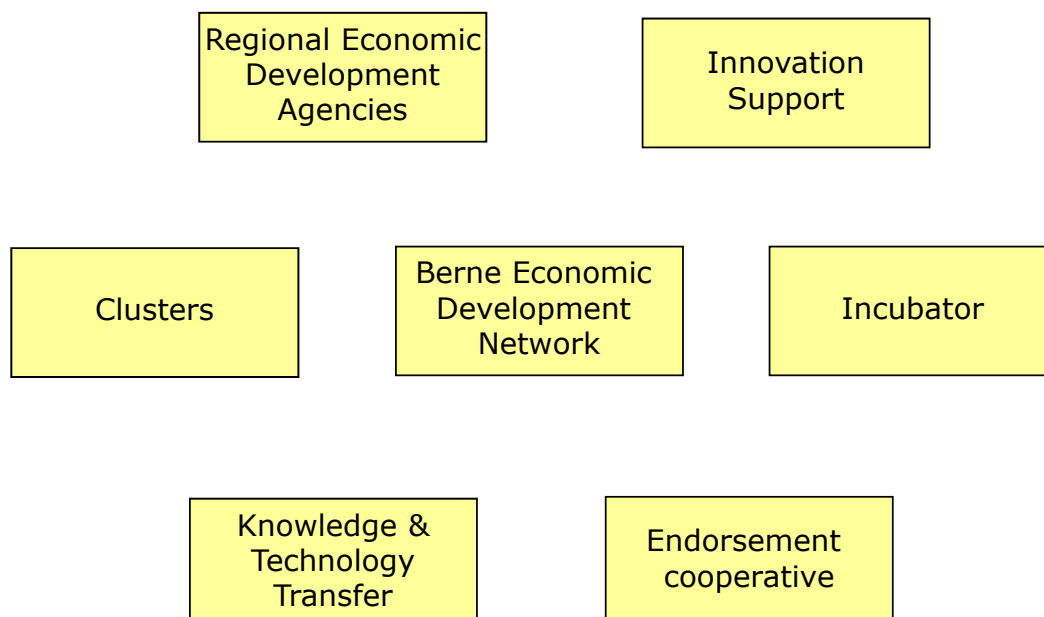
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Medical Cluster (175)  
Precision-Cluster (85)

Service-Cluster Bern (580)  
tcbe.ch - ICT Cluster Bern, Switzerland (200)

Cluster policy and law since 1997  
Based on the economic development law

## Network for economic development





## innoBE AG - start



innoBE AG is the partner for founders and persons which are willing to establish a new company.

2 different fields of activities:

- Infrastructure (incubation)  
reasonable office space, administrative services, printers, phone service, ...
- Services  
consulting for founders like review business plan, business idea, financing

---

**innoBE AG** is your partner for innovation

Innovation management:

- development of innovation strategies and conversion of innovative projects
- customer and "lead user" questionings
- "idea / solution" identification (creativity; technology; innovation)

Transfer of technology and knowledge:

- search for collaboration partners from economics and science
- identification of technology offers and customers
- support during the project
- transfer services within the partner network of the promotion of economic development in Berne

**innoBE AG** is your partner for cluster management

Management of the following clusters:

- ICT Cluster Berne, tcbe.ch
- Medical Cluster, MC
- Service-Cluster Bern, WBCB
- Precision-Cluster

Services

- Cluster and project management
- organization of events
- cross clustering
- Internationalisation
- NRP – New regional policy-activities
- Joint projects / EU-projects

---

Similarity with the ICT bubble

Different influences in different sectors

Many companies use crisis as reason for "normal" changes

40% of the workforce in ICT is older than 40, 20% than 50

**We don't have a reduction of new contracts/ orders, we have no new order since 45 days.**

(Gaegauf, CEO Studer AG, Steffisburg)

**We have an order reduction of about 80% in the last 12 months in the market of France.**

(Johann Schneider Ammann, President Ammann Group and President swissmem)

**We are not able to deliver all ordered cars, we have an increase of 25% of our sales.**

(Schanu Phardan, Head of SEAT in the Region Bernese Oberland)

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Need in new contracts / orders

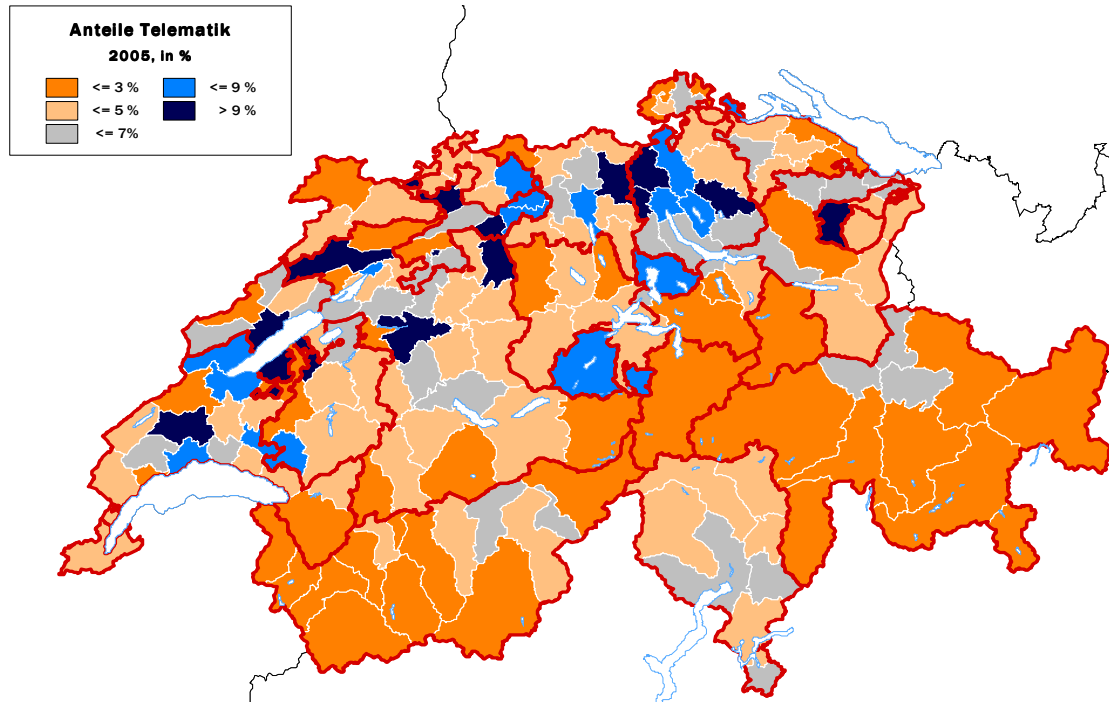
Need in internationalization / Opening of new markets

Need in specialized work force

Need in innovation

Need in financing





**A „mutual“ ICT-Cluster will be supported through the Cluster-Association tcbe.ch - ICT Cluster Bern, Switzerland**

**Founded:** 13.12.1996

The tcbe is a non-commercial association (Article 60 of the Swiss Civil Code (ZGB)).

**Target:**

ICT Cluster Bern is a collaboration between companies, training institutions, trade associations and local authorities with the aim of strengthening the telecommunications and IT sector in our economic region

200 **members** including companies (suppliers and users), Government, Education, ICT-organisations

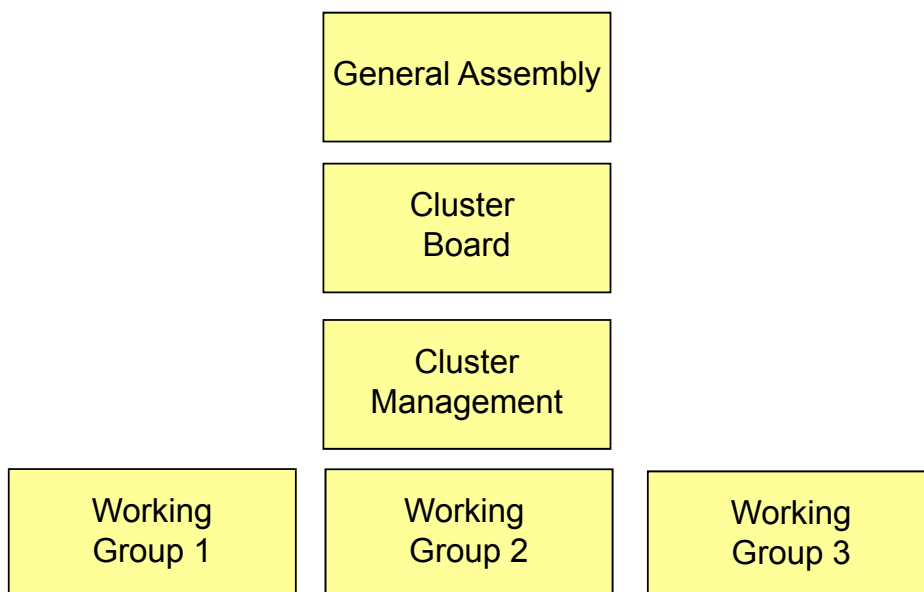
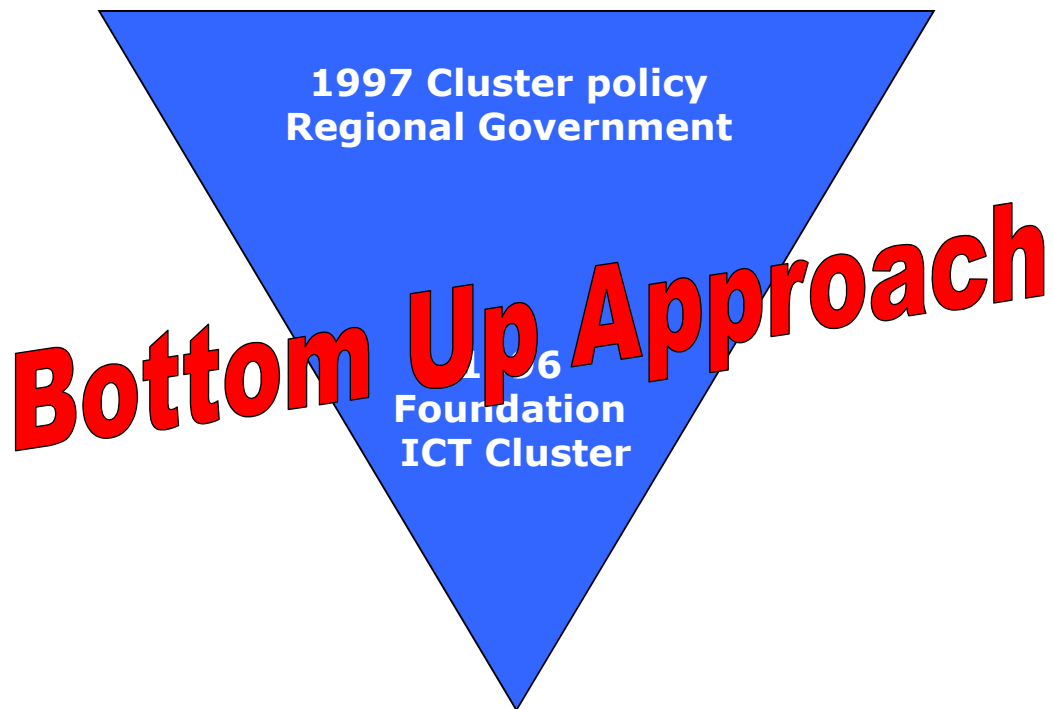
## Reasons for cluster founding

Need in Workforce

Marketing / Sales

Missing network in the ICT sector

The cluster integrated 32 members on 13.12.1996



tcbe.ch is organised as a PPP (Public Private Partnership)

- 
- Networking
  - Education
  - Knowledge and technology transfer
  - Communication / focus
  - Promotion of the region
  - Competence Center RFID
  - Go international
  - Inter-/cross-clustering

---

The cluster organises many events, providing platforms for the active networking of our members. The themes of the events are very different. This could be an information event about risk management, an educational series about marketing and sales, information about new technologies and so on.

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RFIDnet - the center of competence in the area of RFID. It was founded on May 5th 2008. The partners are tcbe.ch – ICT Cluster Bern, Switzerland and University of applied sciences Berne. The Center is supported by companies.

- Neutral consulting  
First steps, Awareness, Feasibility studies, Pilot projects
- Events  
Information events, Exhibitions
- Publication  
RFID-Report, Best Practice, Courses/Education, Books
- Internet  
Online Communication, Experience Sharing, RFID Database

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For creating new opportunities and new business cases it is very important to open the mind. ICT is a cross section technology and a part of many different value chains. The cluster actively promotes what we call 'interclustering' i.e. the collaboration between sectorally different clusters. This effort is not only limited to the other clusters in canton Bern, it also targets as well partner organisations in the network of the BEDA as national and international organisations.

---

The tcbe.ch edits a magazine called 'Focus' which today reaches some 6000 addresses. Readers of the publication are normally not active as suppliers in the ICT-sector. Each number of the 'Focus' concentrates on a theme in the field of ICT (e.g. Spam, CRM, innovation, outsourcing). Including articles about locally active companies thus broadcasts the specific cluster know-how to the cluster members and at the same time informs its readership with articles about the state of the art of the actual technology and solutions that are offered elsewhere.

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The tcbe.ch has the function of the organization of the working sphere (OdA), formerly association of apprenticeship principals, for the occupation informatics in the canton Berne. The tasks of the OdA are delegated into i-Bern GmbH. The following goals are pursued:

- Interface between apprenticeship principal, government and tcbe.ch
- Representing of the instructors, apprenticeship principals outside
- Promotion and preservation of the training place offer
- Information and support of the instructor
- Offering training services
- Platform for interested young people and learning people

---

The ICT Cluster Bern is implementing an “internationalization support” for its members. This support includes the following three key elements:

- Economic-excursions for know-how sharing and business initiation
- Building an international network (focussed on ICT)
- Initiation of international joint projects

---

In **2005** the ICT Cluster Bern organised an excursion to Nordrhein-Westphalia. This excursion included a cluster-conference as well as four site visits to companies and institutions.

In **2006** the cluster organised an excursion to London and East England. 15 members joined this excursion.

In **2007** the cluster organised an excursion to Tampere, Finland. 13 members joined this excursion.

In **2008** the cluster organised an excursion to Ludwigsburg, Germany. 33 persons joined this excursion.

In **2009** the cluster will organise an excursion to Vienna, Linz and Hagenberg, Austria.

In **2009** the cluster organise a match making trip to Berlin Brandenburg, Germany, in the sector of GEO-informatics



## International network, International joint projects

The cluster support its members with his local, national and international network.

tcbe.ch was member of the EU-Project NICE (Networking ICT Clusters in Europe), which was part of the Europe INNOVA initiative.



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### NICE aims at

... boosting innovations in the ICT sector by bringing together actors from prosperous clusters to collaborate, exchange experience and expertise

... obtaining new knowledge on innovations in the ICT sector and the clusters, success factors and barriers

... establishing joint projects on entrepreneurial level and supporting knowledge transfer

... initiating a long-standing network of ICT clusters in Europe

---

ICT-cluster benchmarking

Sharing experience in cluster-management

Networking between companies, clusters and networks

Supporting the knowledge and technology transfer

Initiation of joint projects

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Berne is normally less influenced by  
**positive** ☹️ and  
**negative trends** 😊  
in economic changes.

Berne is the center for lobbying.

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Invest more time to cluster management

1 to 1 interaction with our members

Force WTO-tenders

Two foreign missions instead of one

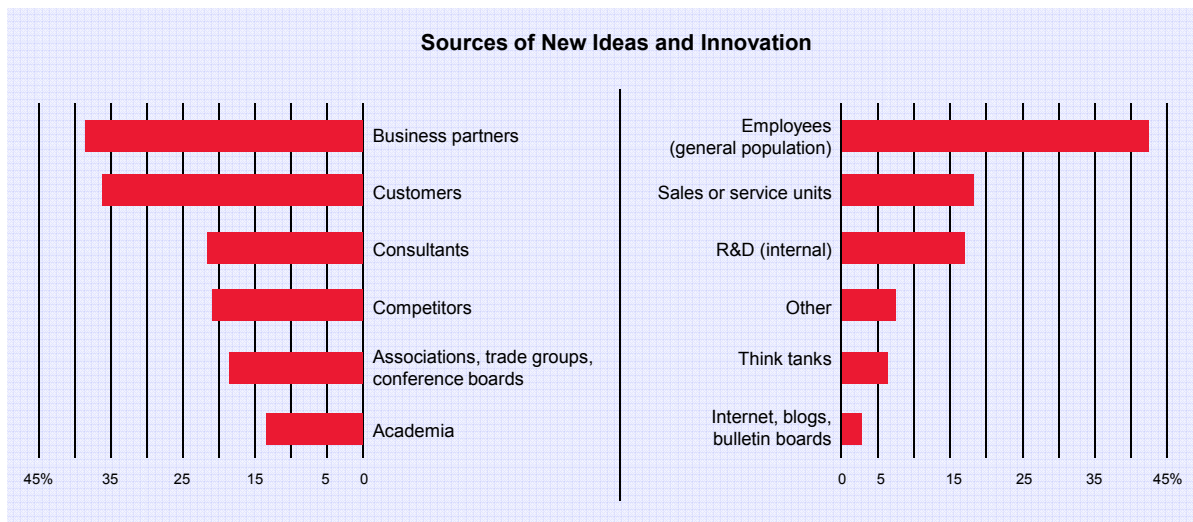
Platform to the Research Institutes (ICT Research Window)

Open doors to special financing partners

Lobbying (Money to brain instead only to the construction sector)

Force the education

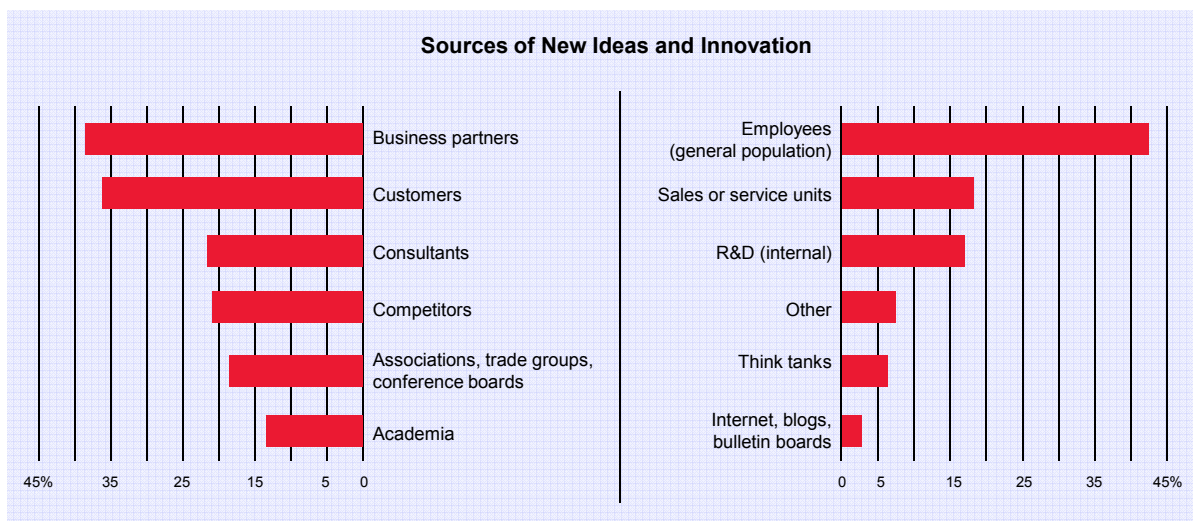
Ideally, innovation should leverage ideas from both inside and outside the company



Source: IBM CEO Study 2006  
Seite 37

Innovation has many different drivers

**Clusters are one of the enabler for innovation**



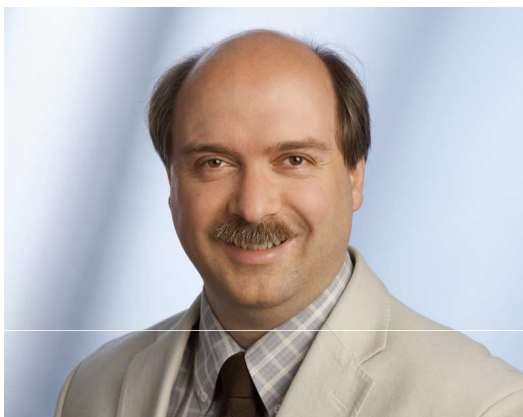
Source: IBM CEO Study 2006  
Seite 38

## One of the major tasks

(Quotation Dr. Rolf Portmann, 2005 in Recklinghausen, DE)



## Contact



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