Business Tampere

Study regarding cluster operating models

Tampere Automotive & Vehicle Technology Cluster's Afterwork

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Co-funded by the European Union

TAMPERE FINLAND AUTOMOTIVE & VEHICLE TECHNOLOGY CLUSTER



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Background of the study

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Background of the study

- The Tampere Automotive & Vehicle Technology Cluster has been operating in the Tampere region since 2018, currently uniting approximately 200 members.
- The main goal of the cluster has been to strengthen the Tampere region as a center of expertise for the automotive industry both nationally and internationally.
- The Cluster is now in a transitional phase, and the aim is to develop and grow its operations and operating model to the next level.
- This presentation summarizes the discussions with other similar European cluster organizations and several members of the Tampere Automotive & Vehicle Technology Cluster.
- The aim of these discussions has been to support the development of the cluster and lead the way to further discussions with cluster members and operators.



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Key findings from other clusters

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Key findings from other clusters

BASIC FACTS

- The number of members in other clusters (Spain, France, Germany) do not differ significantly from each other (200-500 members).
- All the clusters examined are regional, meaning that membership requires that the actors are in some way committed to regional economic development.
- All clusters involve companies of different sizes, research institutes, universities and colleges.
- As the key member benefits, the different clusters unanimously highlighted national and international networking events in particular.

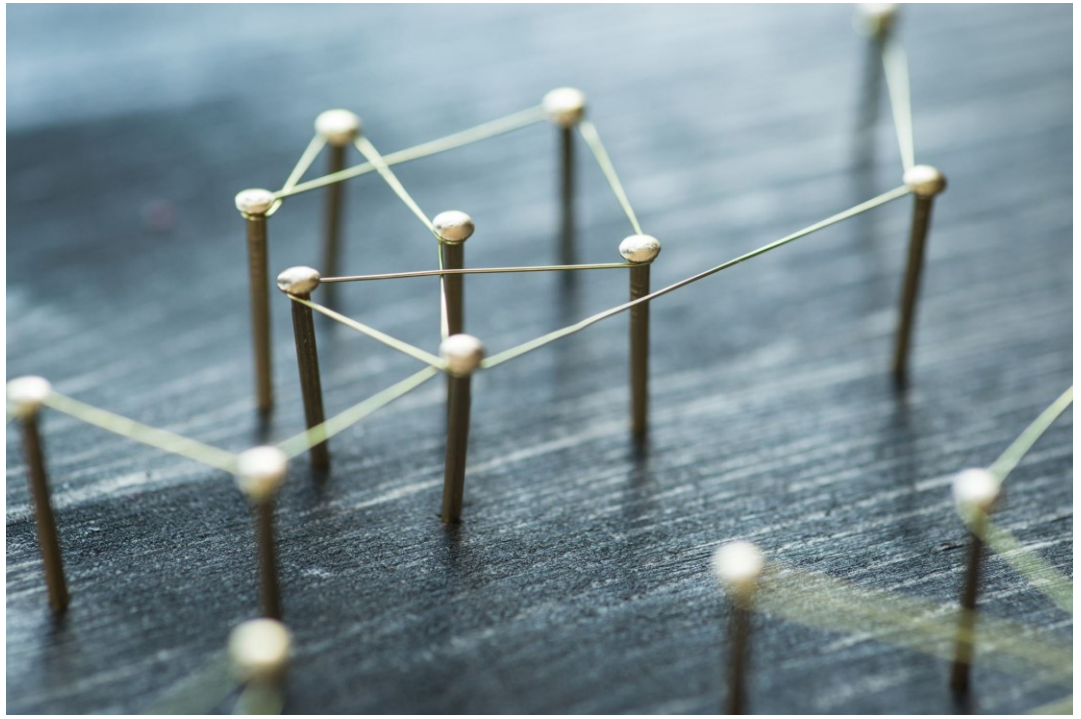


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Key findings from other clusters

ORGANIZATION AND FINANCING

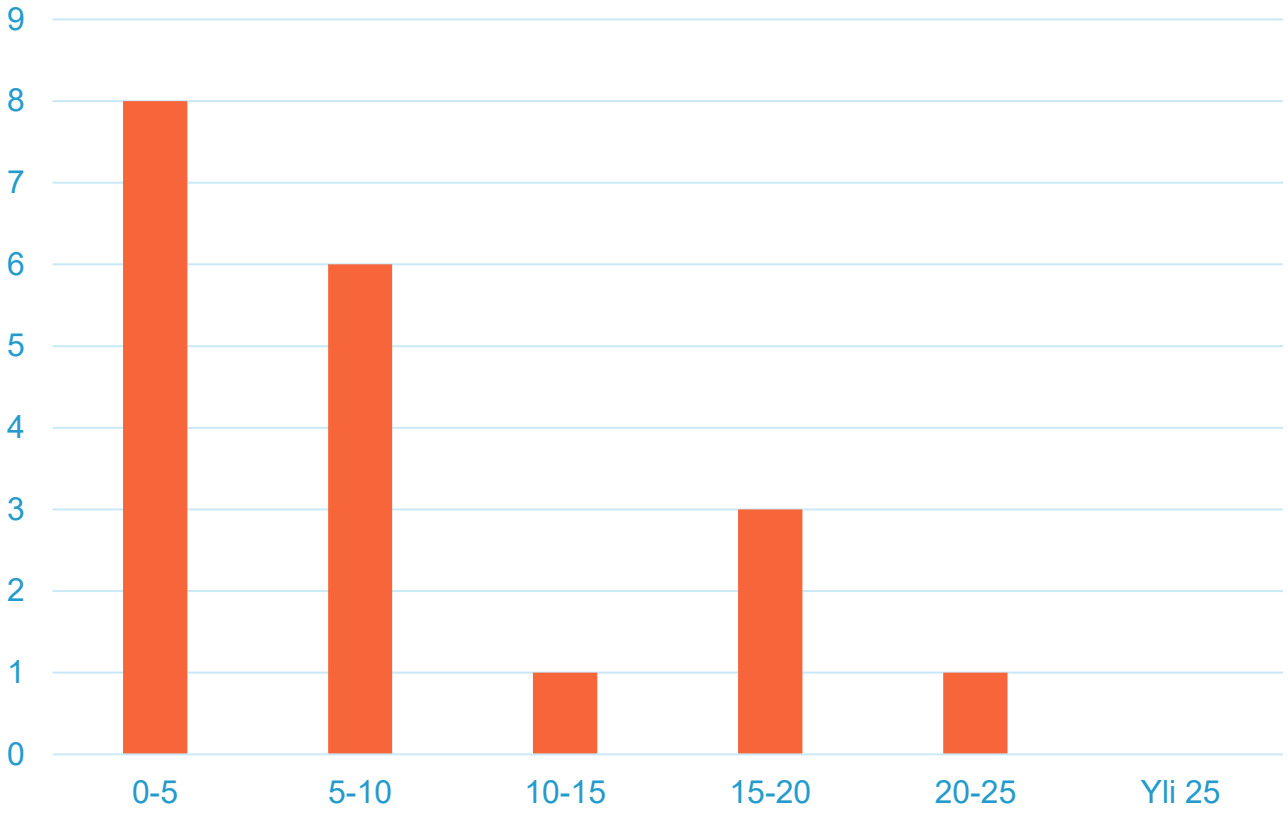
- All reference clusters have more operational human resources available than typical Finnish industrial clusters.
- However, the decision-making structures of the clusters are organized in a very similar way. The usual structure consists of some form of general assembly and governing board supported by the executive team.
- The funding sources of the reference clusters varies significantly:
  - NextMove: 60% public funding, 40% private funding
  - E-Mobil BW: 100% public funding
  - Car Aragon: 30% from membership fees, 15% public funding and 55% private funding mainly from the sale of various services.
- As the key member benefits, the different clusters unanimously highlighted national and international networking events in particular.



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Some key results from the EACN-survey

European Automotive Clusters: Number of Full Time Employees



42 %

Clusters with less than 5 FTEs

26 %

Clusters with more than 10 FTEs

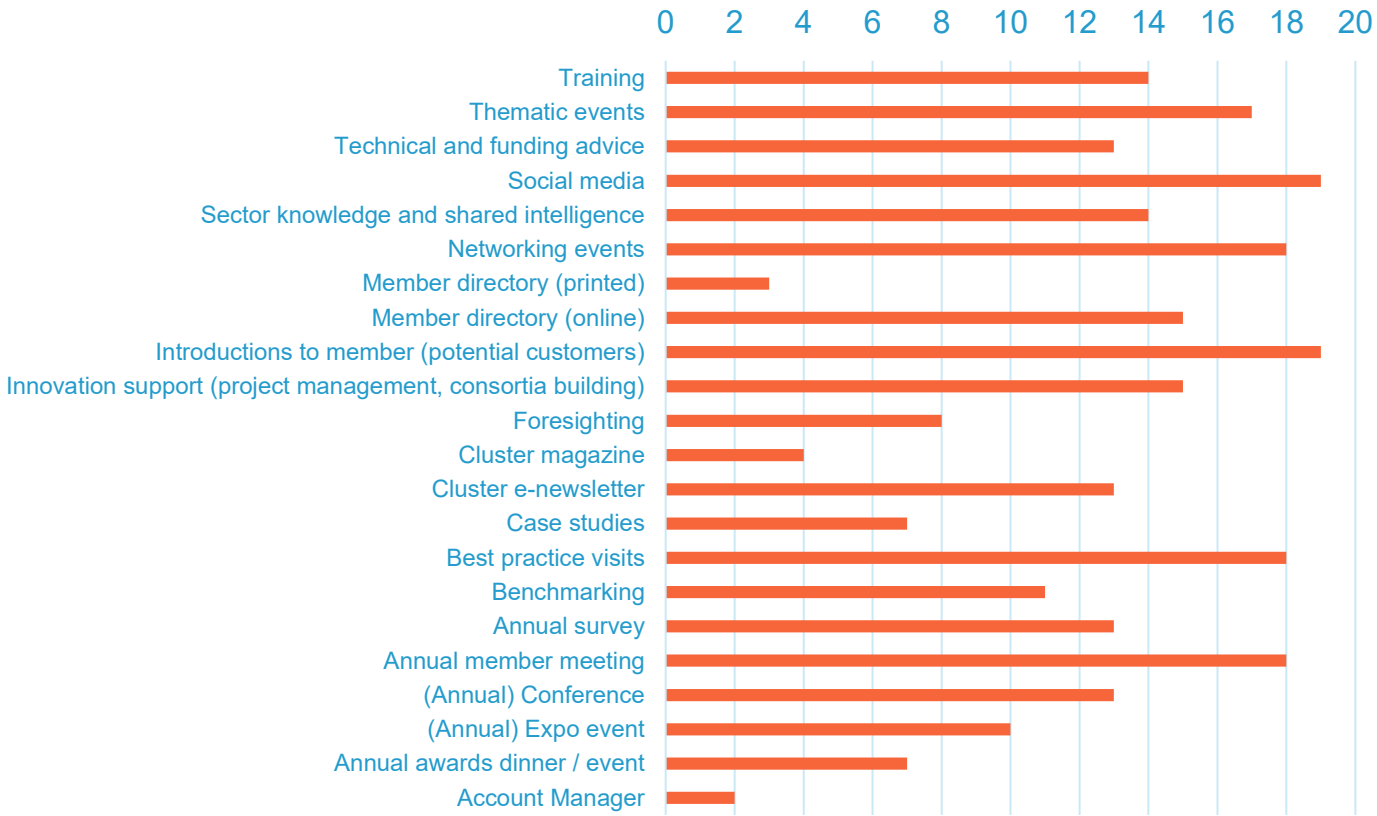
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Average cluster manager experience

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Some key results from the EACN-survey

Different services provided by the clusters



- According to an EACN survey, the most common services provided by clusters to their members are introducing members to potential customers and actively utilizing social media in information dissemination, communication and marketing.
- Other most commonly provided services include networking events, identifying good practices and related study visits, various theme events and organizing annual member meetings.

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Key finding from member interviews

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Key finding from member interviews

SUMMARY OF THE EMERGED RECOMMENDATIONS

- The role of the cluster should be clarified and strengthened at the national level.
- The funding model should be developed towards a hybrid model (public + corporate funding).
- The cluster should focus on concrete business support, not just presentation.
- The cluster should focus on making regional and national expertise visible and international networking should be emphasized.
- The cluster could obtain a more clearer working group structure for content-based specialization (e.g. battery technology, construction machinery).
- The cluster should provide strategic foresight and share that information with member companies.
- More transparency is needed: a list of cluster companies, their industries and markets could promote cooperation.
- Utilization of contacts: companies' own networks could be valuable if they could be shared in a controlled and reciprocal manner.



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Preliminary development scenarios

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Preliminary development scenarios

Development of a national automotive & vehicle technology cluster

+ Better international visibility and understanding of Finnish automotive and vehicle technology expertise
+ Economies of scale → lower administrative costs
+ Broader cooperation opportunities – the possibility of broader cooperation also with other clusters related to the field.
- Uncertainties in regional cooperation
- Achieving political will

Developing private-operated coordination responsibility of the cluster

+ Freeing up coordination resources of regional development company / companies (management and ownership responsibility)
+ Possibilities for expanding the funding base → if the cluster offers the coordination body other service demand (cf. international examples)
+ Wider synergy benefits through coordination work with other clusters
- Probably requires the introduction of membership fees → elimination of small members?
- Finding a suitable service provider (?)

Subtle content development of cluster activities

+ Ensuring the continuity of established and proven operations
+ Maintaining existing international partnerships and networks
- Uncertainties in the funding base
- Fragmentation of international visibility between different national automotive clusters

Pioneering an ethical digital world.

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