



















Strengthening Cluster Collaboration

October 28th, 2025



Agenda

- Open Remarks
- Cluster Governance
- Building Trust
- Conflict Resolution
- Q&A
- Conclusions









Cluster

From a concept to a purpose

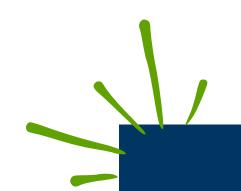


Cluster a comprehensive definition



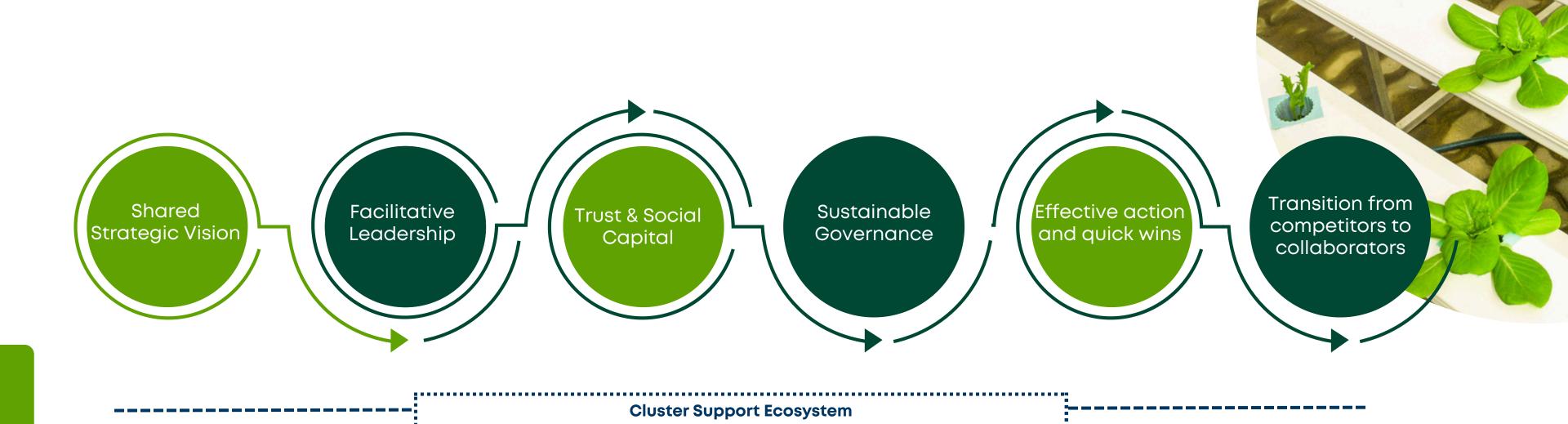
"a geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities" (Porter 1998)

"a productive agglomeration aiming at exploiting local linkages to generate and strengthen competitive advantages" (Pietrobelli and Stevenson 2011).



Clusters can drive economic growth and foster innovation in local economies

Key factors for effective clusters:



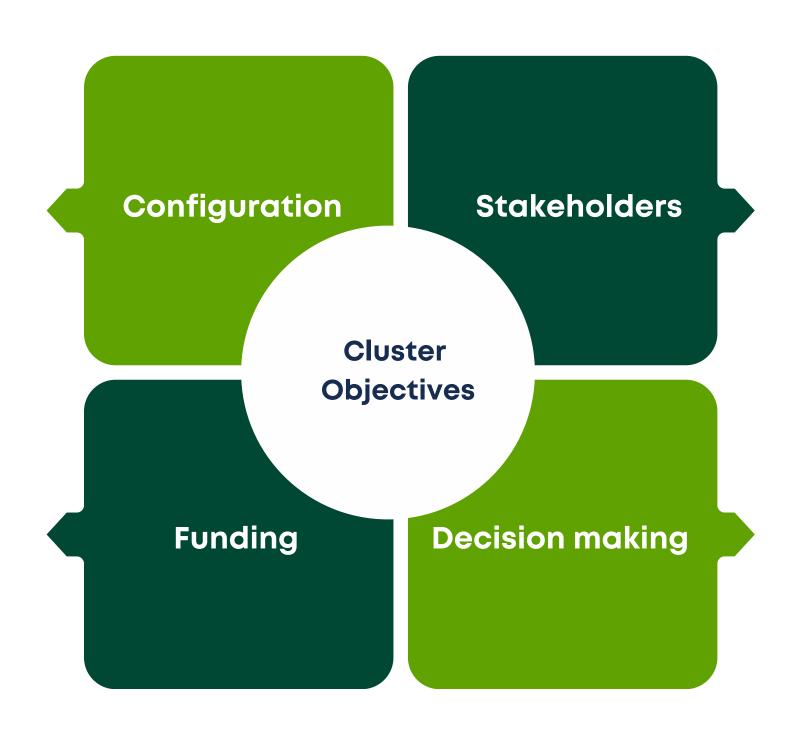
Governance

Key aspects for establishing effective governance in clusters.



Governance

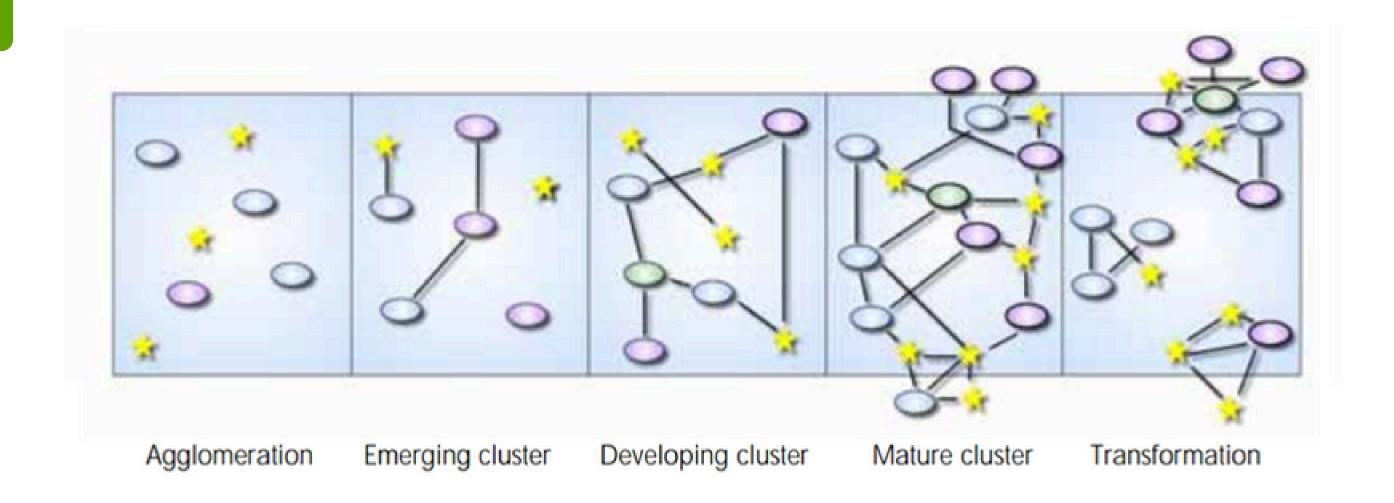
Institutional agreements





Cluster initiatives

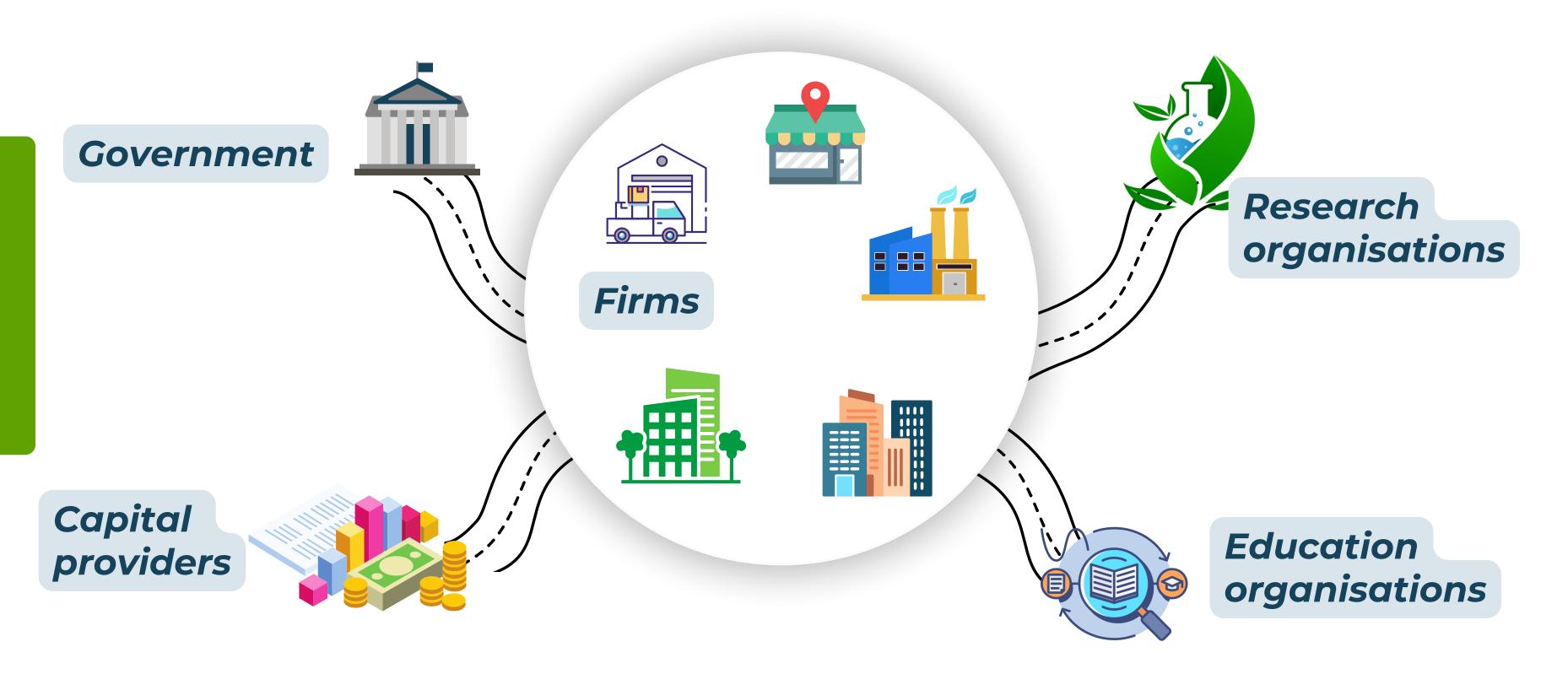
evolution pathway



Source: Cluster policy Whitebook 2014

Cluster Stakeholders

Who should be involved?





Cluster Objectives

- Identity and brand
- Strategy and vision
- Innovation and R&D
- Business environment
- Growth and investment
- HR upgprading
- Export promotion
- HR supply
- Value chain development
- Joint purchasing

Begin with the low-hanging fruit

Funding

Typical sources of revenue for clusters





Membership fees

Revenue generated from the fees paid by cluster members. These can be fixed or variable depending on company size, sector, or level of services received. Membership fees ensure financial autonomy and strengthen members' commitment to the cluster.



Public funds

Including National, Regional and or local public funding e.g: public policy programs aimed to promote certain sectors or competitiveness



International Public

These funds often support projects focused on productive development, institutional strengthening, and global networking. Provided by multilateral institutions and international cooperation agencies.

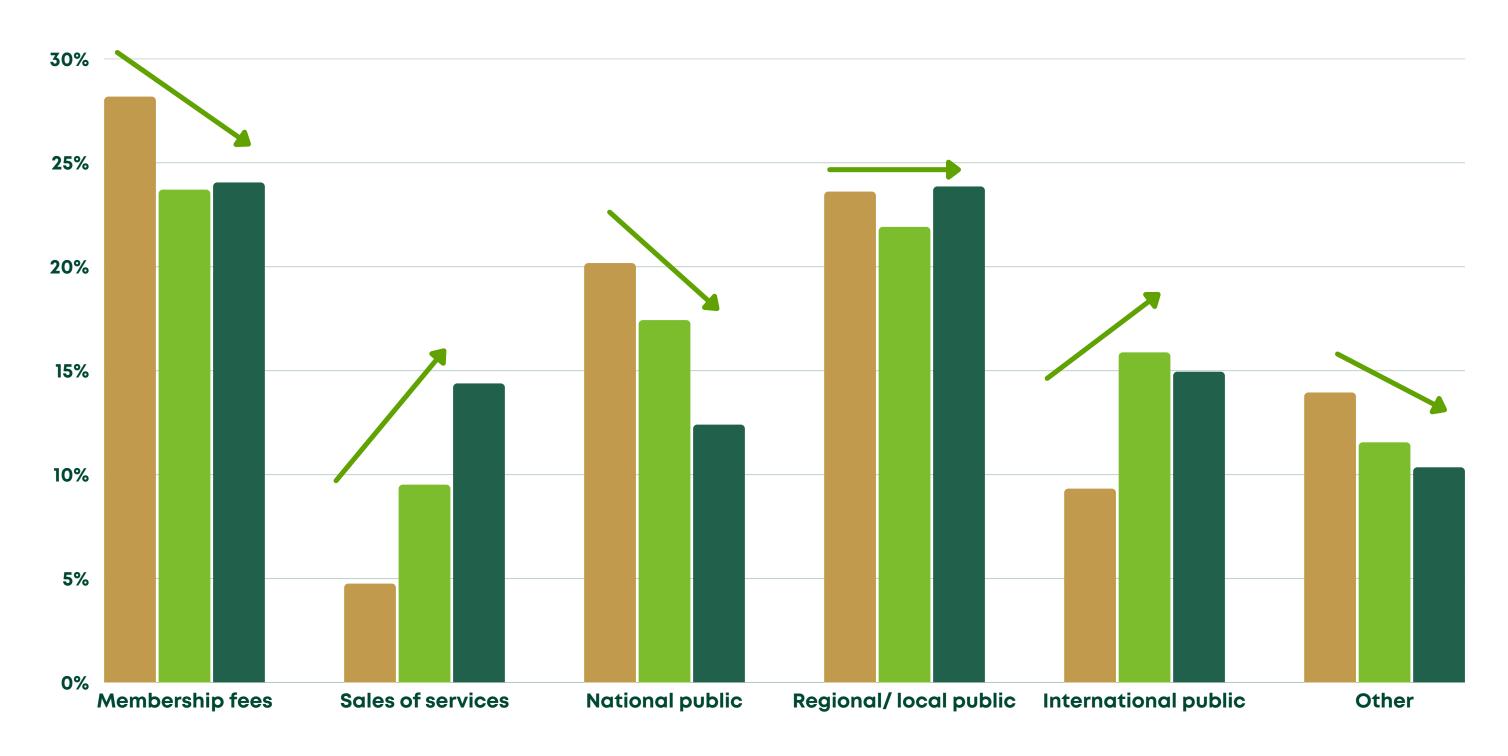


Sponsorship of events and trade fairs.

Collaborative projects with universities or research centers.

Specialized services offered by the cluster (consulting, certification, training). Sale of sector studies, reports, or access to specialized databases.

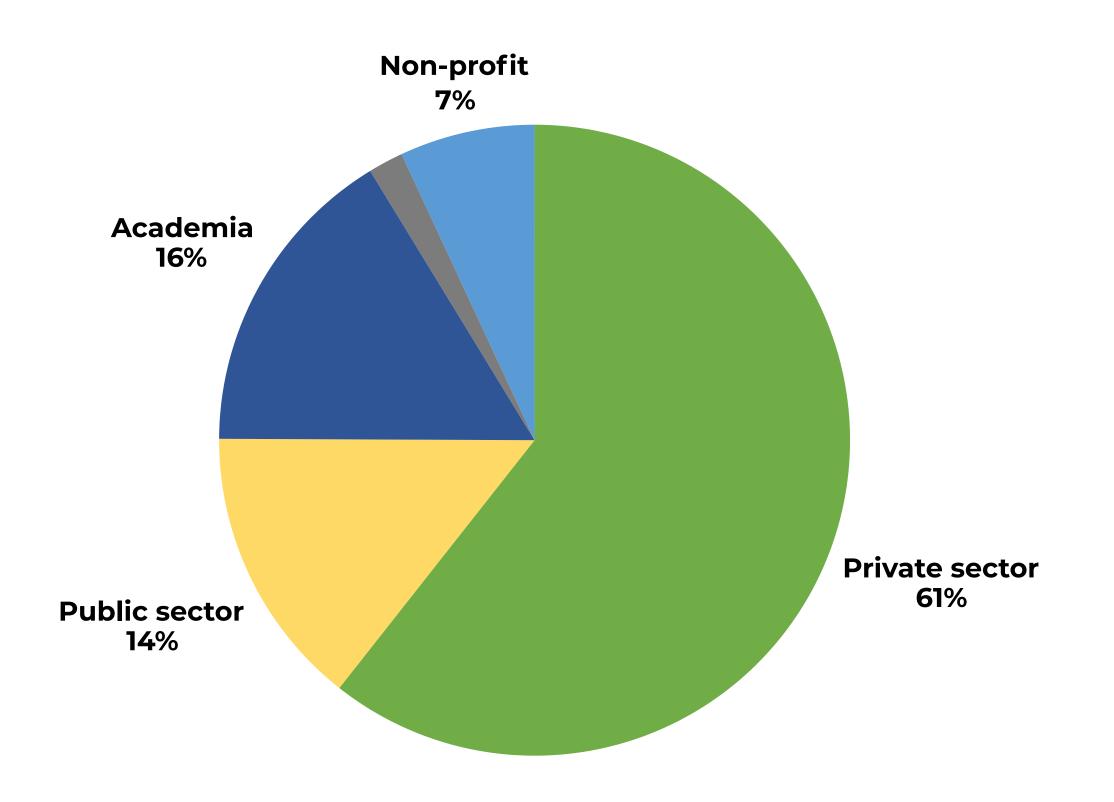
Sources of funding over time



Cluster organisation age: 0-4 yrs, 5-9 yrs and 10+yrs

Decision making

Board composition





Establishing clear and inclusive decision-making mechanisms is key for cluster governance.

A well-structured board helps build trust, ensures transparency, and provides strategic direction for collective growth.

Technology Cluster Córdoba (Argentina)

Case

OBJECTIVES

Founded as a non-profit association in 2001, the Córdoba Technology Cluster emerged from a local ecosystem of innovative companies, qualified human capital and strong university presence. Its mission is to strengthen innovation, competitiveness and global integration of the region's technology sector.

MEMBERS

The cluster brings together technology firms (software, hardware and ICT services) with universities (UNC, UTN, UCC, UES21, IUA, ITC, UBP) and professional associations such as CIE, CPCI, CAPC.

STAKEHOLDERS

Key stakeholders include national, provincial and municipal governments, chambers and industry associations, investors, research centres and certifying bodies.

FUNDING

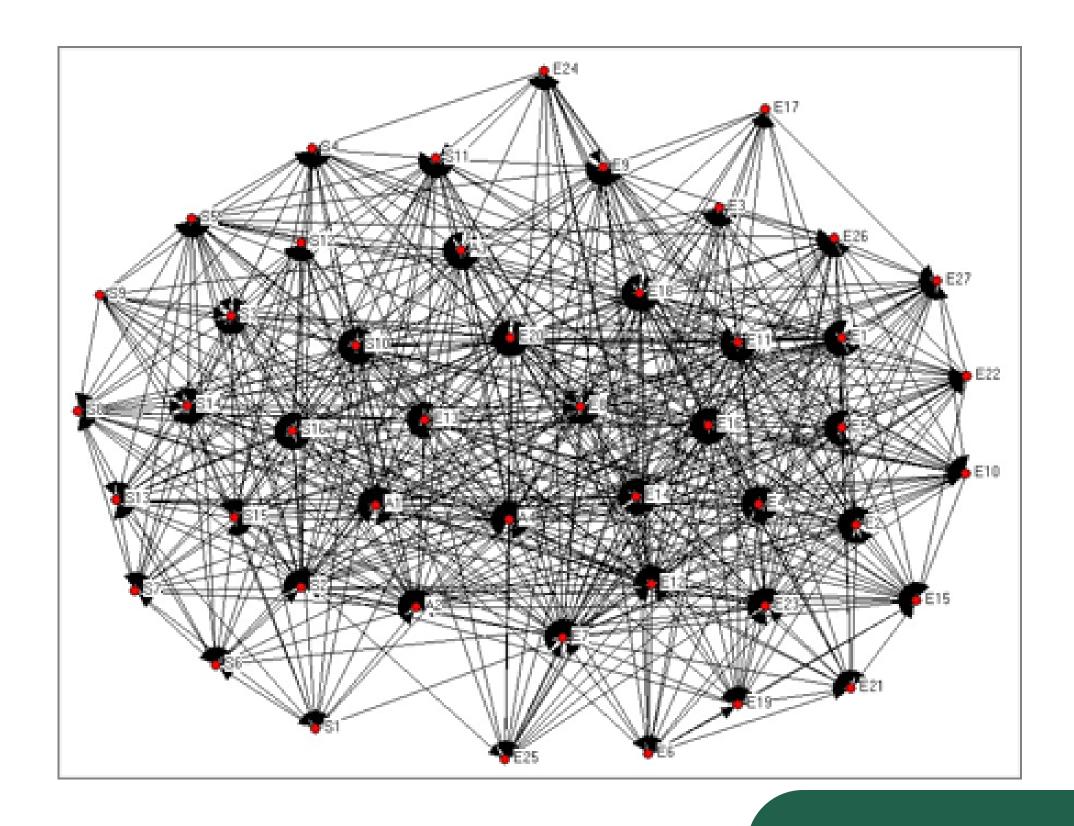
Funding is derived from membership contributions, public innovation and R&D programs (such as FONTAR, FONTEC, SePyME), regional development initiatives, and international cooperation project

CLUSTER EVOLUTION

Productive units: 30 (2001); 70 (2006) to over 100 by 2008, and 300 (2024).

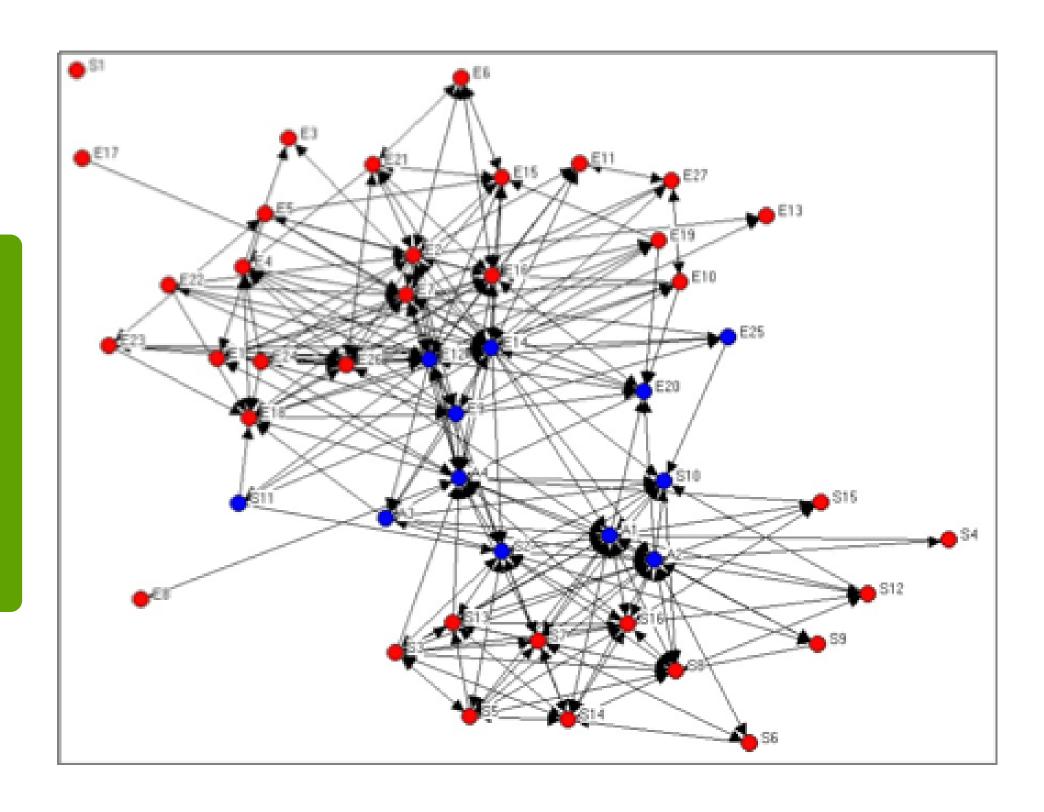
Revenue per company: U.S. \$33,000 (2002); U.S. \$350,000 (2006) 2023, U.S. \$ 485,000 (2023)

Córdoba (Argentina)



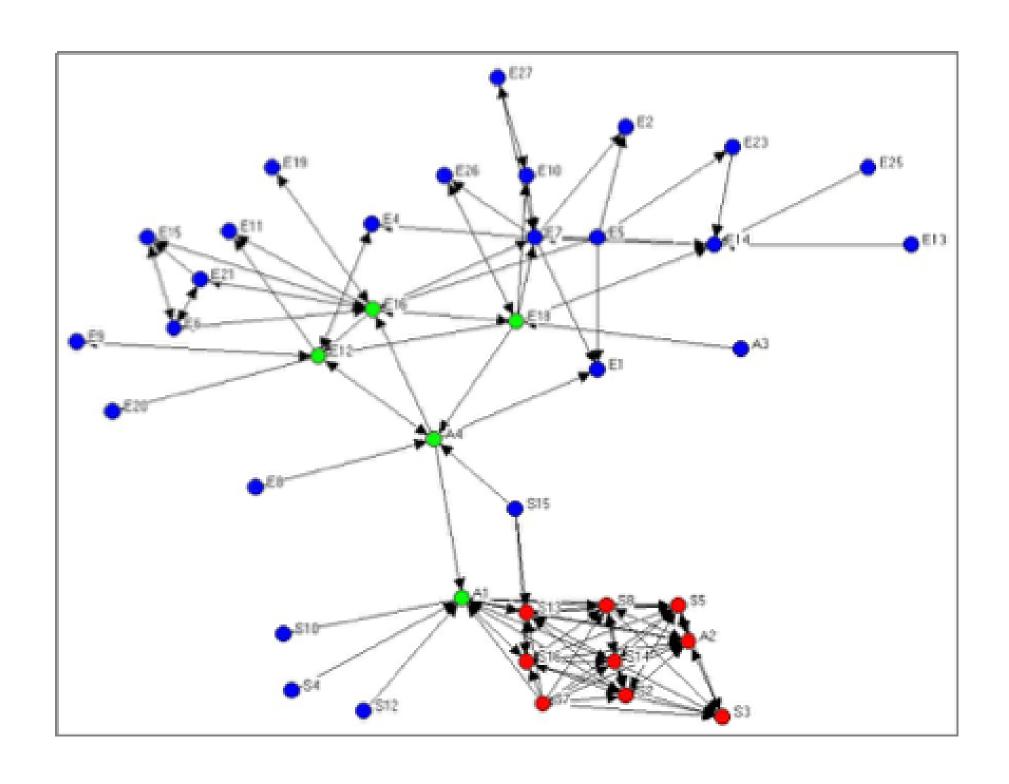
Who do you know?

Córdoba (Argentina)



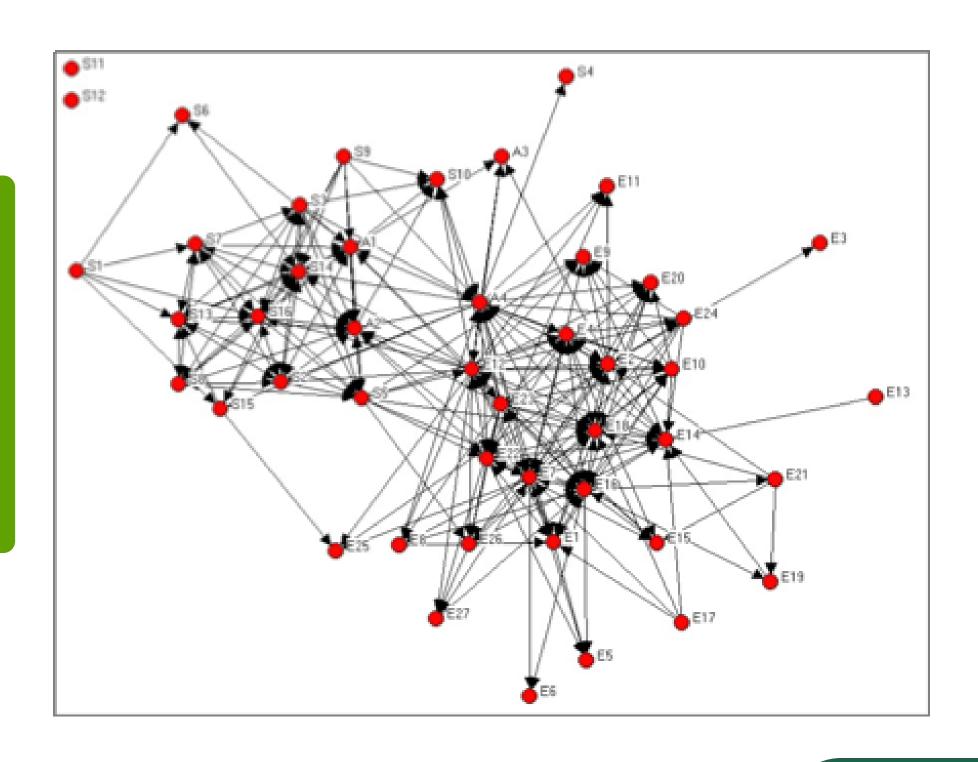
Who do you communicate with? How often?

Córdoba (Argentina)



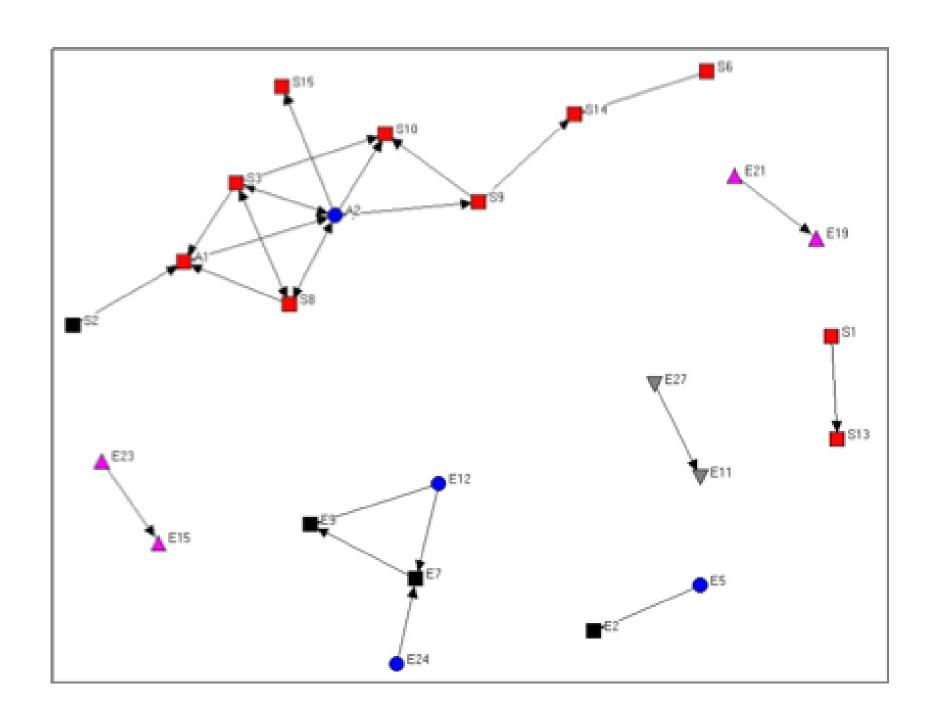
With whom do you share sensitive information about your business?

Córdoba (Argentina)



Who have you worked with under the PIP framework?

Córdoba (Argentina)



Who do you collaborate with through the project who are competitors?

Cluster tecnología Córdoba



Lessons learned

- Establishment of collaboration mechanisms among entrepreneurs and with institutions
- Training in technical skills
- Development of interpersonal skills
- Favorable environmental conditions promote the development of innovations in companies.
- Collaborative work constantly generates innovations in business groups.
- A problem (negative incentive) solved jointly generates more cohesion than the prospect of a joint profit project.
- Joint financing forces entrepreneurs to get to know each other and exchange ideas.
- Network analysis facilitates the management of monitors or coordinators for each chain.



Bringing business people together on a permanent and systematic basis allows them to interact and reduce mistrust.

Association of Caribbean Copyright Societies (ACCS)

Case

OBJECTIVES

The Association of Caribbean Copyright Societies (ACCS) serves as the communication link among regional CMOs and stakeholders, develops governance and licensing standards, and leads advocacy efforts, with the main goal of strengthening regional creators' ability to collect royalties from international markets.

MEMBERS

COSCAP Barbados, COTT Trinidad & Tobago, ECCO Organisation of Eastern Caribbean States and JACAP Jamaica. Collectively, the members of the ACCS represent over 10,000 Caribbean creators – songwriters, music publishers, artists and producers of sound recordings. The CMOs who are members of the ACCS also represent international affiliates from sister organisations globally.

STAKEHOLDERS

Sister CMOs, International Federations, Government (Ministry responsible for Intellectual Property & Ministry of Culture, Competition Authorities), CARICOM, World Intellectual Property Organisation, Legal fraternity, Creative Industry groupings, Development organisations (IADB, CDB)

FUNDING

Funded by members



Association of Caribbean Copyright Societies (ACCS)



Governance structure

- Board of Directors Directors from each member CMO
- Management Committee CEOs from each member CMO
- President of Board and Chair of Management
 Committee rotate every 2 years
- Activities of ACCS guided by an annual workplan & budget
- Members agreement with applicable standards to be met by each member.
- Annual report submitted by each member

Collaboration activites

- Negotiations and acquisition of technology
- Licensing negotiations & processing for online music
- Training Technical and governance
- Capacity building for members of CMOs
- Lobbying and advocacy
- Development of operational standards

Collaboration necessary given small size of Caribbean CMOs, high operating cost environment and need to achieve economies of scale.

Bulding Trust

Fostering Trust and Engagement



Bulding Trust

Fostering Trust and Engagement

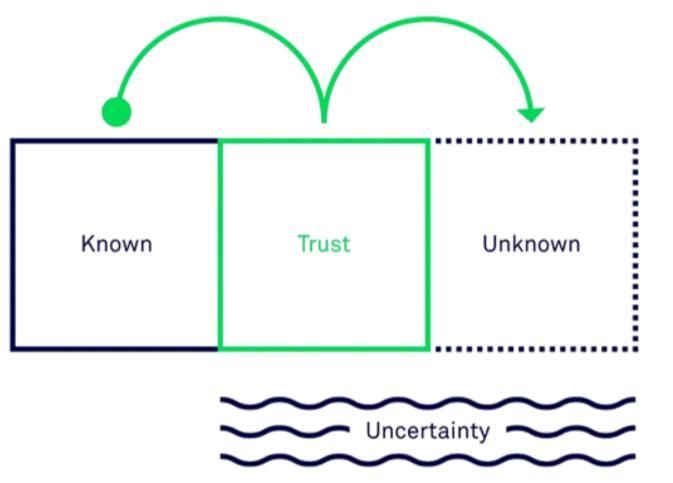
Barriers to Trust collaboration Cluster STICC **Facilitator**



Trust

"... a remarkable force that allows us to overcome uncertainty, to be vulnerable, to try something new or do something differently. It is literally the bridge or the social glue between the known and the unknown."

Rachel Botsman



@rachelbotsman



RACHEL BOTSMAN

Barriers for collaboration

& strategies for overcoming



Barriers

- Limited knowledge about cluster benefits and each other's strengths
- Weak or fragmented networks
- Different professional "languages" (business vs. technical vs. policy)
- Contrasting norms, attitudes, and working cultures
- Divergent visions and priorities
- Low levels of trust and communication
- Misaligned or perverse incentives



Strategies

- Earn trust through frequent, positive interactions.
- Encourage transparency and information sharing
- Develop common goals and a shared vision
- Use facilitation to mediate differences
- Create quick-win projects to demonstrate collective benefits
- Strengthen social ties through joint activities and networking



Cluster facilitator

A cluster facilitator is a neutral actor who guides collaboration among diverse stakeholders.

Key functions include:

• Connector: Builds bridges between stakeholders and encourages joint initiatives.

• Mediator: Helps resolve tensions and ensures balanced participation.

• Catalyst: Stimulates new projects and partnerships that generate tangible benefits.

• Guide: Keeps the cluster focused on its strategic objectives and longterm vision.



PERSONAL

Flexible, passionate, a motivator, trustworthy, patient, and persistent, etc.

INTERPERSONAL

Good listener, team player, leadership, service oriented, networker, etc.

COMMUNICATION & NEGOTIATION

Conflict resolution, diplomacy, impartiality, problem solver

ENTREPRENEURIAL

Knowledge of firm and institutional reality in the Caribbean, goal setting

FACILITATION

Experience in group facilitation and corresponding techniques

KNOWLEDGE

Familiarity with the Cluster approach and its conceptual groundings

Cluster facilitator Characteristics & skills



STICC: A tool to enhance communication



TASK

INTENT

CONCERN

CALIBRATE

- The STICC Protocol was developed by psychologist Gary Klein as a tool for managing the unexpected.
- The STICC tool aids in building trust by clarifying communication among cluster partners.
- Using the STICC framework helps structure communication, invites active participation, and moves the group toward a constructive resolution of the resource allocation conflict.

STICC: A tool to enhance communication

SITUATION

Our cluster team is experiencing tension because some members feel the allocation of funding and access to equipment is unfair. This has led to frustration, reduced cooperation, and slow progress on joint projects.

TASK

We need to have an open discussion to clarify how resources are currently allocated, identify everyone's concerns, and develop criteria for a fairer and more transparent distribution process.

INTENT

The intent is to ensure that all team members feel valued, understood, and equitably treated. This will help restore trust, improve our overall collaboration, and make sure our cluster can effectively achieve its shared objectives.

CONCERN

I'm concerned that if this conflict is not addressed openly, we risk losing member engagement, damaging trust, and undermining the success of our cluster initiatives. Additionally, there may be misunderstandings about how decisions have been made, which could lead to further resentment.

CALIBRATE

Does everyone agree this is a fair description of the situation? Is there anything I've missed about your concerns or needs? What suggestions do you have for how we should proceed in discussing and deciding on resource allocation? Please share your perspectives, and let's adjust based on everyone's input.

Conflict Resolution

Strategies for clusters



Typical conflicts

Conflicts are inherent to the cluster dynamic, when managed with transparency and dialogue they can become opportunities to strenghten cooperation

Diverging interests

- Large firms vs. SMEs
- Competitors reluctant to share information
- Short-term vs. long-term expectations

Governance and power distribution

- Who leads and who decides
- Dominance of one sector (private, public, academia)
- Resistance to inclusive governance mechanisms

Resources and financing

- Unclear or limited funding sources
- Disputes over membership fees and contributions
- Conflicts about the use of shared funds

Intellectual property and innovation

- Fear of losing competitive advantage
- Ownership of collaborative R&D results

Trust and collaboration culture

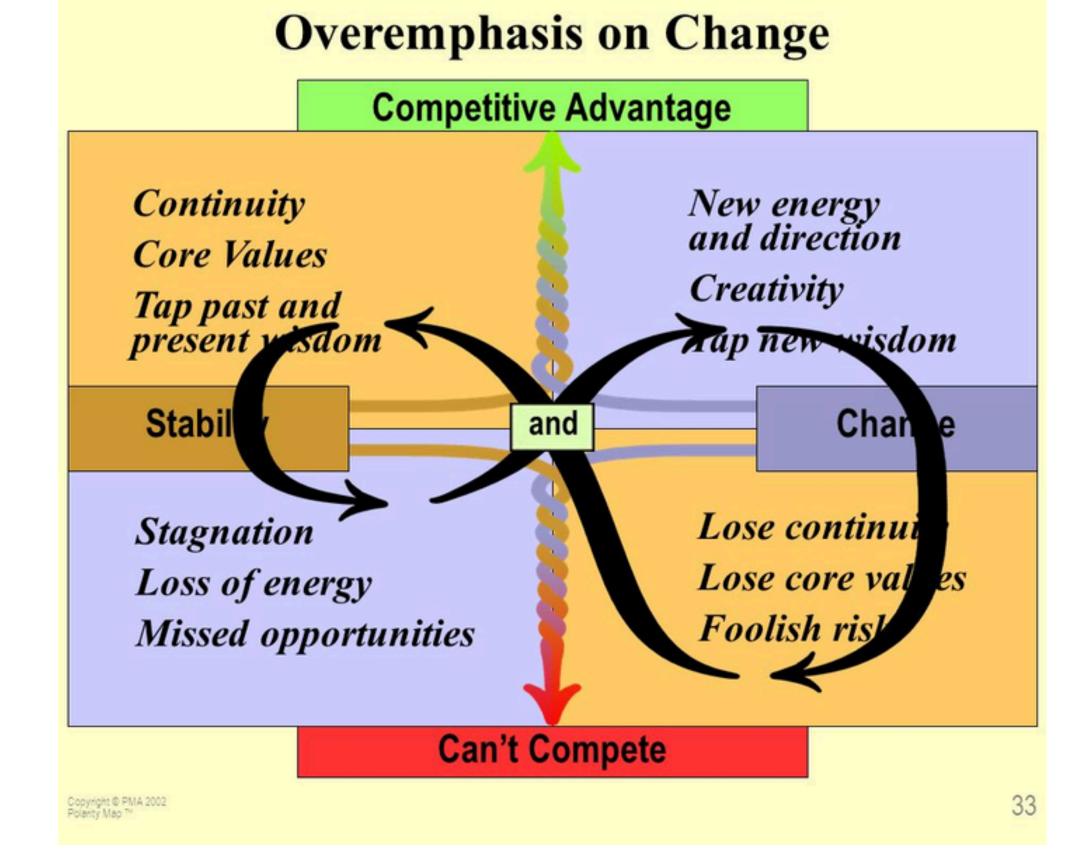
- Lack of tradition in working together
- Perceptions of unequal benefits
- Distrust of external actors (government, consultants, donors)

Strategic orientation

- Divergent visions for the cluster's future
- Disagreements on project priorities (export, training, infrastructure, etc.)

Turning Conflict into Opportunities

- A polarity, or paradox, is a situation in which opposing forces within a system pull at each other to keep things balanced.
- Understanding and addressing polarities is essential for effective cluster collaboration, allowing partners to navigate conflicts while fostering innovation and stronger relationships.





MURAL EXCERCISE

















Thank You For Your Attention

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