ARS DIGITA BOOTCAMP
Barcelona, 2 June 2001

WELCOME BY THE PRESIDENT

Emiliano Duch
WELCOME BY THE PRESIDENT
OR, WHAT THE HELL IS A CLUSTER?
AND, WHAT DOES IT HAVE TO DO WITH SOFTWARE?

Emiliano Duch
A CLUSTER SUCCESS STORY
Eyewear: a global business

“BAUSCH&LOMB has agreed to sell its sunglasses business, including Ray-Ban, to Italy’s Luxottica Group, for $640m.”

(The Economist, May 1st 1999)
A CLUSTER SUCCESS STORY
Eyewear: a global business .. with a local focus

Belluno - Italy:
- approx. 900 companies and workshops in eyewear cluster
- over 35% of world production
THE PORTER THEORY OF CLUSTERS

MICHAEL PORTER, catedrático de Harvard, asesor del Departament d’Indústria de la Generalitat

"Vivir bien aumenta la productividad"

Harvard Business Review

NOVEMBER-DECEMBER 1998

CLUSTERS AND THE NEW ECONOMICS OF COMPETITION
THE PORTER THEORY OF CLUSTERS
A TOOL FOR COMPETITIVENESS ANALYSIS: THE DIAMOND

GOVERN.

FIRM STRATEGY, STRUCTURE AND RIVALRY

DEMAND CONDITIONS

CHANCE

FACTOR CONDITIONS

RELATED AND SUPPORTING INDUSTRIES
METHODOLOGY APPLICATION
THE COMPETITIVENESS INSTITUTE and its members: Cluster methodology application world-wide

TCI HEADQUARTERS: BARCELONA

BOARD OF ADVISORS MEMBERS
TCI MEMBERS
CLUSTERS AND INTERNET

Exponential growth of B2B

HOW WILL IT AFFECT CLUSTERS?
B2bB E-hubs create value by reducing costs, reducing information transfer costs, standardizing systems, and improving matching for both buyers and sellers.

(M. Sawhney - S. Kaplan, 1999)
CLUSTERS AND INTERNET

E-hub

24

7
**E-HUBS**
- Fragmented demand
- Inefficiencies in value chain
- Need critical mass of sellers and buyers

**CLUSTERS**
- Composed mainly of small companies
- No IT integration of value chain
- Buyers and sellers of same inputs are based locally
Clusterization facilitates access to users

<table>
<thead>
<tr>
<th></th>
<th>Sassuolo (I)</th>
<th>Castellón (E)</th>
<th>Santa Catarina (BR)</th>
<th>Sao Paulo (BR)</th>
<th>World</th>
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</thead>
<tbody>
<tr>
<td>Turnover USD M.</td>
<td>4,770</td>
<td>3,241</td>
<td>670</td>
<td>490</td>
<td>26,184</td>
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<tr>
<td>Production in M. sq.</td>
<td>517,000</td>
<td>520,000</td>
<td>118,000</td>
<td>102,000</td>
<td>3,711,000</td>
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<tr>
<td>No. of firms</td>
<td>325</td>
<td>230</td>
<td>55</td>
<td>40</td>
<td>4,500</td>
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</tbody>
</table>

3 clusters concentrate 40% world production
CASTELLON CERAMIC TILES CLUSTER
CLUSTER TURNOVER: 3.241 M. Euro   COMPANIES: 230
POSSIBLE SAVINGS: 122 M E p.a. (7%)