



FOUNDATION
for CLUSTERS and
COMPETITIVENESS

Fundació Clusters i Competitivitat



IESE

Business School
University of Navarra

COMPETITIVENESS SUMMER SCHOOL 2024

CAMPUS-BASED - IN PERSON COURSE

Cluster-based Development and
Sustainable Agricultural Clusters

1 – 5 July, 2024

IESE Business School
BARCELONA



ABOUT THIS COURSE

The **Competitiveness Summer School 2024: Cluster-based Development and Sustainable Agricultural Clusters** is designed to enable senior policymakers, managers and development professionals to study and discuss global best practices in competitiveness and economic development with a specific focus on agricultural and food production and explore the relationship between economic competitiveness and broader issues of environmental sustainability of agri-food industry and its vulnerabilities, using examples from all over the world. It aims to provide the participants with awareness of the challenges facing the industry and develop their skills set to design and achieve sustainable value chains.

This Year's Focus: Cluster-based Development and Sustainable Agricultural Clusters

- ❑ *Learn from world - class thought leaders*
- ❑ *Get practical insights from renowned practitioners*
- ❑ *Get new perspectives in addressing urgent challenges*
- ❑ *Network with global peers*

The Competitiveness Summer School is created to be an enriching experience specifically tailored for policy-making officers and seasoned professionals in economic development, including those who are new to the world of cluster-based development. The course typically gathers participants from a wide array of countries and from diverse areas of competitiveness and cluster-related fields.



1 - 5 July 2024



4.5 days



Barcelona



€ 3,500

WHAT THE COURSE COVERS

Competitiveness development is at the core of our course for which we propose a multi-dimensional and comprehensive approach that will help participants understand, raise and sustain competitive advantage at all levels while addressing the challenges of environmental sustainability of agri-food industry and its vulnerabilities head on.

We will examine competitiveness from three different but complementary perspectives:

POLICY

How policies can help in securing economic, environmental and social development

MANAGEMENT

Which strategic methodologies and frameworks can be used in competitiveness development

PRACTICE

How strategic frameworks are implemented on the ground with firms and industry ownership

For that purpose, the course is divided into 5 modules:

- Module 1: Clusters: The basics of cluster-based sustainable development .
- Module 2: Climate: How agriculture clusters are developing strategies to reduce CO2.
- Module 3: Globalization: How climate change will reconfigure global agricultural value chains
- Module 4: Science: Can science and technology climate-proof agricultural clusters
- Module 5: Policies: Balancing agriculture policies with environmental and nutrition policies





WHAT YOU'LL LEARN

The Competitiveness Summer School at IESE Business School offers a comprehensive learning experience that covers global best practices in competitiveness and economic development. By focusing specifically on cluster-based development and sustainable agricultural clusters, participants will gain specialized knowledge and practical insights that are directly applicable to their work in the Agri-food industry as well as policy-making.

Through case studies, workshops and interactive sessions, participants will gain and/or update their skills and knowledge in effective cluster management, innovation and sustainable practices in the Agri-food industry. Participants will also have opportunities for collaborative learning through collective debates, workshops, roundtables and discussions.

The week will begin on Monday in IESE Business School's North Campus in Barcelona. The Five modules of the programme will be delivered through the following case studies and lecture sessions.

Content, Concepts, Techniques, Case Studies and Lectures

Lecture 1: Industrial Policy in a new Global Reality: A new location and sector focused approach to drive structural transformation.

Lecture 2: The Competitiveness Reinforcement Initiative - Analytical framework for structural transformation Introduction to the methodological framework for cluster based environmentally sustainable and socially inclusive development

Lecture 3: Lecture: The sustainability Imperative – What is sustainability, why is it important and why now

Workshop 1: Developing a Sustainable Strategy

Lecture 4: How agricultural clusters are developing strategies to reduce climate impact



WHAT YOU'LL LEARN(Continued)

Content, Concepts, Techniques, Case Studies and Lectures

Lecture 5: How *Decentralised Autonomous Organisations (DAOs)* & Tokenization Create Opportunities For Sustainable Business Models. The presentation will also highlight the research farm "Monte dos Dados" in Portugal and how tokenization can be used to create new income streams for farmers.

Case study 1: Agro Food Park – Building an ecosystem to foster innovation for sustainable agriculture

Lecture 6: Trends and Innovative solutions in indoor and vertical farming, highlighting Ekonoke, a vertical farming venture.

Case Study 2: Avocados in Valparaiso (Chile) – An examination of this Agri-food cluster in Chile raising the question 'Can avocados shipped from Chile become sustainable?' in light of their carbon impact.

Case Study 3: Dutch Flower cluster global sourcing - Is this global sourcing model sustainable?

Lecture 7: AgriFoodTure – The Roadmap for Sustainable Transformation of the Danish AgriFood System

Lecture 8: The twin transition – green & digital – of agri-food ecosystems in the European Union.

Daily Round Table Discussions – with instructors and speakers concluding each day's sessions.

After Hours Social Events – Opportunities for informal exchanges and networking

KEY TAKEAWAYS

1

Understand how competitiveness policies at national, regional and cluster levels are formulated and how they can help in securing economic, environmental and social development.

2

Gather a deep understanding of the concept of competitiveness, the importance of locations, clusters and the policies to upgrade and foster inclusive economic growth.

3

Learn how to apply cluster-based economic development and the role of sustainability as a driver for cluster-based transformation. Practice the tools needed to better understand and address the challenge.

4

Understand the latest technological developments to bring transparency along the value chains, capturing information on their environmental and social impact through tokenization.

5

Gain an appreciation of the finely balancing agriculture policies with environmental policies and navigating and addressing the contradictory policies at all levels of policymaking.

WHO SHOULD ATTEND

This programme is specifically designed for a diverse range of policymakers, analysts, consultants and advocates who will acquire a holistic understanding of the challenges confronting the contemporary global food system and potential avenues for mitigation. It also address the training needs of economic development professionals who want to positively impact their regions, or their frameworks of development and make them more competitive as well as Project Managers, Policymakers and Economists in local, regional and national administrations and governmental bodies who are responsible for designing and shaping development, innovation and competitiveness policies. Associations of industries and cluster organisations are positively encourage to participate in this training.

THE FACULTY

For its 2024 edition, the Competitiveness Summer School has gathered a faculty of prominent professors and seasoned economic development experts whose international experience spans several decades. They are global leaders in their respective fields.

Programme Directors



Emiliano Duch recently retired from the World Bank, where he was the Global Lead in Private Sector Development. Before joining the bank, he was in the IESE Business School, as Director of its Competitiveness Summer School and Coordinator of the European Union's Cluster Excellence Initiative (ECEI). He was also the CEO of The Cluster Competitiveness Group and the founding chairman of The Competitiveness Institute (TCI). He has a degree in Architecture from the Polytechnic University of Catalonia, an MPA and an MBA from Harvard University.

Søren Madsen Søren is co-founder of Agro Food Park (2009). He has been working more than 30 years with different aspects of development - product development, production development, strategy development, regional development, development of networks and clusters and innovation ecosystems. Søren is member of the Board of Trustees for The European Foundation for Cluster Excellence and Food Innovation Expert at The Cluster Competitiveness Group. He holds a BSc. in Chemistry from the Technical University in Copenhagen and a MBA executive degree in Innovation Management from Aalborg University. [Full Profile](#)



Academic Leads



Fellow of the SMS and EURAM, **Prof. Joan Enric Ricart** is the Carl Schrøder Professor of Strategic Management & Chairman of the Strategic Management Department at the IESE Business School, University of Navarra. There, he has been Director of the Doctoral Program, Associate Dean for Research, and Associate Director for Faculty and Research. Click for [Full Profile](#)

Dr. Christian Ketels is a global expert on competitiveness, cluster-based economic development and strategy. 20+ years faculty member at Harvard Business School, leading the the research team at Prof Michael E Porter's Institute for Strategy and Competitiveness. His specialties include: Consulting to governments, international organizations, and business networks on regional and national competitiveness, cluster development, and microeconomic policies. Consulting to companies on business unit strategy, evaluations of market structure and attractiveness, and locational choice. [Full Profile](#)



Dr. Maria Luisa Blazquez is a Research Associate at the International Center for Competitiveness (ICC), IESE Business School where she leads several projects for public and private institutions on the issue of competitiveness of regions and countries. She has participated as lecturer in competitiveness projects in more than 15 countries. Her research and publications are mainly focused on competitiveness and the role of clusters. She holds an MBA by MIT and a Ph. D on clusters and their role on regional competitiveness. [Full Profile](#)

Pioneers in Practice: Meet Our Visiting Specialists



Shermin Voshmgir is the author of the best selling book "Token Economy", the founder of Token Kitchen and BlockchainHub Berlin. She was the director of the Research Institute for Cryptoeconomics at the Vienna University of Economics which she also co-founded and a curator of the infamous project TheDAO back in 2016. She is currently setting up a data driven farm in Portugal with her Partner where they investigate how to tokenize agricultural assets and sustainable ecosystem services such as soil quality or CO2 capture with the support of hardware wallets and sensor technology. <https://shermin.net/>



Jay Famiglietti Jay Famiglietti is a hydrologist and Global Futures Professor at Arizona State University, where he is Chief Scientist of the Arizona Water Innovation Initiative. He is Executive Director Emeritus of the Global Institute for Water Security at the University of Saskatchewan, where he held the Canada 150 Research Chair in Hydrology and Remote Sensing. Famiglietti is the former Senior Water Scientist at NASA's Jet Propulsion Laboratory at Caltech, a former appointee to California's State Water Boards, and he held faculty positions at UC Irvine and UT Austin. His research group uses satellites to track how freshwater availability is changing around the globe, and they pioneered the methods to detect groundwater depletion from space. [Profile](#)



kincsö Izsaac Kincsö is specialised in research, innovation and industrial policies. She has 15 years' experience in developing and managing large-scale international projects and studies in the field of research, innovation and industrial policies for the European Commission (DG GROW, DG RTD, DG Regio) and working together with national/regional authorities, universities and other institutions.

At Technopolis Group she is managing a foresight study and industrial technology roadmaps, a project on advanced technologies for industry and studies related to digital and green transformation. [Profile](#)



Martin Scholten Dr. Martin C. Th. Scholten (Wageningen University; Aarhus University, Scotland's Rural College) is principle 'science to policy' advisor. Amongst many other positions, he was in the board of Wageningen University, first president of the European public-private innovation platform "Animal Task Force" and co-chair of the Global Research Alliance on Agricultural Greenhouse Gases.



Jørgen E. Olesen is professor in climate and agriculture at Aarhus University and head of Department of Agroecology. His research encompass experimental and modelling studies on agricultural carbon and nitrogen cycles at local to global scales, including climate change impacts on agriculture and agricultural greenhouse gases and their mitigation.

Prof Olesen led on the development of "AgriFoodTure, Roadmap for sustainable transformation of the Danish agri-food system" A collaborative effort with contributions from more than 200 researchers from eight Danish universities, sector organisations and industries



Stéphane Hallegatte is the Senior Climate Change Advisor of the World Bank. He is the author of dozens of articles published in international journals and of several books and World Bank reports on sustainable development and the economics of natural disasters and climate change. Most recently, he has supervised the new World Bank diagnostic, the [Country Climate and Development Reports](#).

PRACTICE AND POLICY LEADS



Reza Zadeh serves as both the Executive Director and a Trustee of the Foundation for Clusters and Competitiveness. He has extensive expertise on cluster-based economic development, globally. As a former UK public servant, his extensive professional background encompasses over three decades of expertise in designing and implementing policies that drive competitiveness and economic development through innovation systems. Reza is a technologist with a B.Sc. and a research degree in Systems Engineering both from Leeds, UK and a joint MBA from Cranfield School of Management, UK and Nanyang Technological University, Singapore.



Inés Sagrario is a Senior Advisor and Partner at COMPETITIVENESS. She has worked in South and South-East Asia, and all over Africa, Latin America, and Europe. Ms. Sagrario extensive experience leading competitiveness projects in a broad array of sectors. Over the past decade she has specialized significantly in agro and food related projects. Her expertise in agtech has led her to entrepreneurship, co-founding Ekonoke - an indoor farming start-up in Madrid. [Profile](#)



Enric Pedrós is a seasoned professional in the field of cluster management, with a remarkable track record of leadership and innovation. As the Cluster Manager of FEMAC Enric has demonstrated exceptional skills in fostering collaboration and driving growth within the agricultural production means sector in Catalonia. His ability to forge partnerships, leverage resources, and implement effective strategies has been instrumental in driving sustainable growth and fostering a culture of excellence within the cluster.



WHAT THE PARTICIPANTS SAY



Tue David Bak, Managing Director, Greater Copenhagen, Denmark (Alumni 2023):

"The five intense days at the Competitiveness Summer School provided me with a much-needed deep dive into the most recent

cases and theory on cluster development and sustainability. What made the sessions stand out were the quality of the teaching staff and the variety of case studies. A truly recommendable summer school."



Evita Feldberga, Director of Sectoral Department, Ministry of Economics, Latvia (Alumni 2018): "... I had a very high exception for this one week and I honestly can say that they delivered more than I expected.

All speakers were of highest level with deep knowledge on competitiveness theory and practice. The practical approach was the most valuable thing about the training. We brought home quite precise action plan for Latvia's future sectoral policy development."



Claudia Soncin, Network Coordinator, TCI Network (Alumni 2018): "It was a deep diving in the Cluster experience with high level professors in one of the best business schools in

the world... I really appreciated the learning method with the business cases which were very interactive and helped me mostly to actively participate and understand the cases."



Zorica Maric, Senior Advisor at the Ministry of Economy and Regional Development, Republic of Serbia (Alumni 2013): "At the school, I gained a profound understanding of cluster initiatives and their application in economic development policies".

Ernesto Flores, ITSON Technology Institute of Sonora, Mexico (Alumni 2008): " The international dimension of the participants was a real bonus. In addition to what I was learning from the professors in class, the other students opened my eyes to the unique approaches used in other countries."



Raimonds Aleksejenko, Deputy State Secretary, Ministry of Economics, Latvia (Alumni 2018): "This has been one of the best trainings that I have experienced. I'd strongly recommend it to the

professionals working in public sector, especially for those who work with sectoral and industrial policies in regional and national level."



Omar Asfour, Director of the Project Management Unit, Ministry of Finance, Jordan (Alumni 2019): "The training on cluster development was an excellent practical program that really outlines the steps needed to

unlock the growth potential of a country's competitive sectors. I highly recommend this program for Economic Policy makers because this is really the way to follow to improve the competitive position of our companies.."



Geraldine Doyle, Lecturer/PhD Researcher, Munster Technological University, Ireland, (Alumni 2023): "I really appreciated the integration of theory and practice in the

delivery of the programme. The real-world case studies exemplified the role of the companies themselves in proactively building competitiveness by leveraging the cluster. The week was intense, challenging, educational and enjoyable . I came away with a world-class perspective on how clusters can drive competitiveness."



A POWERFUL PARTNERSHIP

IESE Business School, University of Navarra and the Foundation for Clusters and Competitiveness are once again collaborating to provide a unique learning experience. Competitiveness Summer School brings together the academic excellence of IESE with the practical excellence of the Foundation. By leveraging the combined strengths of both partners, the training programme offers a rigorous intellectual experience while utilising practical examples of formulating and implementing competitiveness strategies in real-world situations across a diverse range of sectors and locations.

About IESE Business School

IESE is the graduate business school of the University of Navarra and it has been at the forefront of management education for nearly 60 years. It provides diverse programs and courses. The school continues to develop and inspire present and future business leaders to be the best they can be. IESE Business School has for years been a leader in the rankings of the world's best business schools

With a humanistic approach to business and leadership, the business school's activities are centred around three management axes:

- ❑ a global mindset
- ❑ a general management approach
- ❑ a people-centred vision, with the ethics and social responsibility that entails

With an international mindset along with a global reach, IESE has five permanent campuses – in Barcelona, Madrid, Munich, New York and São Paulo.

About Foundation for Clusters and Competitiveness

The Foundation for Clusters and Competitiveness (incorporating European Foundation for Cluster Excellence), a not-for-profit organisation was established in 2003 and its headquarter is based at the School of International Business (ESCI) of the Pompeu Fabra University in Barcelona, Spain.

In 2012 it took custodianship of the Cluster Management Training methodology and material developed through **European Cluster Excellence Initiative (ECEI)**, a European Union initiative. Since then, the Foundation has rapidly become a global authority in public sector capacity building in cluster-based economic development



DATES & VENUE

DATES

1 – 5 July, 2024

VENUE

IESE Business School
North Campus
C/Arnús i Garí, 3-7
08034 Barcelona (Spain)

COURSE FEES

Euros 3.500 *

Lunches & coffee breaks included

* Contact us for corporate agreements and multiple registrations from the same organisation.

APPLICATION

Submit your application by clicking [here](#)

APPLICATION DEADLINE

Friday 7th June 2024

ENQUIRIES

admin@clustercompetitiveness.org

Application Process

The admission process entails the following process:

- 1 - Participants **complete and submit the [online application](#)**.
- 2 - The Administrator will acknowledge the receipt of the application and inform the successful applicants.
- 3 - An invoice will be issued with our bank details requesting to submit payment. Further information including travel and accommodation options will be emailed to registered applicants.
- 4 - **Two weeks before the start date**, participants receive course information pack, suggested reading list, course material and joining instructions.

Cancellation Policy

Cancellations requests received within 15 days before the programme start are subject to an administration charge of 25% of the tuition fee. The Foundation reserves the right to cancel this edition or modify the dates up to 30 days prior to its start. Under no circumstances we take responsibility for travel expenses incurred.

Antoni Subirà Bursary Programme

The bursary will be awarded annually to provide tuition scholarships to public officials from non-OECD countries. The Bursary will facilitate their attendance in one of the Foundation's training programmes with a view to enhance their knowledge of economic competitiveness theories and practice. The Award will cover up to 90% of the tuition fee.

Further details and selection criteria from:

admin@clustercompetitiveness.org

HOW TO GET THERE

The course will be held at IESE Business School which is consistently ranked among the world's very best business schools for MBA programs and Executive Education. [IESE's Barcelona campus](#) is located in the wooded hillside of the Pedralbes neighbourhood, just 20 minutes from downtown and from the airport.

The city has multiple public transport options that serve the Pedralbes area including the FGC (Ferrocarriles de la Generalitat), metro and taxi.

By FGC: L6 line to Reina Elisenda (15 Min walk to campus)

By Metro: Line 3 (Green) > to Zona Universitaria (20 Min walk to campus)

