Resilience as a new paradigm for competing in the XXI century: implications and opportunities for clusters

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Resilience ... is now everywhere
resilience noun

(//r'tzliəns/
//r'tzliəns/)
(also less frequent resiliency //r'tzliənsi/ //r'tzliənsi/)

[uncountable]

1 ★ the ability of people or things to recover quickly after something unpleasant, such as shock, injury, etc.

Definition of resilience

1 : the capability of a strained body to recover its size and shape after deformation caused especially by compressive stress

2 : an ability to recover from or adjust easily to misfortune or change
Big disruptive events are often unforeseen ... even if not always

Preparedness is at the heart of the world’s ability to manage outbreaks and emergencies with health consequences resiliently. Given the substantial potential social, economic and political impact of such health crises, preparedness must be kept squarely on the global political agenda, which requires advocacy at the highest levels.

1.1 Goal and mandate

The Global Preparedness Monitoring Board (GPMB) is a platform for high-level political advocacy towards the goal of making the world safer from the effects and impact of health crises. Comprised of political leaders, agency principals and world-class experts, the Board provides an authoritative, independent, comprehensive, inclusive global mechanism that apprises leaders, key policy makers and the world of system-wide progress towards increased preparedness and response capacity for outbreaks and other emergencies with health consequences. The Board monitors and reports on the state of global preparedness across all sectors and stakeholders, including the UN system, government, nongovernmental organizations and the private sector. The Board’s scope includes outbreaks, pandemics, and other emergencies with health consequences, but excludes protracted humanitarian crises.

The GPMB is co-convened by the WHO Director-General and the President of the World Bank.

Source: A World Prepared: Global Preparedness Monitoring Board Strategic Plan 2021-2023

Covid 19 Pandemic – January, 2020 on
Even La Palma volcano eruption was forecasted early this year...

Source: Instituto de Geociencias de Madrid, Jan. 2021
But it also happens at microeconomics level..

- The impact of IKEA and a new production model in furnishing industry at the begin of the 1990’s

- The crisis of the building industry in Spain a decade later

- The impact of the pandemic crisis on Catalan industry and clusters

Source: DGI, Cluster consulting, 1994
Source: DGI, OPI, 2009
Source: DGI, AAE, 2020
BUILDING RESILIENCE IS ABOUT PREVENTING AND BEING PREPARED FOR A BETTER REACTION TO DISRUPTIVE FACTS ... OR TO THE SIMPLY EVOLUTION OF A SITUATION ...
Resilience from a general EU perspective

Resilience is the ability to cope with challenges and undergo transitions in a sustainable manner. Learn how policies can help clusters adapt to challenges.
What tools do we have to be more resilient?

**Strategic foresight**

the key knowledge is often already there
What tools do we have to be more resilient?

ACHIEVING SUSTAINABLE COMPETITIVENESS (ENVIRONMENTAL & PEOPLE FRIENDLY) AND BUILDING RESILIENCE IS A LONG TERM TASK
BUT WHAT ABOUT CLUSTERS?
Specific recommendation to make European clusters more resilient

Nuts and bolts of the EEGC Recommendation Report

- Foreseen before pandemic outbreak, but then strongly influenced by it
- Formed by representatives of the 27 member states and by 10 individual experts
- **Main tasks:**
  - to provide input and guidance for regional, national and European cluster policy on the better use of clusters as a strategic tool for industrial policy
  - to identify and share best practices of modern cluster policy
  - to provide input and guidance for the preparation and implementation of the next generation of EU cluster initiatives
- Structured in 15 recommendations aligned with EU three main industrial policy drivers:
  - Lead the GREEN transition
  - Accelerate the DIGITAL transition
  - Build RESILIENCE

Link to download in ECCP
11. Use the collective intelligence of EU clusters to make value/supply chains more resilient, creating synergies and cooperation with SME and employer organisations to anticipate risks and prepare for new opportunities and challenges.

12. Develop an active role of clusters in local labour markets through building their capacities for reskilling and upskilling and participating in the implementation of the Pact for Skills.

13. Use clusters to identify and implement shared value initiatives to address societal challenges at the community level.

14. Reinforce activities to develop a strategic approach to international cluster collaboration and build a critical mass of SMEs, businesses and researchers to enter global markets.

15. Initiate cross-sectoral, interdisciplinary and transnational cluster collaboration to develop new products/services, which guarantee EU companies critical inputs and technology.
CONCLUSIONS (personal view only)

- Clusters should be seen always as a **strategic tool to achieve something** and not a value “per se”

- **Clusters have key competitive advantages in competing in a VUCA environment:** flexibility in adapting its business models, presence of different stakeholders, rapid circulation of tacit knowledge but ... its governance model should be open to change

- Market is always a step forward policies and organizations: **use clusters to better understand the transformations (strategic foresight) and to accelerate change (readiness)** not very much to force it in a specific direction

- **Clusters organizations are a key partner in building resilience and in the implementation of industrial policy:** they key forum for **dialogue** and for **building trust** among competitors and with the administration
Resilience: a better definition

(...) Resilience is a process of constant change in which different measures will have to be adapted and implemented at different times, in response to context and capacities, and the learning that is continually generated.

Resilience: before, during and after the pandemic.
THANK YOU!

For further questions and details:
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