

**ARS DIGITA BOOTCAMP**  
**Barcelona, 2 June 2001**

**WELCOME BY THE PRESIDENT**

**Emiliano Duch**

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

Emiliano Duch

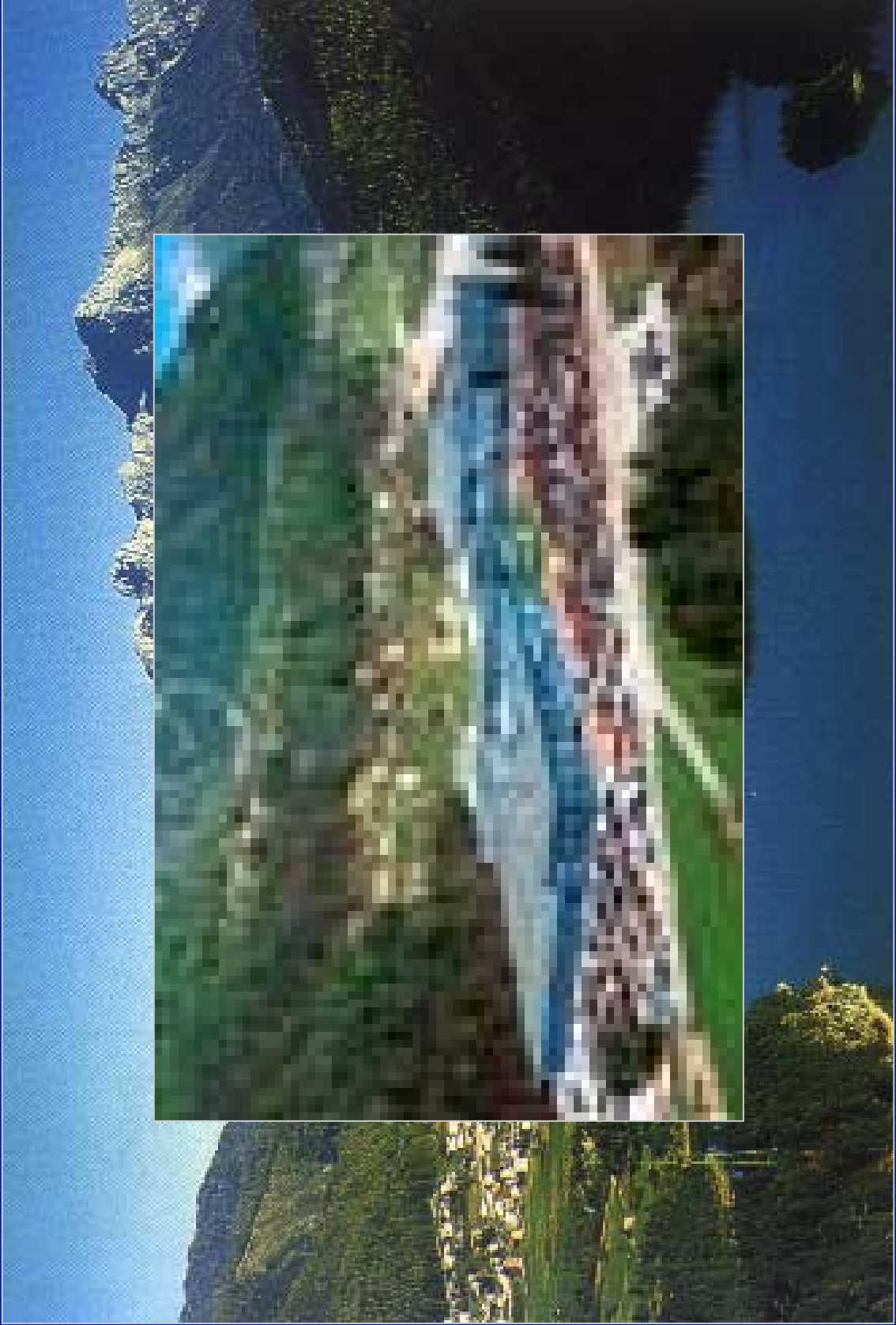


Ray-Ban





Ray-Ban



## A CLUSTER SUCCESS STORY

### Eyewear: a global business



(El País, May, 2nd 1999)

**"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”



producir bienes en una  
una calidad tales que pod  
ellos en el mercado un pr  
remunerar bien a sus ciud

-Sí, pero ¿cómo consig

-Tampoco depende de  
nomía: ya sabe, tasas de  
ción, balanza de pagos,  
ayuda, pero no es determi  
riquecer a un país. Así qu  
por muy malo o bueno que  
tanto como se cree.

-Buena, pues expliq

-Ahí es donde entra a  
ayudar a Cataluña y otra  
industriales avanzadas: los

-¿Los qué?

Qué hace a un país más rico que a otro?

-En primer lugar, le diré en qué se equivoca la gente al contestar a esa pregunta.

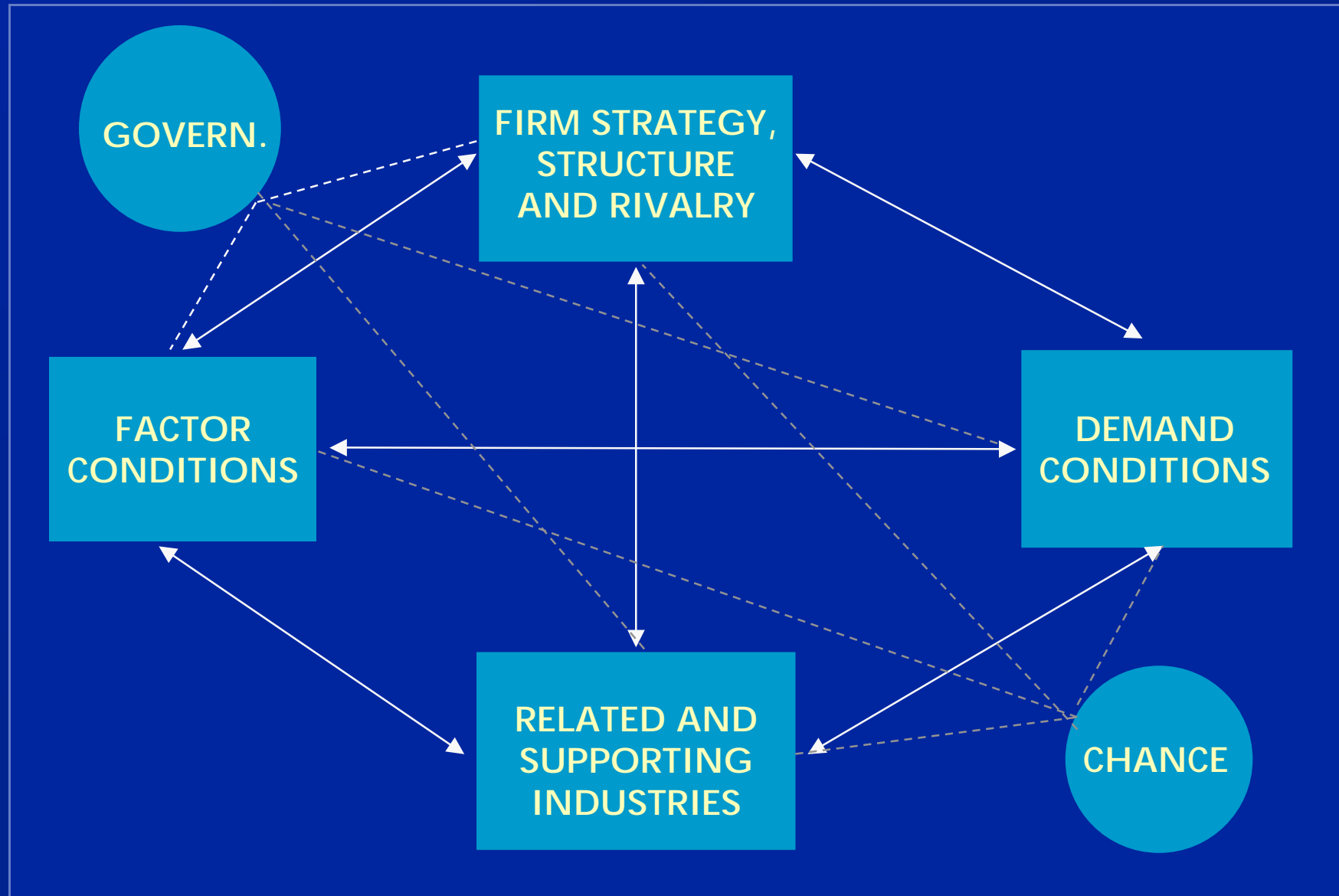
-De acuerdo.

Tengo 51 años. N  
en Michigan. Cas  
do. Dos hijas, lla  
11 años y Son  
9. Soy republicano  
beral: moralme



# THE PORTER THEORY OF CLUSTERS

## A TOOL FOR COMPETITIVENESS ANALYSIS: THE DIAMOND



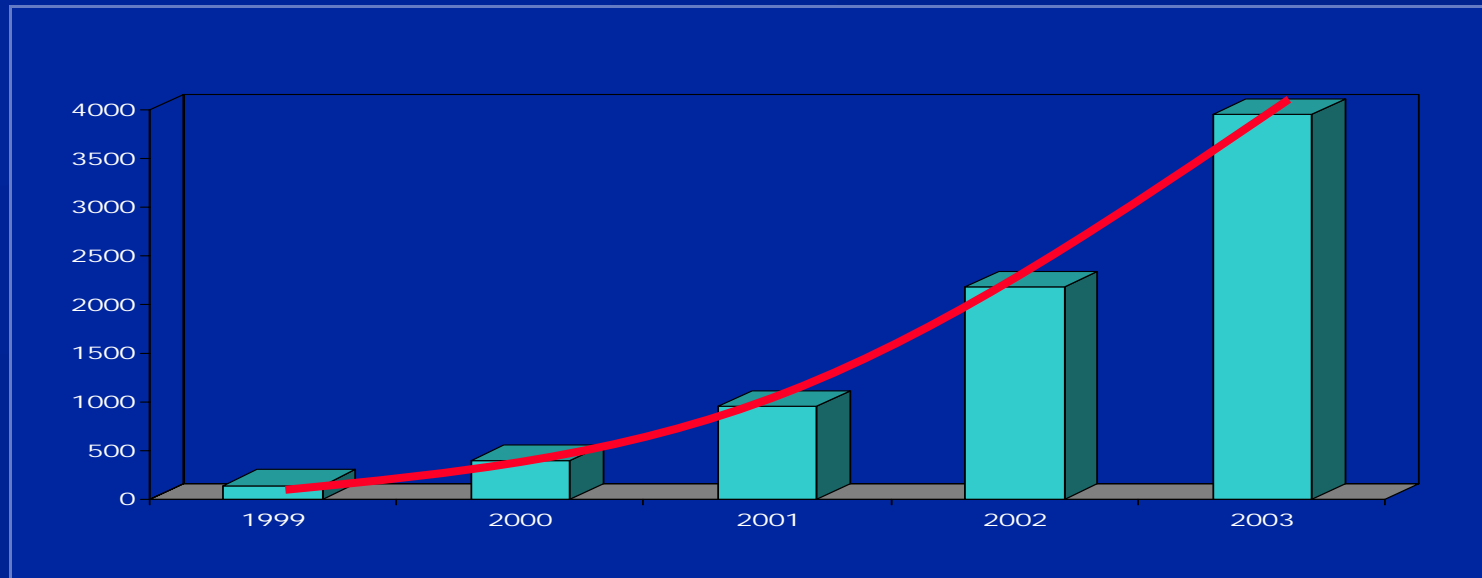
# METHODOLOGY APPLICATION

## THE COMPETITIVENESS INSTITUTE and its members: Cluster methodology application world-wide



## CLUSTERS AND INTERNET

# Exponential growth of B2B



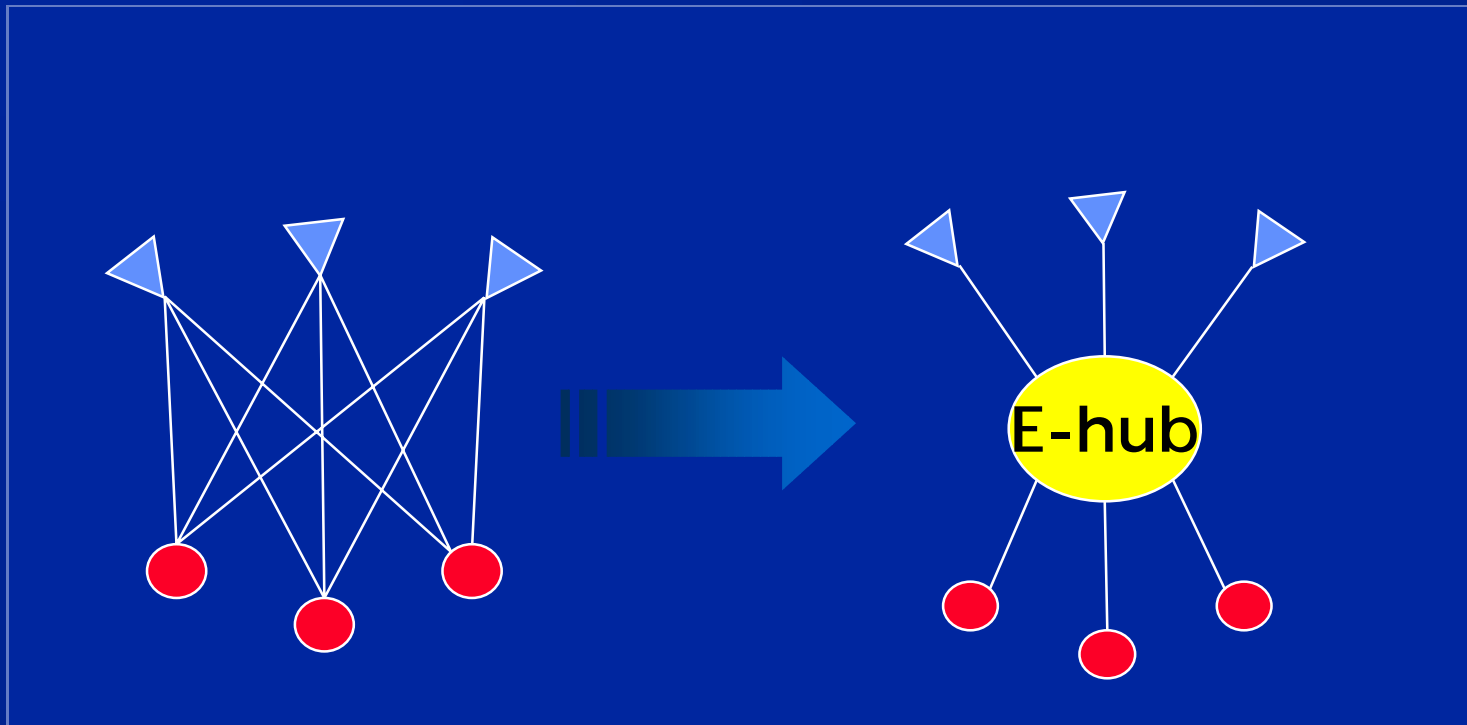
## HOW WILL IT AFFECT CLUSTERS?

## CLUSTERS AND INTERNET

*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



24

7

# CLUSTERS AND INTERNET

## 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

# CLUSTERS AND INTERNET

Clusterization facilitates access to users

	Sassuolo (I)	Castellón (E)	Santa Catarina (BR)	Sao Paulo (BR)	World
Turnover USD M.	4,770	3241	670	490	26,184
Production in M. sq.	517,000	520,000	118,000	102,000	3,711,000
No. of firms	325	230	55	40	4,500



**3 clusters concentrate 40% world production**



# CLUSTERS AND INTERNET



CeramicaClusters.com

## CASTELLON CERAMIC TILES CLUSTER

CLUSTER TURNOVER: 3.241 M. Euro COMPANIES: 230

POSSIBLE SAVINGS: 122 M E p.a. (7%)

