

INNOVATIVE CLUSTERS & STRATEGIC INTELLIGENCE

Prof. Nicos Komninos
URENIO Research Unit – Aristotle University
www.urenio.org

STRATINC Final Conference
7 September 2006, Brussels

Outline

Introduction: STRATINC objectives

I. Clusters: diversity and innovation mechanism

II. Strategic intelligence

III. Applying cluster intelligence

STRATINC

Innovative clusters & Strategic intelligence

STRATINC objectives focus on improving competitiveness and innovation of **industrial clusters** and SMEs through **information mastering** by:

1. Rising awareness in industrial (already existing or potential) clusters or in individual SMEs on the importance of information mastering;
2. Identifying the strategic information needs of SMEs in different industrial sectors taking into account the regional differences of technological development, of position in the value chain or simply of cultural dimension;
3. Benchmarking existing methods and tools from the strategic intelligence framework (technology watch, business or competitive intelligence, foresight, benchmarking) and building practical templates to facilitate the choice of most adapted intelligence set ups;
4. Producing a methodological guide book on the different software applications for collection, analysis, sorting out and diffusion of information to be implemented by clusters and SMEs;

I. Innovative clusters

The links between **Innovation** and **District / Cluster** theory can be traced back to 1977, when Bagnasco published his study on the Third Italy, describing small cities and communities of central Italy flourishing on the basis company clusters sustaining flexibility and continuous product innovation.

Michael Porter popularized the concept of industry clusters in his book *The Competitive Advantage of Nations* (1990). Porter recognized that the majority of economic activity takes place at the regional level and his ideas are commonly applied to cities and regions.

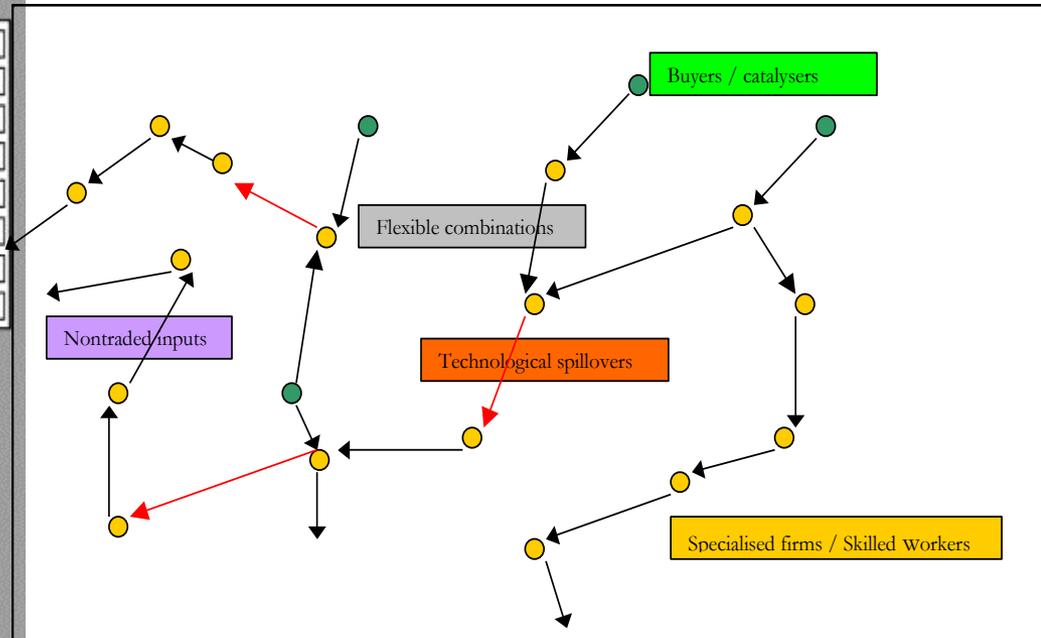
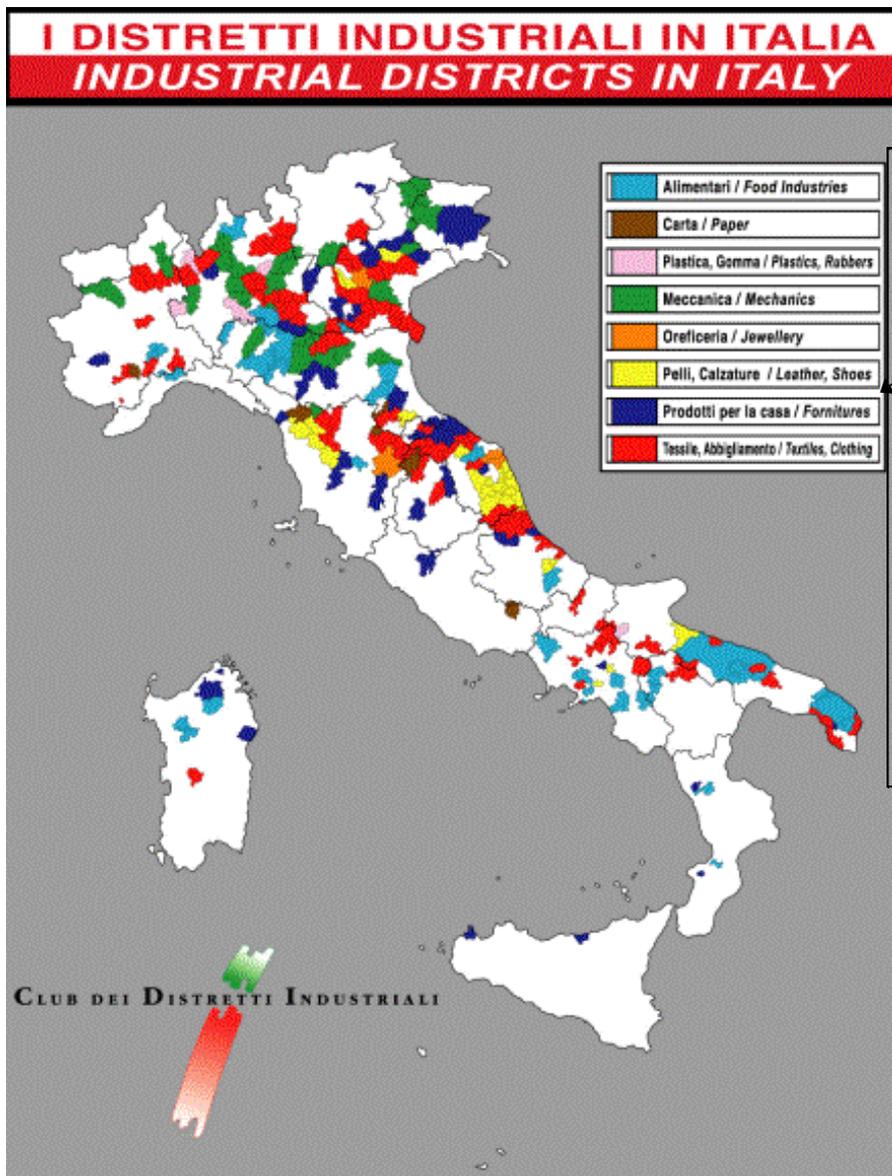
I. Innovative clusters

Definition: Clusters are geographic concentrations of interconnected companies and institutions with systematic relationships to one another based on complementarities or similarities in particular fields that co-operate and establish close linkages and working alliances to improve their collective competitiveness.

Origins: Clusters have different origins: many (Italian districts) have grown by the volunteer decision of manufacturing SMEs, while others have been influenced by large manufacturing companies (Bayer in the Rhine region), and others are by-products of universities and research institutes, in the case of planned science and technology parks.

I. Innovative clusters

Diversity: Industrial districts in traditional sectors



Basic elements

- Specialised firms / skilled workers
- Buyers / catalysers

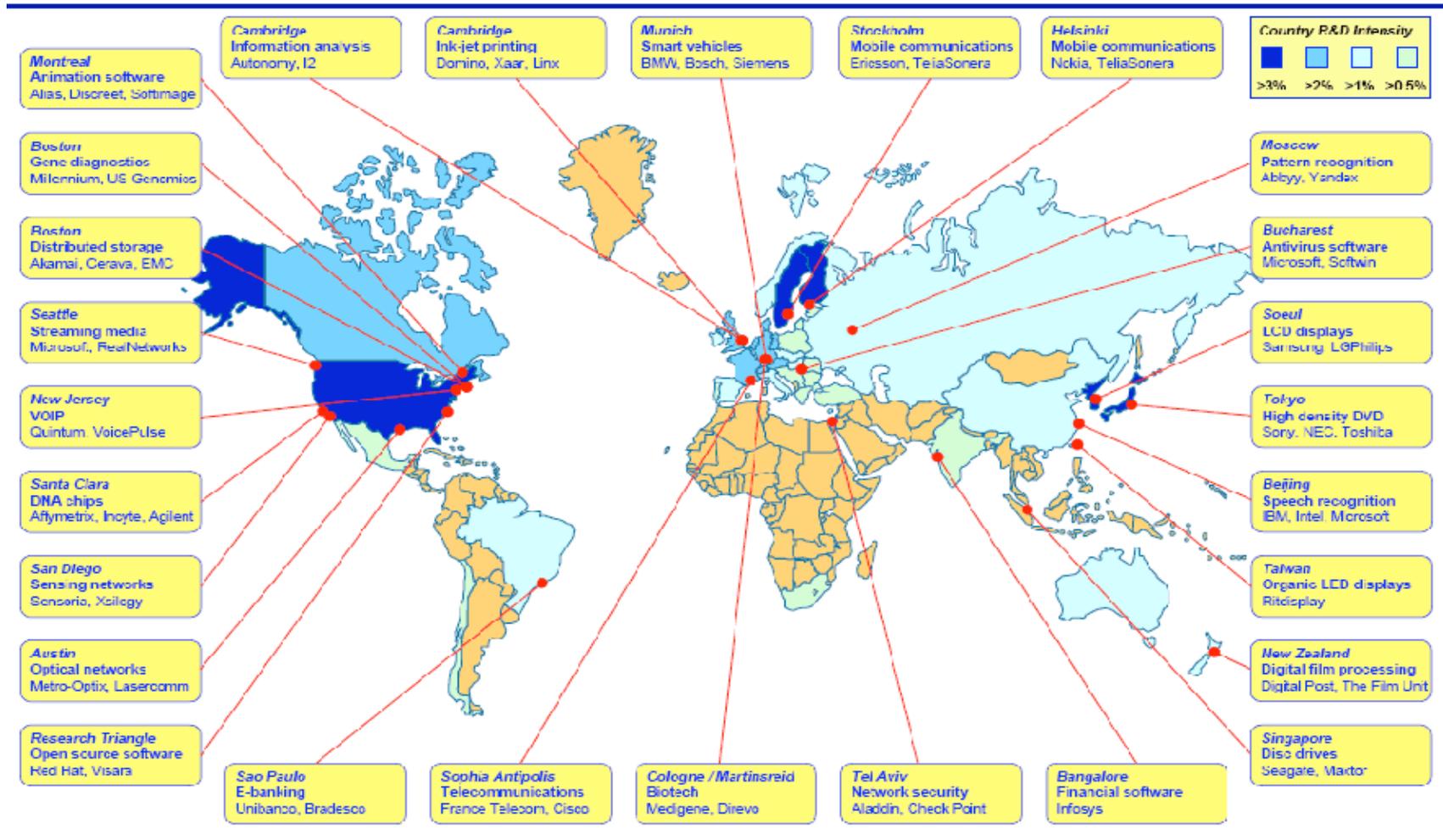
Structuring elements

- Flexible combinations
- Nontraded inputs
- Technological spillovers

I. Innovative clusters

Diversity: Technology districts in high-tech sectors

Global innovation clusters, core technologies and key companies



© Innovaro 2004

Sources: Technology Review, DII, Red Herring Business 2.0, JECU, MII

Research and knowledge generation + Venture capital + Law firms + Specialist consultants > A local value chain

I. Innovative clusters

Diversity: Vertical – Horizontal clusters

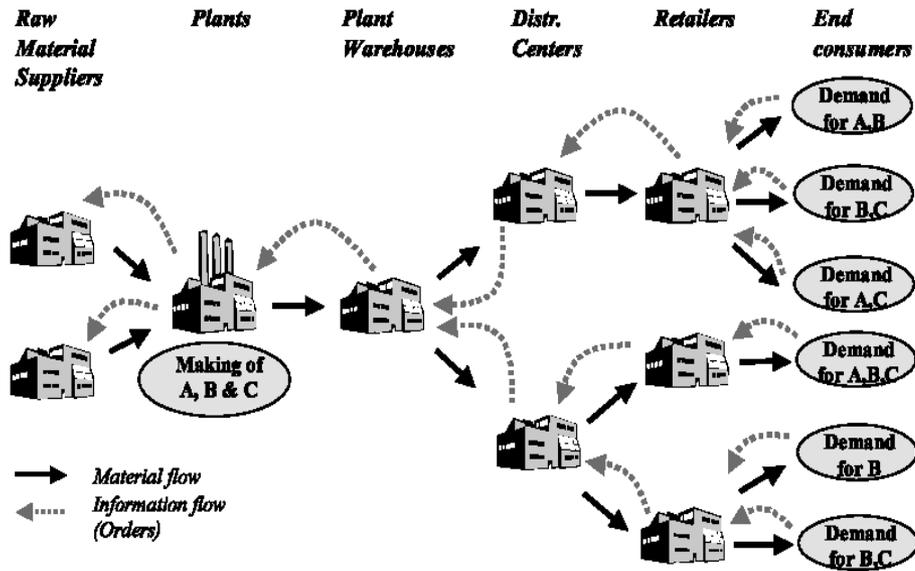
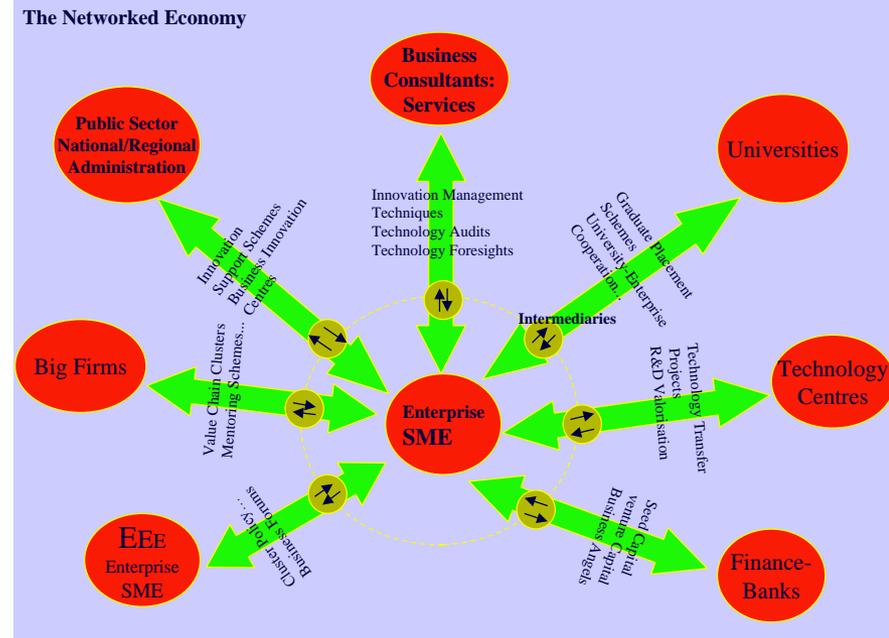


Fig. 1. Structure of supply chain.



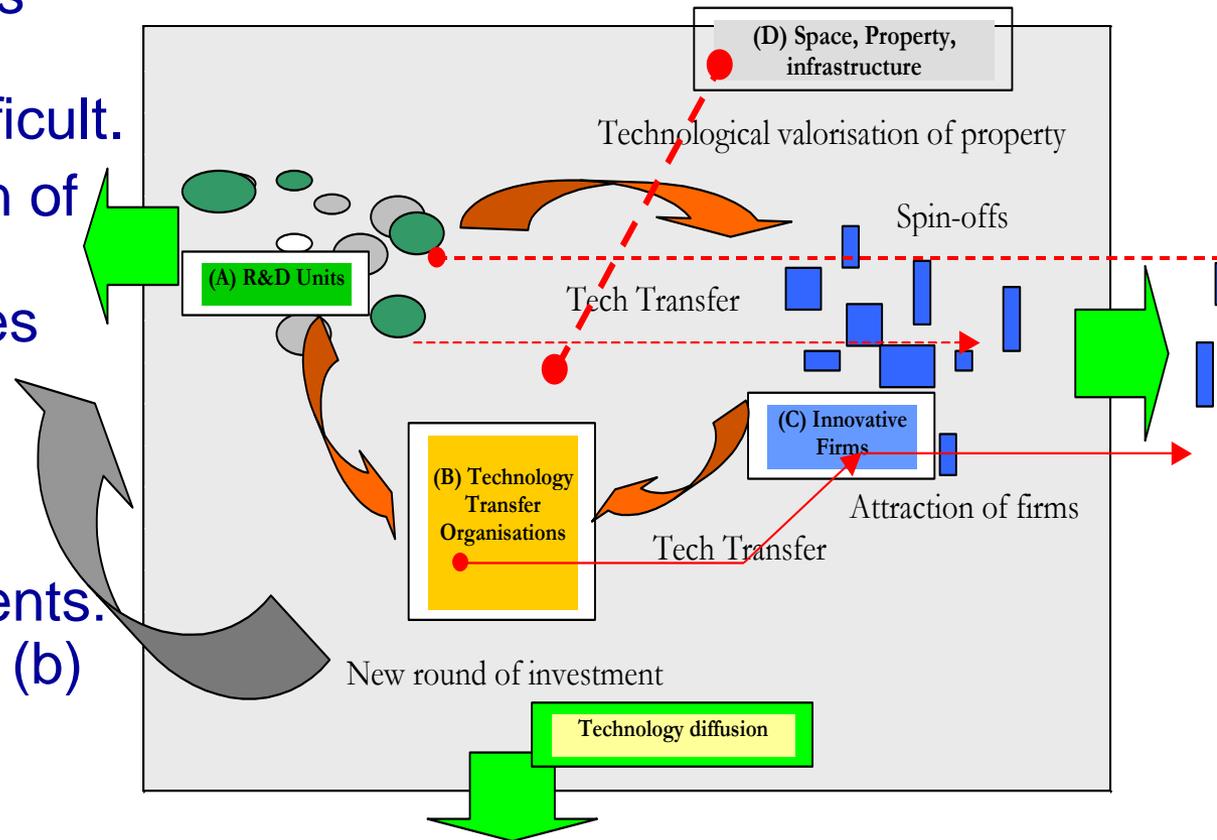
Vertical are the clusters with strong inter-firm linkages; the companies are specialised in different phases of the production process, and linked along the supply chain with supplier-producer relationships; characteristic case, the Italian industrial districts.

Horizontal are the clusters with weak inter-linkages; the organizations composing the cluster act as a whole to achieve a common objective, i.e. to open a new market, to use an infrastructure, to cover subcontracting needs of a large company, to cooperate with a strong R&D institution.

I. Innovative clusters

Diversity: Planned clusters

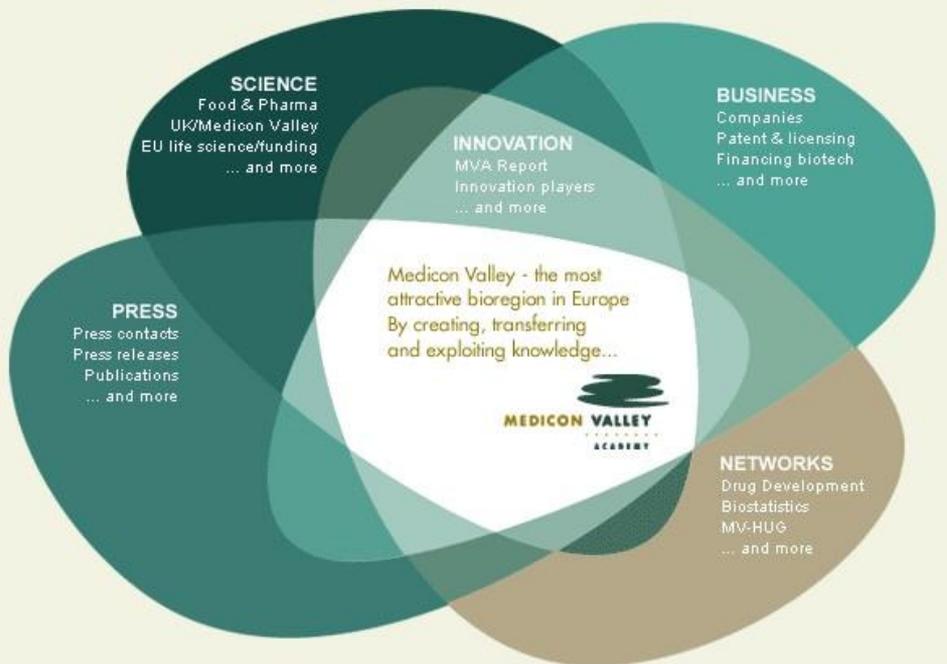
- The complexity of networks within the district makes 'technology districts planning' extremely difficult.
- The nearest application of the district concept to regional planning comes through science and technology parks.
- 400 cases in Europe
- Four constituting elements. (a) land+infrastructure, (b) R&D, (c) technology intermediaries, (d) innovative companies
- Four types of technology networking: TT-SO-AT-IN



I. Innovative clusters

Diversity: Multi-cluster systems

Medicon Valley covers the Greater Copenhagen area in Denmark and the Skåne region of Southern Sweden: one of the strongest pharmaceutical and biotechnological regions in Europe



Montpellier: Four clusters: Agro food, Pharmaceutical, Media, Automation + Housing + Leisure

I. Innovative clusters

Cluster-based innovation mechanism (1)

Becattini (1989) described the innovation mechanism within the cluster / district with respect to the *agglomeration of skills*:

- The concentration of many and diverse **skills** in the cluster or district covering various fields of knowledge and production. Even in cases where the whole cluster focuses on a single industrial sector, the multiplicity of skills comes from specialisation in different stages of the production process.
- The **cooperation networks** between the members of the cluster. Cooperation produce innovation, as the later stems from the combination of skills, knowledge, and qualities that are put together.
- The presence of “**catalysts**” that facilitate combinations among the many and diverse skills and units. The function of the catalyst, at Prato, for example, is ensured by the *impannatori*, who constantly re-organise the productive processes of the district in relation to orders. VC functions as catalyst in high tech clusters. The central administration and liaison offices in the case of technology parks.

I. Innovative clusters

Cluster-based innovation mechanism (2)

Another explanation of the innovation mechanism of clusters came from Lawson and Lorenz (1999): 'collective learning' among regionally clustered firms may explain the innovative capabilities in high technology clusters.

The concept of collective learning describes the phenomenon that regional clusters of SMEs develop a capacity for self-sustaining technological learning, innovation, and new product development. For Camagni (1991) who spoke explicitly about collective learning, the concept focuses on links and networking between firms via the local labour market.

Examples of collective learning: (1) spin-offs and start-ups by Universities and large R&D companies, (2) inter-firm cooperation and networking with suppliers, subcontractors, service providers, and (3) skilled labour mobility within the local labour market, especially of scientists, engineers, research staff and managers.

I. Innovative clusters

Cluster-based innovation mechanism (3)

A quantitative explanation of the innovation mechanism of Italian industrial districts was given by Poti and Basile (2000). They developed a model to explain divergences in region/country propensity to innovation through a system of innovation approach. **Emphasis on externalities of the district:**

The model:

$$\text{INNOVATION}_{ij} = + \text{SIZE}_{ij} + \text{ORGANISATION}_{ij} + \text{MARKET INCENTIVES}_{ij} + \text{TECHNOLOGICAL REGIME}_{ij} + \text{SPILLOVERS}_j + \text{PUBLIC R\&D}_j + \text{PUBLIC SUPPORT}_{ij}$$

Where i indicates the firm; and j indicates the province

The model shows that the relation between innovation and firm organisation (firm external growth strategies) differs among regional clusters. Local spillover variables have a significant impact on the firm propensity to innovate at national level, and it also discriminates among regions. Public support to innovation plays a different role in different regions.

I. Innovative clusters

Cluster-based innovation mechanism (4)

From an innovation system point of view, the cluster is a system in which innovation springs from systemic relations:

- **Institutions** (companies, universities, technology intermediary organisations, funding organisations) are the cornerstone of the system;
- The system is created by linkages (both formal and informal) between institutions; linking is based on **flows of intellectual resources** between institutions; learning is a key process;
- Innovative firms belong to networks of public and private sector institutions whose activities and interactions initiate, import, and modify technological and **innovation capabilities**.

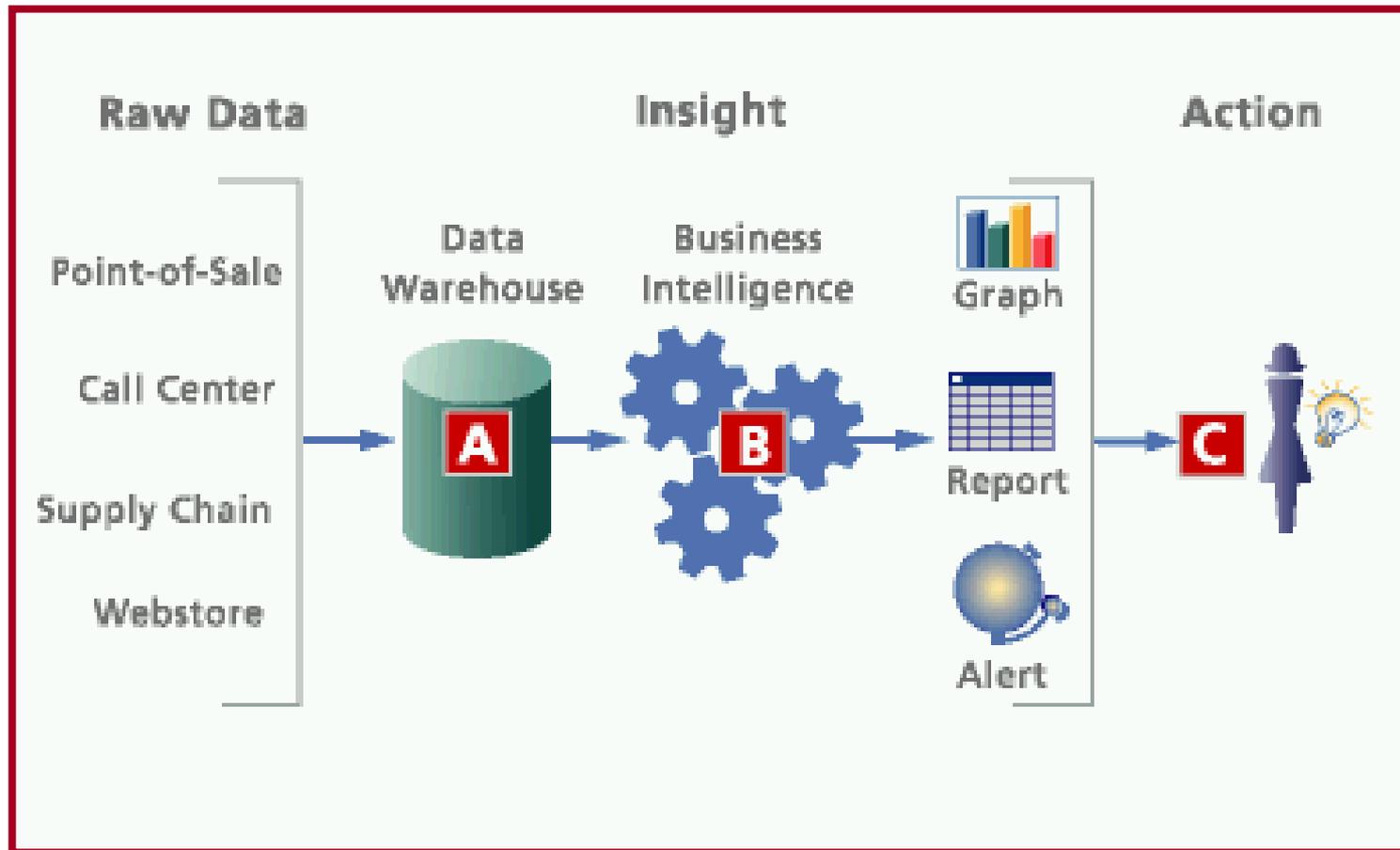
I. Innovative clusters

Cluster-based innovation mechanism

Innovation within clusters: Various factors are contributing

- ▶ Systemic relationships, externalities, flows of intellectual resources
- ▶ Inter-firm cooperation
- ▶ Skills, networks and catalysts
- ▶ Labour mobility
- ▶ Collective learning
- ▶ Exchange of information and knowledge

II. Strategic intelligence



II. Strategic intelligence

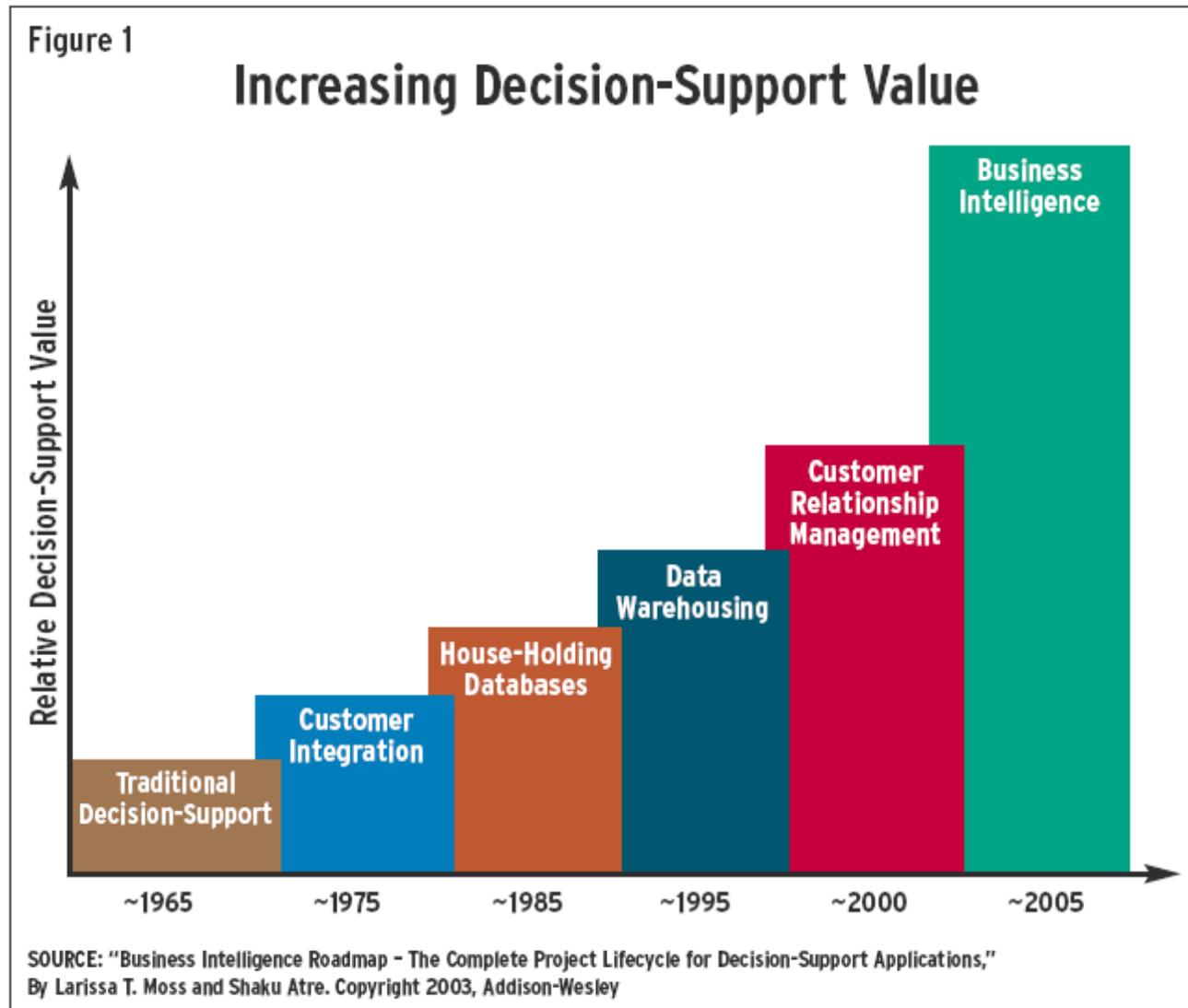
Business intelligence

- Is a company activity to overview its internal and external environment, with the intention of finding information that can be incorporated into management processes.
- Business intelligence has evolved out of traditional decision-support systems which gradually incorporated in-house databases (~ 1985), data warehousing, ERPs (~1995), customer relationship management CRM (~2000), and integrated business intelligence applications (~ 2003).

Cluster / Regional intelligence

- At the other side of business intelligence is regional, cluster or territorial intelligence. This may be defined as an informational network linking information stakeholders of a locality.
- It is a network allowing 'an observation strategy towards the competitors, the markets, and the environment.
- These practices lead to an economic intelligence approach, which, when applied to the territory, is called territorial intelligence'.

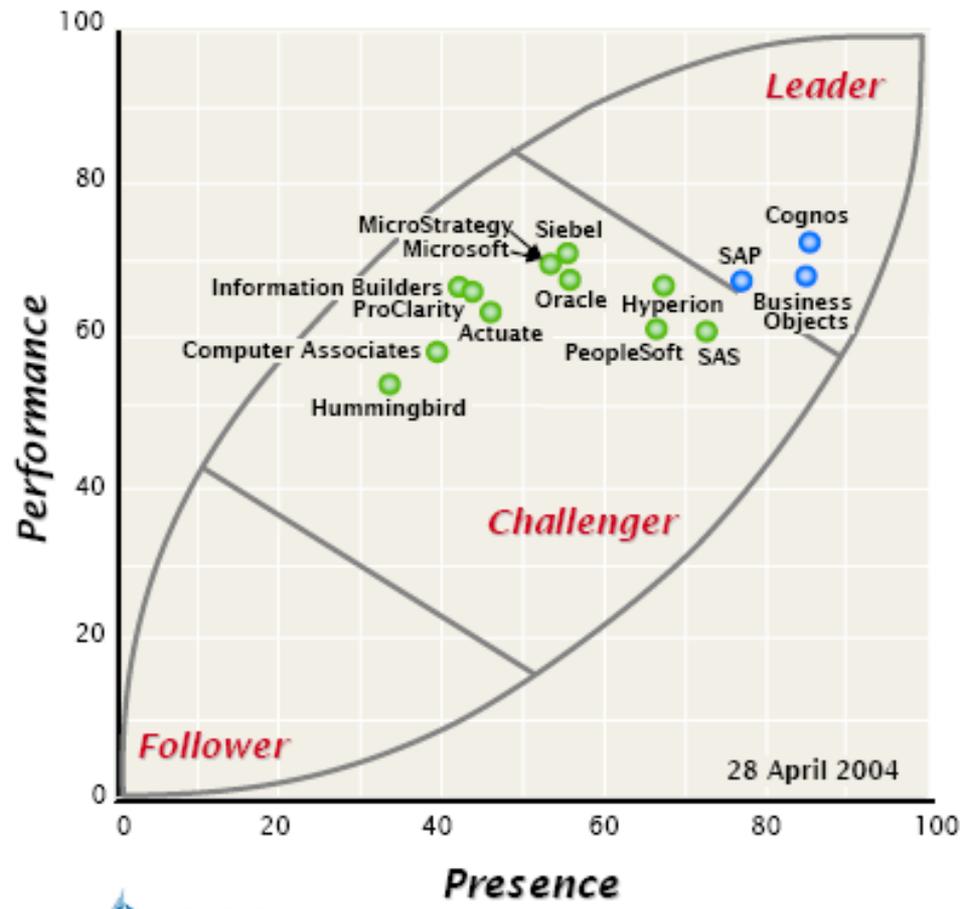
II. Strategic intelligence for businesses



II. Strategic intelligence for businesses

Business Intelligence Tools and Platforms

METApectrumSM Evaluation



II. Strategic intelligence for businesses



Worldwide Sites

Search

COMPANY

PRODUCTS

SOLUTIONS

CUSTOMERS

SERVICES

PARTNERS

NEWS

EVENTS

Evaluate

Overview
Customer Analytics
Financial Analytics
Supply Chain Analytics
Features and Benefits
White Papers
Fact Sheets
System Requirements

Validate

Analyst / Press Views
Customer Successes

Choose

Cognos Leadership
Support & Services
Contact Us Now

Extend

Corporate
Performance
Management
BI Standardization

Cognos Home > Products > Business Intelligence > Cognos Performance Applications > **Customer Analytics**

Cognos® Customer Analytics

Overview

Actionable information on your customer relationships.

Cognos Customer Analytics, part of Cognos Performance Applications, deliver hundreds of pre-built reports, metrics, and connections to standard data sources to help you understand sales performance, product sales, and the health of your customer relationships.

Answer key questions such as:

- Who are my top-10 revenue-generating customers? My most profitable customers?
- What products are customers purchasing?
- Which customers have the highest rates of return?
- Which customers present a potential risk of bad debt?

With the information found in Cognos Customer Analytics reports and metrics, monitor and report on performance using these key areas:

- **Customer profiling and valuation**—define your best customers based on factors such as revenue, frequency of purchase, cost to service. Direct your activities to retain high-value customers.
- **Customer satisfaction**—Analyze customer buying patterns, rates of return, time to pay, and other factors to detect customer satisfaction issues before they affect your bottom line.
- **Customer credit**—Track the number and age of receivables to identify and deal with potential sources of bad debt.
- **Product performance**—Identify your high-demand products and cross-sell opportunities; align your production and sales force to take advantage of these insights.
- **Sales performance**—Help sales understand customer purchase patterns and trends in your various market segments, to improve sales efforts.

Focus on Performance

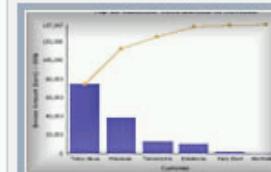
Download our White Paper

Learn how Cognos Performance Applications help you identify unrealized revenue and reduce expenditures.

Account Name	Balance Sheet Amount
Accounts Receivable	532,205,275.64
Notes Receivable	22,000.00
Other Receivables	436,200.00
Prepaid Receivables	-2,000.00
Bad Receivables	0.00
Applied Cash	-116,202.00

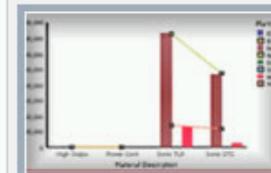
Financial Analytics

Key features up close



Customer Analytics

Key features up close



Supply Chain Analytics

Key features up close

II. Strategic intelligence for businesses

MicroStrategy
Best In Business Intelligence

Worldwide Search [Advanced Search](#)

[Email Me](#) | [Call Me](#) | [Subscribe](#)

Worldwide Software Solutions Partners Customers Services Company

Saturday, December 18, 2004 [Home](#) > [Software](#) > [MicroStrategy 7i Platform](#) > [Industrial Strength BI Platform](#) [Email Link](#) [Printer Friendly](#)

I am looking for...

Software

- FREE Evaluation Software
- FREE Online Seminars
- FREE Intro to BI Class
- Subscribe to Newsletter

Software

- Software Overview
- [MicroStrategy 7i Platform](#)
 - Administrator
 - Architect
 - BI Developer Kit
 - Desktop
 - Intelligence Server
 - MDX Adapter
 - Narrowcast Server
 - Office
 - 7i OLAP Services
 - Report Services
 - SDK
 - Transactor
 - Web
 - Web Universal
- Analytic Modules
 - Database Optimizations
 - Order FREE Eval Software

Software

MicroStrategy 7i™
The Industrial-Strength Business Intelligence Platform™

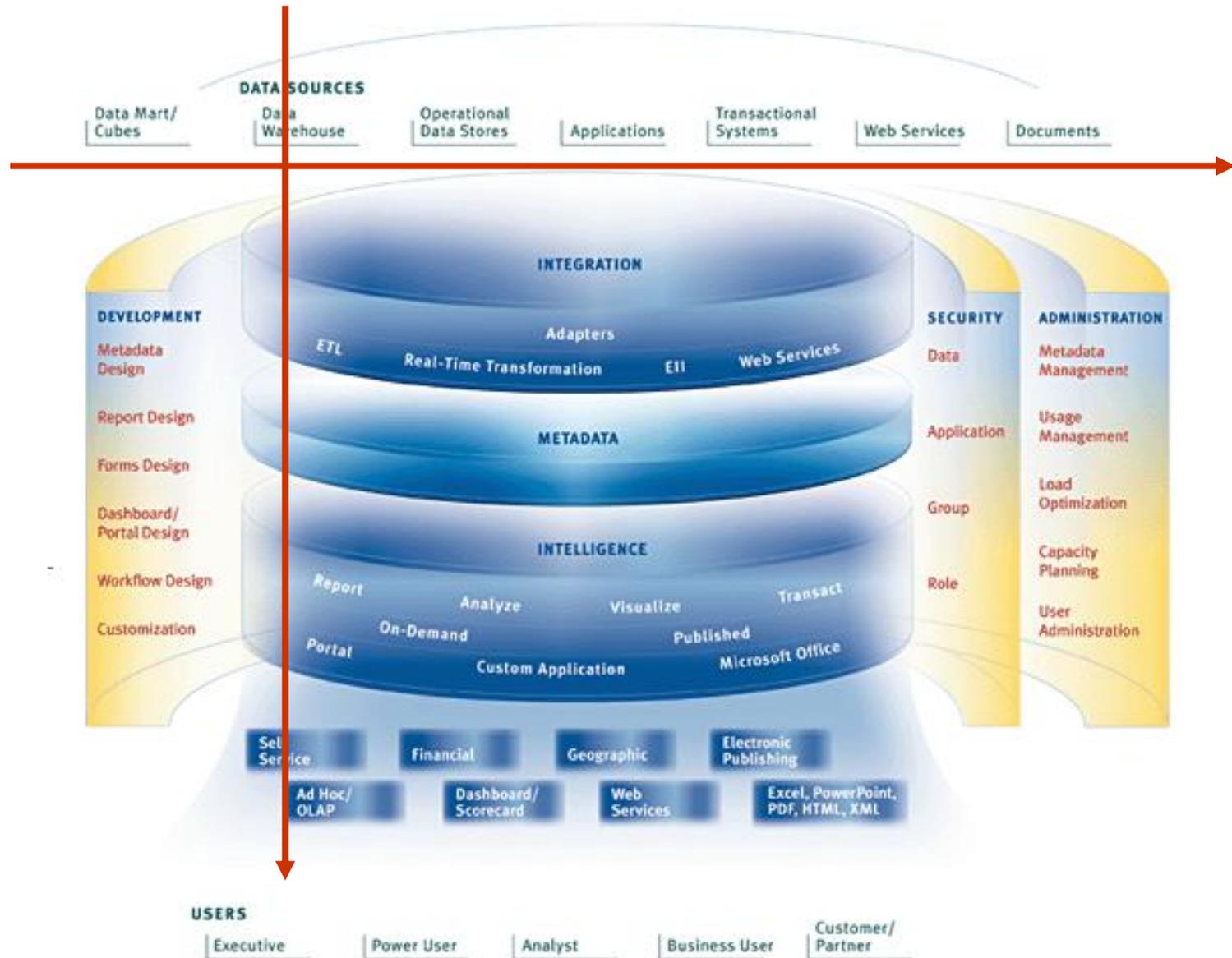
MicroStrategy is an industrial-strength platform capable of anchoring applications to help you build lasting, profitable customer relationships, manage your supply chain, monitor your financials or perform any of the thousands of other possible analyses your business demands today. Better management in these areas leads to revenue growth and enhanced operational efficiency for your business.

The MicroStrategy Industrial-Strength Business Intelligence Platform

UNIFIED WEB INTERFACE				
Enterprise Reporting	Cube Analysis	Ad Hoc Query & Analysis	Statistics & Data Mining	Report Delivery & Alerting
MicroStrategy Report Services	MicroStrategy OLAP Services	MicroStrategy Intelligence Server	MicroStrategy Narrowcast Server	
Pixel-Perfect Reporting	Intelligent Cubes	Relational OLAP	Analytical Engine	Email / Printers / File Servers

Integrated Backplane
Scalable Server-Centric Architecture

II. Strategic intelligence for businesses



II. Strategic intelligence for businesses

Table 1. Examples of business intelligence systems

Company	System characteristics
AT&T	Advanced internal integration Focused on customers and competitors Supports operations and strategic planning
Kodak	Advanced information management Focused on market and competition Supports marketing and strategic planning
Motorola	Company-wide integrated system Focused on competitors Supports CEO and senior management

Source: Herring, J. Presentation to the Snider Entrepreneurial Center, The Wharton School, The University of Pennsylvania (1996).

II. Strategic intelligence for clusters

EpINETTE : site Internet d'appui technologique aux entreprises de la filière bois - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Refresh Print Stop

Address <http://www.epinette.org/> Go Links

Google epinette Search Web Search Site PageRank Options epinette



EPINETTE,
le premier site Internet d'appui technologique aux entreprises de la filière bois.

[Ajouter aux favoris](#)



Né d'une réflexion commune des ingénieurs du CRITT Bois d'Epinal et des besoins exprimés par les PME de la filière bois, EPINETTE est un site Internet facile d'accès et d'utilisation, qui permet aux industriels de la filière bois, d'accéder en ligne aux différentes compétences du CRITT Bois.

Entrer...

Réservée exclusivement aux professionnels par abonnement, la connexion à EPINETTE, totalement sécurisée, permet de :



Veille technologique

- Faire de la recherche rapide et efficace d'informations sur différentes bases de données (entreprise, norme, brevet, travaux de recherche en France),
- Commander des articles dans une sélection de revues techniques,
- Etre informé automatiquement par e-mail sur l'évolution de technologies (séchage, finition, usinage,...) de votre choix.

Done Internet

II. Strategic intelligence for clusters

Bienvenue sur EPINETTE, le premier site internet d'appui technologique aux entreprises - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://www.epinette.org/index2.html

Google epinette Search Web Search Site PageRank Options epinette

EPINETTE .ORG INSCRIPTION

PRESENTATION CONDITIONS GENERALES CONTACT

VEILLE TECHNOLOGIQUE

- RECHERCHE ENTREPRISES
- RECHERCHE NORMES
- RECHERCHE BREVETS
- ARTICLES DE PRESSE
- RECHERCHE LABORATOIRES
- VEILLE AUTOMATIQUE

ACTUALITES

DOSSIERS TECHNIQUES

OFFRES DE STAGES

ESPACE AFFAIRES

OUTILS EN LIGNE

SERVICES CRITT BOIS

FOIRE AUX QUESTIONS

LIENS UTILES

CENTRE DE DOCUMENTATION

 **Veille Technologique**

Epinette vous permet de consulter simplement et rapidement les différentes bases de données du CRITT BOIS :

- Chercher une [entreprise](#)
- Chercher une [norme](#)
- Chercher un [brevet](#)
- Consulter [la presse professionnelle](#)
- Etre informé des [travaux de recherche](#) en France.

Recevez automatiquement les informations sur les sujets qui vous intéressent en établissant votre [profil de veille](#).

Done Internet

II. Strategic intelligence for regions

Definition of Regional Intelligence:

- A *localized network* of distributed informational systems / modules;
- which are developed by *organizations* to inform different groups of a territory, locality or region;
- that uses *human and artificial intelligence* in the collection, processing, and dissemination of information;
- communicates via the *Internet*; and
- the constituting modules are *integrated* so effectively that become indistinguishable for the external user.

II. Strategic intelligence for regions

Regional observatories: Yorkshire

Yorkshire Futures Home - Microsoft Internet Explorer

Address http://www.yorkshirefutures.com/index.cfm?&CFID=190847&CFTOKEN=56578200

Google regional intelligence Search Web Search Site PageRank Options regional intelligence

Yorkshire futures regional intelligence network

Search Site go

Subscribe to Updates enter e-mail here go

site map terms & conditions
contact us privacy policy
glossary

Yorkshire Futures Home

Yorkshire Futures is the Regional Intelligence Network for Yorkshire and the Humber, providing information and intelligence about the region, for the region, to improve decision making and better prepare us for the future.

Our vision:

Yorkshire Futures will be an influential and objective network, ensuring that all regional policy decisions are based on robust, reliable and timely information and intelligence, contributing to making Yorkshire and Humber a world class region.

Our overarching aim:

To be the single point of access to a co-ordinated intelligence resource, for the region.

Our core functions:

- Quicker, fuller and more accurate data
- Forward looking research to prepare the region for future events and trends
- Policy analysis to improve decision making
- Benchmarking, evaluation and good practice

This website has been designed to improve the dissemination and use of economic, social and environmental information about the Yorkshire and Humber.

What do you think about our new site design ?

Very Good
 Good
 Okay
 Not so good
 Awful

GIS

Done Internet

II. Strategic intelligence for regions

Regional Informational System: Peloponnese

Ολοκληρωμένο Πληροφοριακό Σύστημα Περιφερειακής Ανάπτυξης - Πελοποννήσου - Microsoft Internet Explorer - Working Of

Address <http://www.infopeloponnisos.gr/> Go Google Search Web Search Site PageRank Links

ΠΑΡΑΚΟΛΟΥΘΗΣΗ ΑΓΟΡΩΝ & ΠΡΟΪΟΝΤΩΝ ΟΔΗΓΟΣ ΝΕΩΝ ΕΠΕΝΔΥΣΕΩΝ BENCHMARKING ΜΕΤΡΗΣΗ ΕΠΙΔΟΣΕΩΝ ΠΕΡΙΦΕΡΕΙΑΣ

ΟΛΟΚΛΗΡΩΜΕΝΟ ΠΛΗΡΟΦΟΡΙΑΚΟ ΣΥΣΤΗΜΑ ΠΕΡΙΦΕΡΕΙΑΚΗΣ ΑΝΑΠΤΥΞΗΣ

Ενας ψηφιακός χώρος που παρουσιάζει εξελίξεις σε τεχνολογίες, προϊόντα, αγορές, σε βασικούς κλάδους της Περιφέρειας Πελοποννήσου και παρακολουθεί με επιλεγμένους δείκτες τις επιδόσεις της Πελοποννήσου στον τομέα της τεχνολογικής καινοτομίας.

ORIPÉ
ΟΛΟΚΛΗΡΩΜΕΝΟ ΠΛΗΡΟΦΟΡΙΑΚΟ ΣΥΣΤΗΜΑ ΠΕΡΙΦΕΡΕΙΑΚΗΣ ΑΝΑΠΤΥΞΗΣ

συνεχής ενημέρωση...

Παρακολουθείστε τις εξελίξεις στους κλάδους **τροφίμων & ποτών, οικιακού & αγροτικού εξοπλισμού, και του τουρισμού** μέσα από τρία θεματικά portals. Πλήρης κάλυψη με ειδήσεις, σημαντικά γεγονότα, νέα προϊόντα και τεχνολογίες, στοιχεία για τον κλάδο, σχετική βιβλιοθήκη, καθώς και πρόσφορα & ζήτηση προϊόντων.

τρόφιμα&ποτά **εξοπλισμός** **τουρισμός**

οδηγός νέων επενδύσεων

Ετήσιος **οδηγός επιχειρηματικών ευκαιριών**, όπως καταγράφονται από τα επιμελητήρια της περιφέρειας και **forum** ενημέρωσης των ενδιαφερομένων επιχειρηματιών της περιφέρειας.

benchmarking

Αξιολογήστε την απόδοση της επιχείρησής σας σε σχέση με τις σημαντικότερες εταιρίες του κλάδου σας χρησιμοποιώντας την τεχνική **Benchmarking**

μέτρηση επιδόσεων περιφέρειας

Ετήσια ενημέρωση για τις αναδυόμενες τάσεις στο πεδίο της Καινοτομίας και της Νέας Οικονομίας στην Περιφέρεια Πελοποννήσου.
Περισσότερα

ολοκληρωμένο πληροφοριακό σύστημα

Το Ολοκληρωμένο Πληροφοριακό Σύστημα Περιφερειακής Ανάπτυξης της Περιφέρειας Πελοποννήσου δημιουργήθηκε στα πλαίσια του προγράμματος **RIPE** (Πρόγραμμα Καινοτομίας Περιφέρειας Πελοποννήσου) και σκοπός του είναι η βελτίωση της αποτελεσματικότητας των διαδικασιών διαμόρφωσης της αναπτυξιακής πολιτικής και του αναπτυξιακού σχεδιασμού της Περιφέρειας..

περιγραφή **φορέας υλοποίησης** **επικοινωνία**

σχετικοί δικτυακοί τόποι

δικτυακοί τόποι για τον νομό **Αργολίδας, Αρκαδίας, Κορινθίας, Μεσσηνίας, Λακωνίας.**

Internet

III. Applying cluster intelligence

The adoption of Strategic Intelligence within a cluster amplifies critical processes of the **innovation mechanism** operating within clusters:

In particular

- (1) **Search procedures** from which initiate the modification of internal company routines;
- (2) **Diffusion of skills and new technologies** among the institutions belonging to the cluster;
- (3) **Flows of intellectual resources** and capital among the members of the cluster.

How SI amplifies innovation?

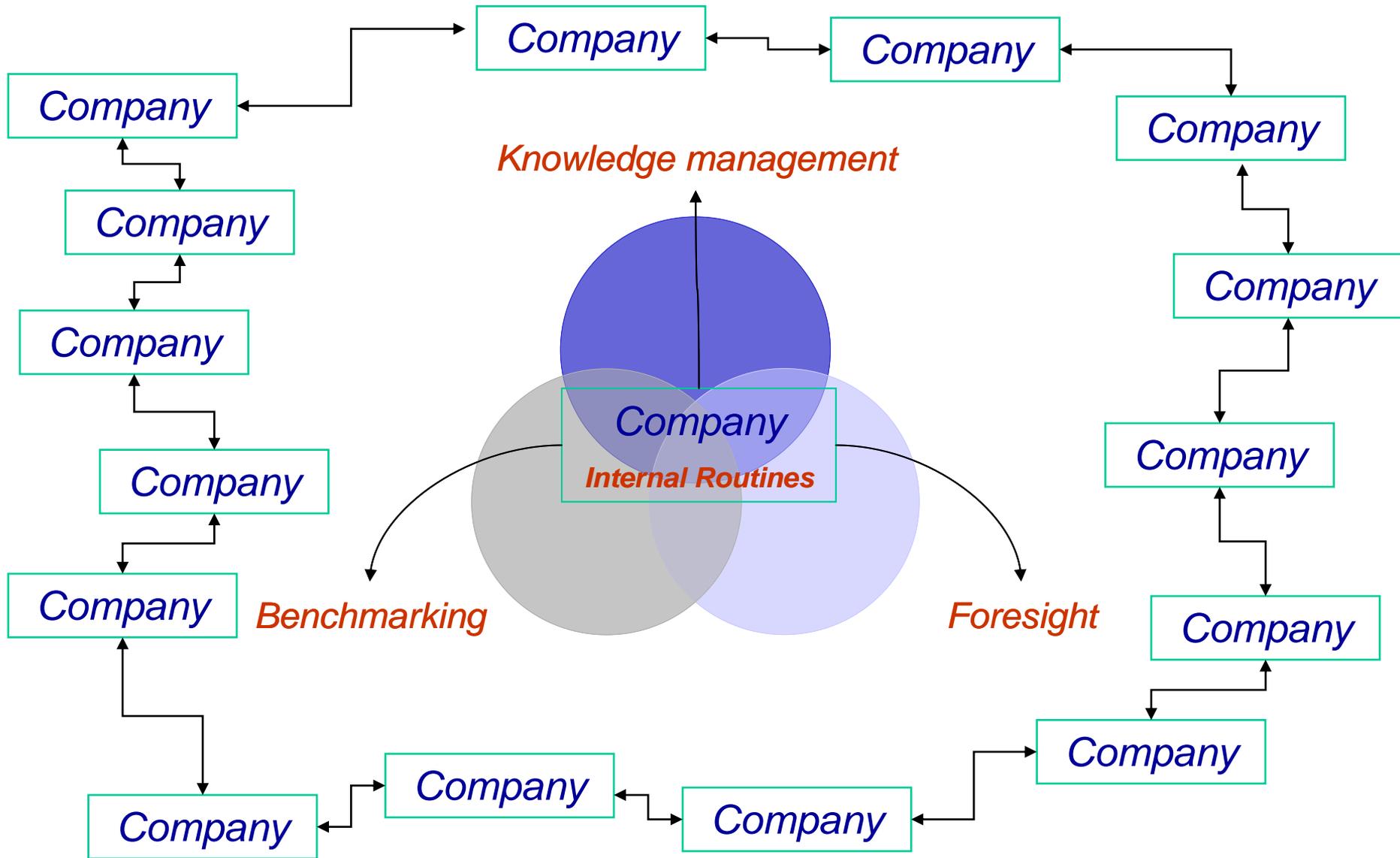
III. Applying cluster intelligence

Companies within the cluster:

- Follow organisational *routines* which are behavioural patterns inside the firm and ways of doing things in production, R&D, trade, etc;
- Innovation starts by *search activities*, which are organisational activities associated with the evaluation of current practices (routines), leading to modification and/or replacement of routines;
- The modification of routines is influenced by the *environment of the cluster* and the factors that affect the transformation of knowledge to products (skills, learning, consulting, market information engineering competences).

III. Applying cluster intelligence

1. Deployment of key information processes



III. Applying cluster intelligence

Key information processes

Strategic Intelligence

```
graph TD; SI[Strategic Intelligence] --> KM[Knowledge management]; SI --> B[Benchmarking]; SI --> F[Foresight];
```

Knowledge management: facilitate the continuous collection, development, sharing and application of the intellectual capital available in an organisation

Benchmarking: continuously identifying, understanding, and adapting outstanding practices and processes found inside and outside an organization

Foresight: brings together key agents of change and various sources of knowledge in order to develop strategic visions and anticipatory intelligence

III. Applying Cluster intelligence

2. Collective building of information intelligence

In the supply side (providers):
collaborative collection of information
and cooperative data-storage and
retrieval

In the demand side (users): participatory
appraisal and feed-back of information

III. Applying cluster intelligence

Technical (software) solutions are necessary

www.urenio.org > Contact > IRE Network

MetaForesight

Towards the knowledge-based economy

EUROPEAN RESEARCH AREA
Regions of Knowledge

Home The Project Partners MetaForesight Platform Library Cooperation Space

Project Partners



URENIO
URBAN & REGIONAL INNOVATION
Research Unit

URENIO Research Unit
Aristotle University of Thessaloniki
Central Macedonia, Greece



FUNDECYT

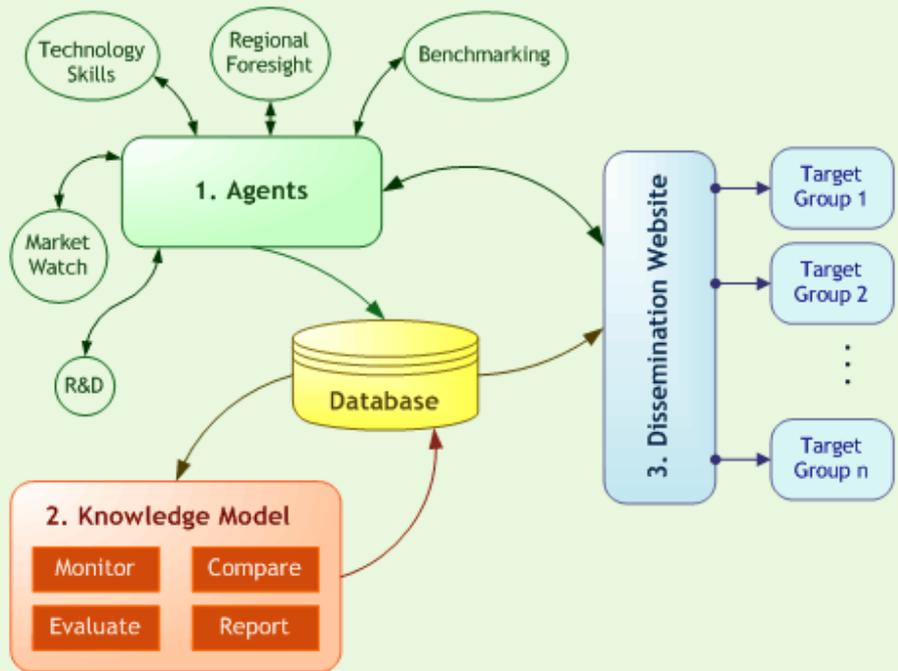
FUNDECYT
Foundation for the Development
of Science and Technology
Extremadura, Spain



CARDIFF
UNIVERSITY

University of Wales, Cardiff
East Wales, United Kingdom

MetaForesight Model



The diagram illustrates the MetaForesight Model. At the center is a green box labeled '1. Agents'. It is connected to several external components: 'Technology Skills', 'Regional Foresight', and 'Benchmarking' (top); 'Market Watch' and 'R&D' (left); and a 'Database' (bottom). Below the '1. Agents' box is an orange box labeled '2. Knowledge Model' containing four sub-components: 'Monitor', 'Compare', 'Evaluate', and 'Report'. The 'Database' is a yellow cylinder that receives data from the 'Agents' and the 'Knowledge Model'. To the right is a blue box labeled '3. Dissemination Website', which is connected to the 'Agents' and the 'Database'. This website disseminates information to 'Target Group 1', 'Target Group 2', and 'Target Group n'.

MetaForesight aims to produce an integrated information application, fostering regional knowledge-based capacities and policies, and supporting regional business intelligence through learning process at the regional and interregional level.

III. Applying cluster intelligence

Overview of technical solutions and applications

Home Information & Knowledge Management Benchmarking Foresight

North East South West
INTERREG IIIC



PROJECT PART-FINANCED
BY THE EUROPEAN UNION

Pilot Strategic Intelligence Platform



PSIP is a new toolkit on Strategic Intelligence combining Information & Knowledge Management, Benchmarking and Foresight methods

Quick Select

Choose a tool from the list

Information and knowledge management

Panorama of Information and Knowledge Management

Where to find additional information?

How to identify information needs of clusters?

Appropriate use of information

Benchmarking

Territorial Benchmarking

Cluster Benchmarking

Policy benchmarking

Company Benchmarking

Foresight

How to introduce the foresight dimension?

How to set priorities & explore possibilities?

How to elaborate & select scenarios?

How to integrate the potential impacts?

The toolkit has been developed for the STRATINC Project

© 2006 STRATINC partners | stratinc@urenio.org | Design and Development URENIO Research Unit & ZENIT GmbH

Thank you very much for your attention