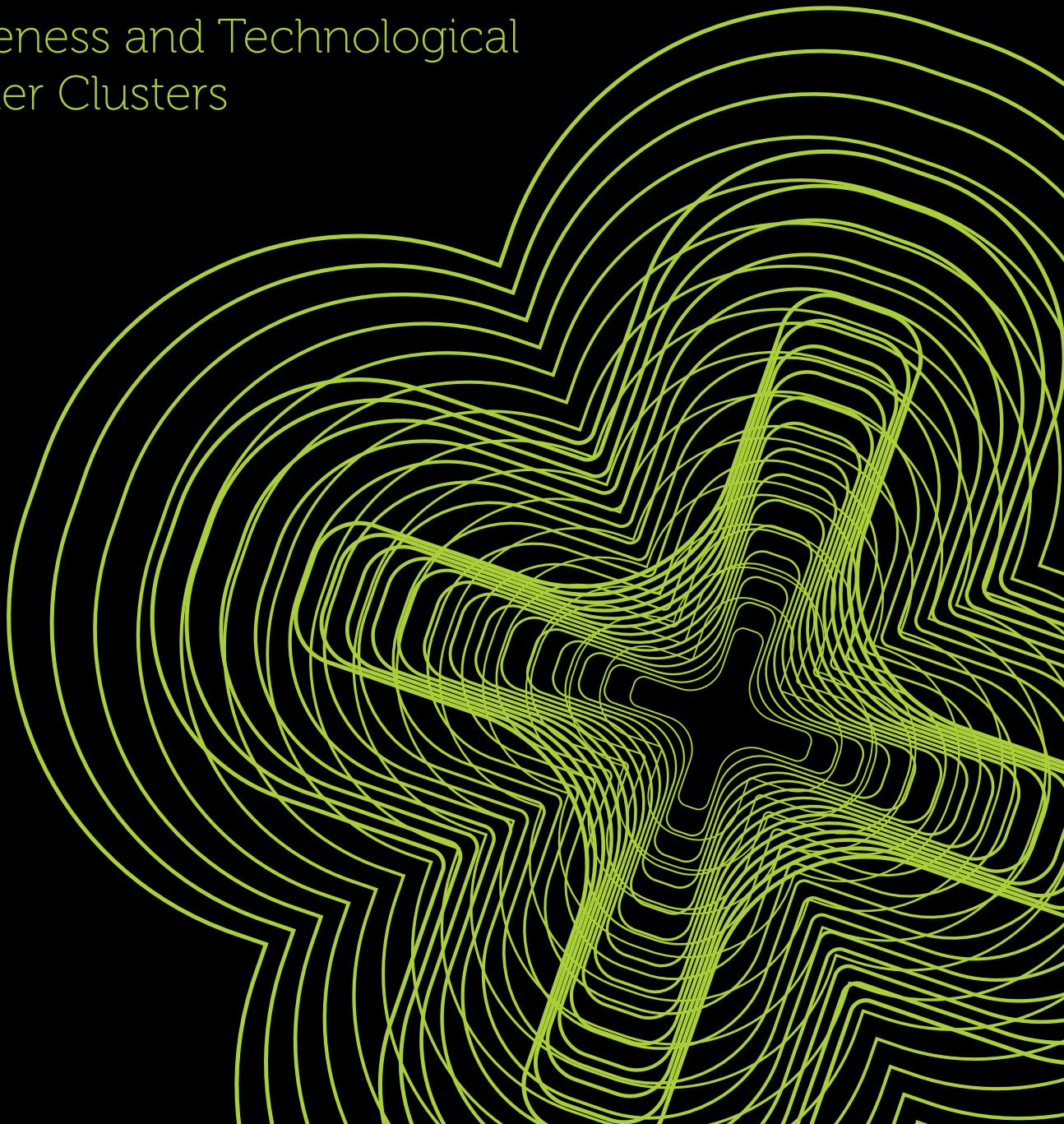
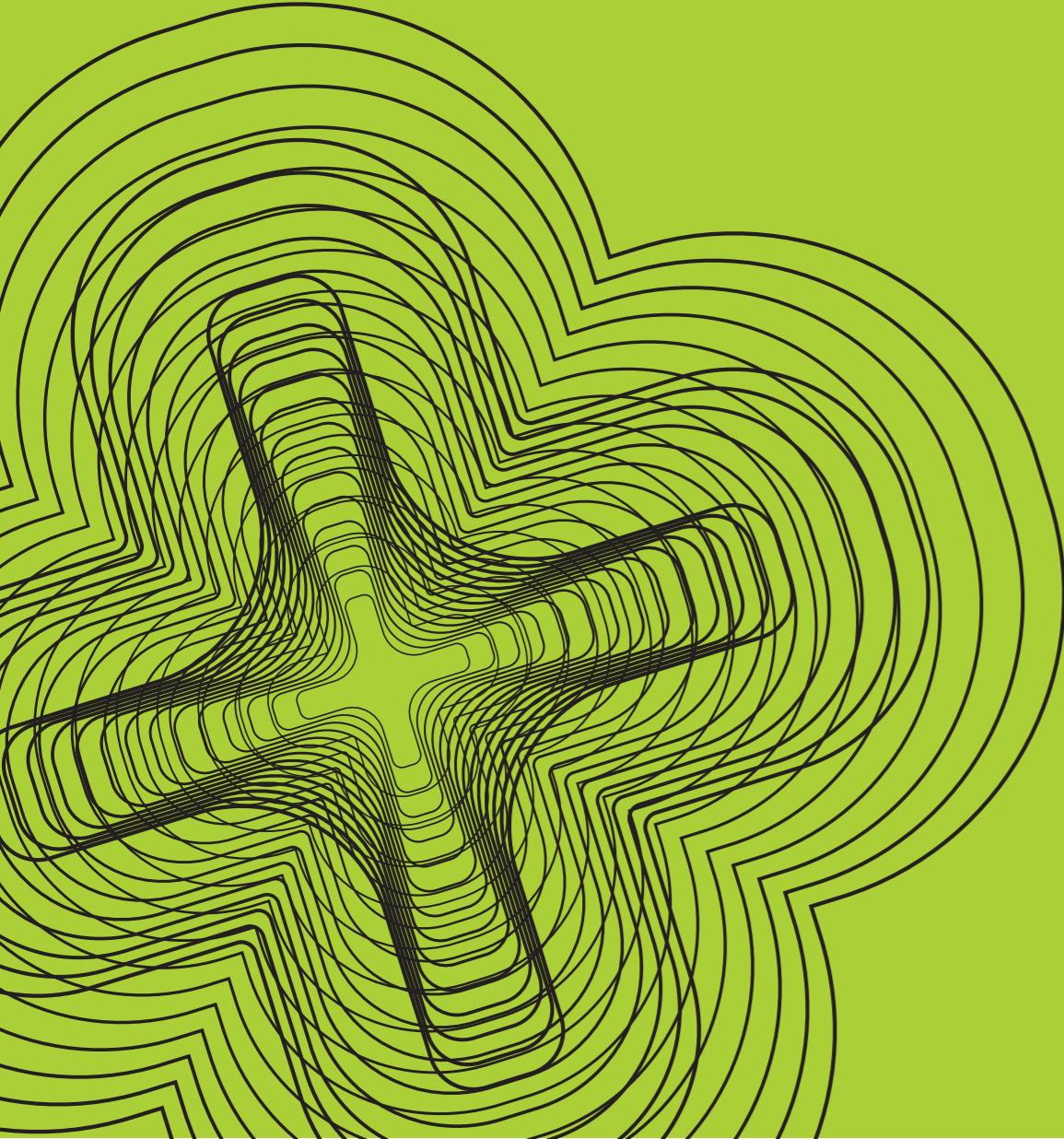


Cooperate to better Compete

Competitiveness and Technological
Poles & Other Clusters





04

Background

06

Competitiveness and Technological Pole - Engineering and Tooling

10

Competitiveness and Technological Pole - Mobility Industries

14

Competitiveness and Technological Pole - Refining, Petrochemical and Industrial Chemical Industries

18

PRODUTECH - Production Technologies Centre

22

Competitiveness and Technological Pole - Energy

26

Competitiveness and Technological Pole - Forest Industries

30

Portuguese Furniture Enterprises Cluster

34

Sustainable Habitat Cluster

38

Natural Stone Cluster

42

Competitiveness and Technological Pole - Agro-industry: Food, Health and Sustainability

46

Agro-Industry Cluster of the Centre Region

50

Agro-Industry Cluster of Ribatejo

54

Wine Cluster of the Specified Region of Douro

58

Competitiveness and Technological Pole - Tourism

62

Competitiveness and Technological Pole - Information, Communication and Electronics Technology - TICE.PT

66

Competitiveness and Technological Pole - Fashion

70

Competitiveness and Technological Pole for Health - Health Cluster Portugal

74

Maritime Knowledge and Economics Cluster

78

Creative Industries Cluster of the Northern Region

82

Contacts

Background

"Cooperate to better compete" is one of the key objectives of public policies for supporting enterprises and for improving the competitiveness of the Portuguese economy.

An important conclusion has been reached in the last few years: that working in cooperation, networking and the development of collective solutions play a strategic and catalyzing role.

The Operational Agenda for Competitiveness Factors of the QREN, which includes the COMPETE - Operational Programme for Competitiveness Factors and the Regional Operational Programmes for Mainland Portugal, intends to achieve this objective through the "Strategies for Collective Efficiency" (SCEs).

What is a Strategy for Collective Efficiency?

An Strategy for Collective Efficiency is a coherent and strategically justified set of initiatives brought together in an Action Programme. The initiatives aim at innovating, qualifying and modernising a number of economic actors who work at national, regional or local level.

These initiatives also aim to promote cooperation and networking between enterprises, and between enterprises and other actors involved in the strategy, namely education and R&TD institutions, training and technological assistance institutions, and business associations, among others.

The strategy shall focus on the future and on changes to the specialisation profile of the Portuguese economy, namely changes based on innovation, competitiveness and the adjustment of behaviours and attitudes.

The Management Body of the COMPETE Programme is the body responsible for the processes of recognition, monitoring and evaluation of the Strategy for Collective Efficiency that fall under the Clusters type; the latter may assume either of two forms:

> **"Competitiveness and Technological Poles and Clusters;"**

> and **"Other Clusters" (OC).**

What is a Competitiveness and Technological Pole?

The Competitiveness and Technological Poles are strongly oriented to international markets and to gaining international visibility; the Action Programme is strongly anchored in activities with a high R&TD, innovation and knowledge content.

The network of actors supporting the activities of these Poles aims to have a leverage effect on the competitiveness of the country and its enterprises; this may lead to attracting new investments with strong added value and to producing structural changes for intelligent and future oriented investments.

What are "Other Clusters"?

Other Clusters also aim to provide an innovative future-oriented business vision, although with a lesser focus on science and technology content.

These Clusters are strongly market oriented but the strengthening of competitiveness depends rather more on the sharing of common assets and the generation of critical mass so as to promote the development of innovative projects and the orientation of enterprises towards international markets.

What are the objectives?

The objectives of the implementation of recognised Competitiveness and Technological Poles and Other Clusters are:

> Strategic focus - to develop a strategic vision that accounts for the challenges of the future, that is market-oriented and that generates effectiveness and efficiency gains;

> International competitiveness - international recognition of national and regional enterprises, products and technologies, with a view to contributing to increases in exports and market shares, to improving the national technological parity, and to increasing productivity and creating high-skilled employment;

> Structural projects - to develop structural projects with significant national impact, that can provide the support needed for development of new products and solutions, qualification of traditional industries and generation of new future-oriented business;

> Investment in R&D and Innovation - to develop Research and Technological Development projects that will lead to increasing the added value of national products and their exports; simultaneously, this investment will promote a higher level of cooperation between the institutions of the National Innovation System;

> Cooperation between actors - to stimulate and promote collective projects - joint projects and cooperation projects involving enterprises and support bodies - which will introduce new approaches based on creativity and innovation and which will focus on multiplying and sharing the results created by the confluence of different areas of knowledge.

What you will find in this brochure?

This brochure provides brief but relevant information on the Competitiveness and Technological Poles and Other Clusters; these correspond to the 19 Strategies for Collective Efficiency that have received recognition to date.

For further information, please consult the COMPETE website.

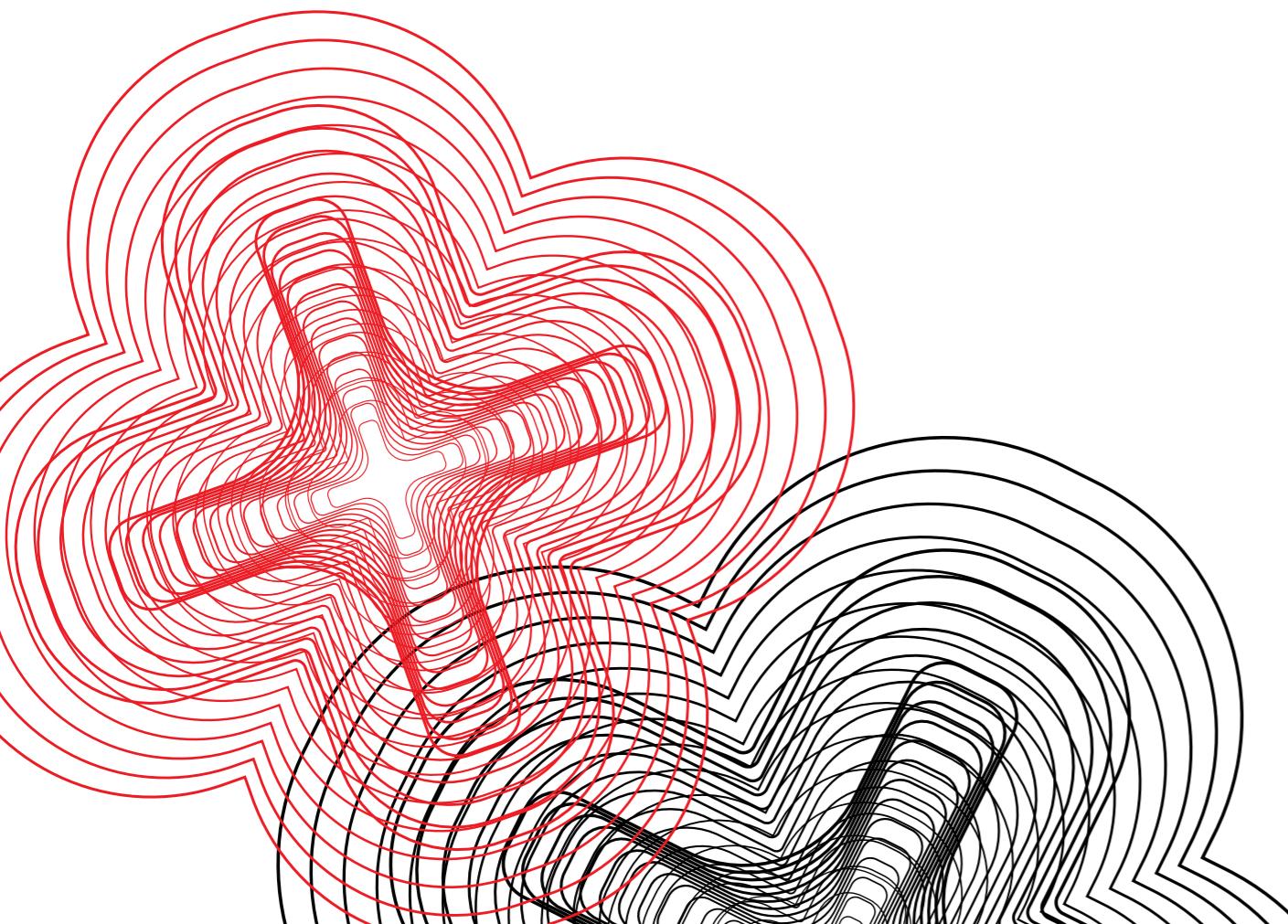
We hope you enjoy reading the brochure!



Competitiveness and Technological Pole - Engineering and Tooling

The Engineering and Tooling industry is a key tool for Portugal to establish itself in the world market. The main objective of the Competitiveness and Technological Pole is to establish this industry as one of the world's five best.

A significant investment in research, development and innovation will lead to increased international recognition of the brand Engineering & Tooling Portugal and to significant inroads into the market for high technological content in areas such as energy, the environment, health and aeronautics.



Mission Statement

To develop and produce moulds, special tools and high precision machined parts, with a view to optimising the functionality of manufacturing products and processes and to integrating these advances into a wider chain of engineering services and consequently, enhancing the value chain.

Vision

For the national Engineering & Tooling sector to be known world wide, that is, as one of the most technologically developed, value-added sectors as concerns the design and production of moulds, special tools and high precision machined parts.

Objectives

- > To ensure annual production growth (in Euro) in the moulds sub-sector
- > To place the Engineering & Tooling sector in the world's top 5 sectors
- > To ensure high levels of GVA (Gross Value Added)
- > To have new technology-based enterprises operating in the sector
- > To achieve high levels of recognition for the Engineering & Tooling Portugal brand, at national and international level

> To ensure increasing annual investment in the areas of research, development and innovation

> To attract new opportunities in the areas of motorization, new materials and electronic device integration within the automotive sector

> To ensure a steady growth in importance of other strategic sectors such as energy, the environment, electronics, health and aviation, with a focus on the development of innovative solutions in emerging, high growth areas

> To attract qualified personnel to the enterprises

Results

> To focus on production increases, especially in value terms, through specialisation in highly complex moulds, which should impact on the special tools and high precision machined parts sub-sector, although this area still has a rather small share of the national market

> To increase the profitability of enterprises by switching to high valued-added products and market niches

> To improve the sustainability and competitive position of the enterprises in the sector by attracting qualified human resources

> To create new enterprises, particularly technology-based ones



Competitiveness and Technological Pole - Mobility Industries

Sustainable mobility is a must for our times. Portugal expects to address this challenge by anticipating changes.

The main goal of the 'Mobi' Competitiveness Pole is to become a benchmark in the research, design, development, manufacturing and testing of products and services in the mobility industries.

The strategy focuses on the confluence of the three base industries - automotive, aeronautics and railways - and seeks new industrial paradigms in cooperation with the energy sector and the ECIT (Electronics, Communication and Information Technologies).



Mission Statement

To promote and implement innovation and technology initiatives and activities at the national and international level; to foster and stimulate cooperation between enterprises, organisations, universities and public bodies in order to increase R&TD skills as well as turnover, exports and highly-qualified employment in the various areas associated with the mobility industries.

Vision

To position Portugal as a benchmark in the research, design, development, manufacturing and testing of products and services in the mobility industries.

Objectives

- > To secure the positioning of the Portuguese automotive industry by reinforcing supply to traditional and new customers in close-by markets and global markets
- > To foster industry specialisation in accordance with the main trends of sustainable mobility
- > To diversify the activities of the components industry through its integration with the supply chains of the aeronautics and railroad industries
- > To attract FDI (Foreign Direct Investment) directed at existing

development and production capacity, new specialisation profiles and market niches, as well as emerging manufacturers.

Results

- > To position the automobile and mobility cluster among the world's most competitive clusters
- > To develop a suppliers industry that is strong and skilful and that demonstrates excellence in performance
- > To promote Portugal as a specialised skills platform with respect to the whole of the mobility chain
- > To stimulate and attract new investment projects related to new ideas for vehicles and motorization
- > To develop new business opportunities and to retain foreign investment
- > To increase the level of GVA (Gross Value Added), as well as exports and highly-qualified employment in the enterprises of the mobility industries

The Pole for the Mobility Industries endeavours to provide intelligent, green, integrated solutions that are capable of respecting the desired environmental balance and responding to the demands of a sustainable market.



Competitiveness and Technological Pole - Refining, Petrochemical and Industrial Chemical Industries

Sines, Matosinhos and Estarreja play a vital role in the Portuguese economy. The Pole for the Refining, Petrochemical and Industrial Chemicals Industries spans the gaps between these industries and leverages the modernisation of a large group of SMEs.

Some of the key goals are: to attract leading international investment companies, to manufacture those products in which Portugal is not yet self-sufficient and to create Innovation, Technology and Development Centres operating as a network.

This Pole also aims to intensify programmes involving local communities, in order to promote their well-being in the areas of the environment, civil protection and social responsibility.



Mission Statement

To foster the establishment and development of the Competitiveness and Technological Pole in the areas of Refining, Petrochemical and Industrial Chemicals, and therefore, to contribute to the development and growth of the Centre's production agents.

Vision

To establish Portugal as a world-level benchmark in the Refining, Petrochemical and Industrial Chemical Industries, specialising in high-tech and/or high growth products.

Objectives

- > To foster stronger relationships between agents along the value chain
- > To contribute to attract national and foreign investment
- > To foster the suitable development of the Centre's infrastructures
- > To contribute to R&TD that is relevant to the Centre
- > To ensure that the Centre's personnel develop the required skills
- > To promote acceptance by local communities in all the areas covered by the initiative
- > To further the environmental sustainability of existing industries

Results

> To strengthen the links between enterprises in order to supply products that are priced more competitively, are innovative and have a high added value, with a positive flow-on effect on the trade balance

> To promote the development of the infrastructures required for interlinking the three main sites of the Pole, including the three harbours associated with them, as well as better spatial planning

> To enhance the competitiveness of national industrial production and to strengthen the position of leadership in the area of technology at international level

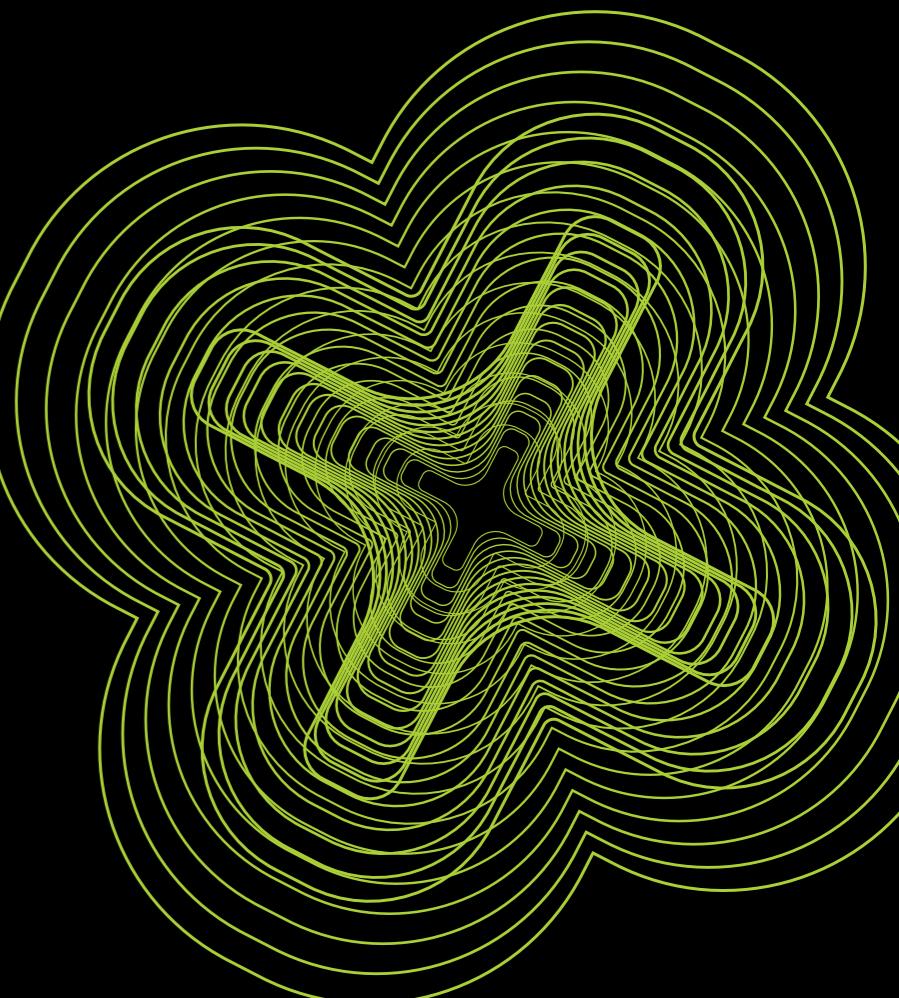
> To increase the R&TD efforts of enterprises in the sector and the skills of their human resources

> To foster cooperation and relationship between the bodies of the Pole and public bodies, local communities and SMEs in the region





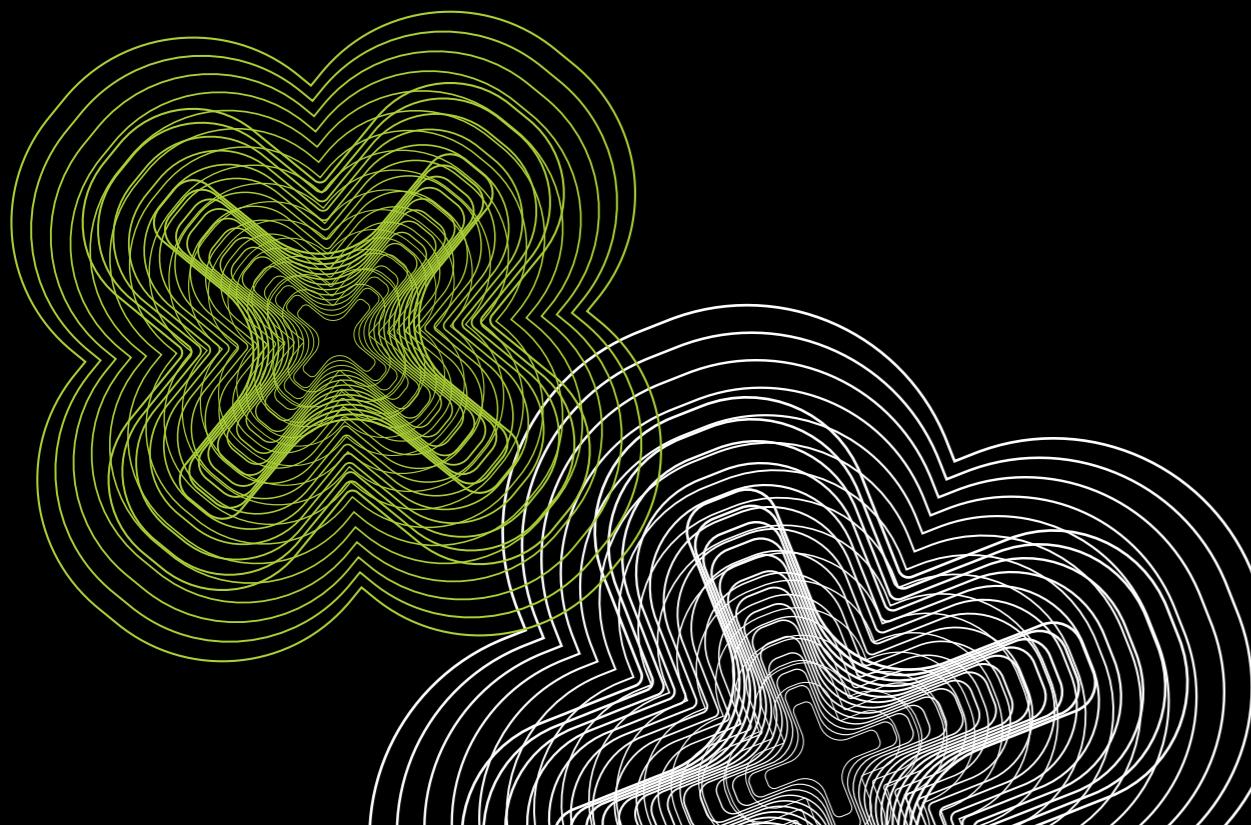
PRODUTECH - Production Technologies Pole



The challenges of the 21st century demand a coordinated, strategic, and innovative response.

The Production Technologies Pole promotes and fosters cooperation between enterprises developing production technologies and relevant bodies of end-user sectors. It is an important partner in efforts to modernise the Portuguese economy and make it more competitive, by:

- > enhancing national competencies and skills;
- > projecting a unified image;
- > and fostering research by establishing privileged contacts with higher education institutions, research units and technology centres.



Mission Statement

To promote the sustainable development and the internationalisation of the national production technologies chain - namely machinery, equipment and systems manufacturers, system integrators, software application developers, engineering enterprises - in close cooperation with the main sectors of the Portuguese manufacturing industry and with the STCN (National Science and Technology System).

Vision

Development of advanced production technologies for the manufacturing industry and promotion of the national production technology chain, including machinery and equipment manufacturers, industrial software developers, system integrators, industrial engineering enterprises and specialized consulting services.

Objectives

- > To develop and operate a set of equipment, systems and support services that are technologically advanced and innovative, and that demonstrate market potential at the national and international levels
- > To establish an articulated network (Cluster) of enterprises that develop technologies and services for the industry and SCTN entities; the

cluster should be able to gather the resources and skills necessary for the development and operation of new systems and equipment and their support systems

- > To increase the national production of technology for the industry and the dimension of the sectors involved (development of existing enterprises and creation of new enterprises) as well as the level of internationalisation
- > To integrate the Cluster with international networks for R&TD and Innovation by actively participating in international R&TD projects
- > To increase private investment in R&TD and Innovation as well as its efficiency and effectiveness, through the creation or reinforcement of R&TD management skills within the enterprises involved and the adoption of good practices in the conduct of relationships with the SCTN entities
- > To increase the capacity of working groups, technology platforms and standardisation committees to participate in and to influence international fora
- > To change Portugal's image to that of a producer of technology

Results

- > To support those sectors which produce industrial technology in Portugal, through the development and marketing - at national and international level - of new products and services that feature advanced technology and higher added value, through increased activity in existing enterprises and the creation of new enterprises

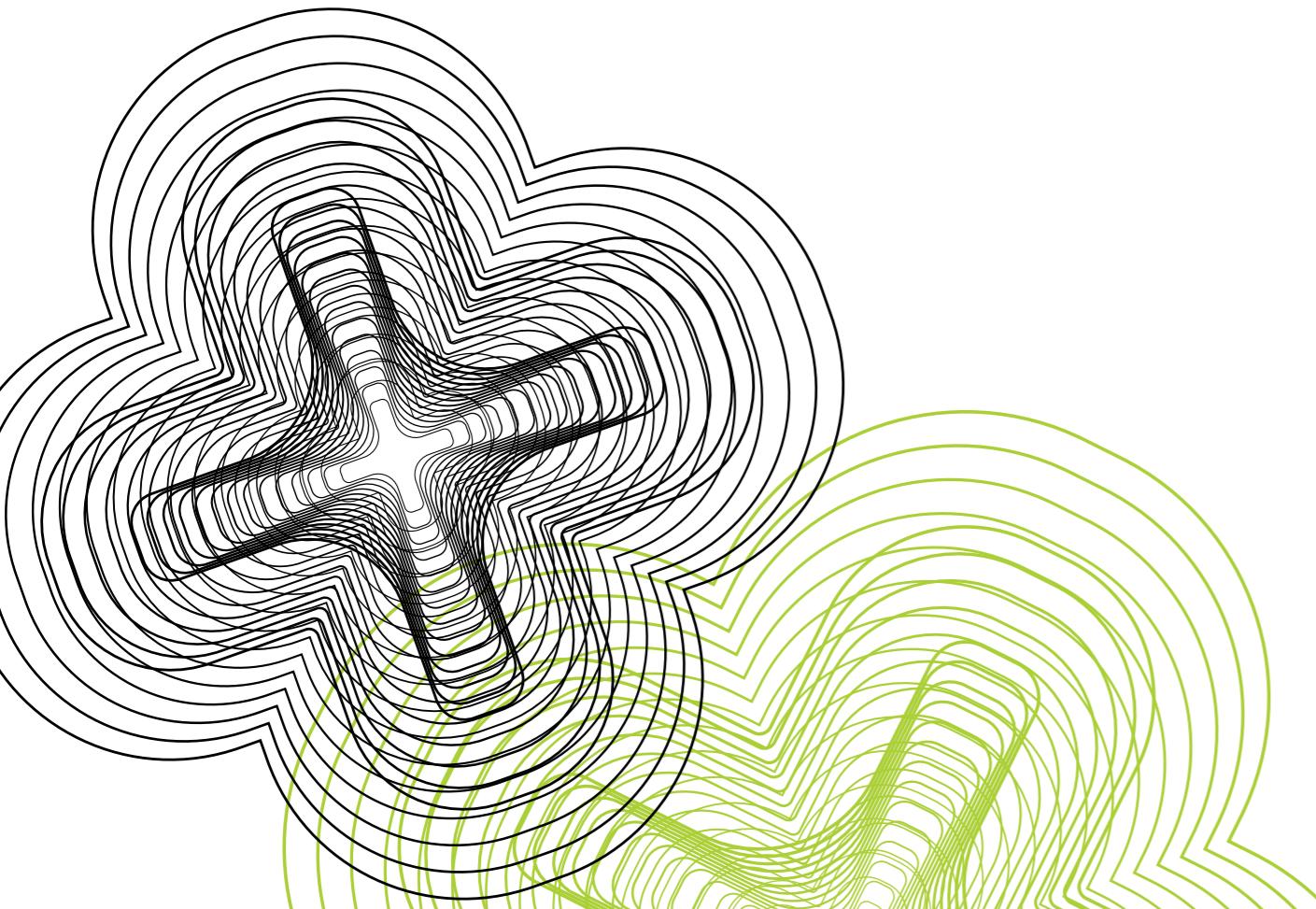
- > To increase the competitiveness of enterprises and the added value they create through the use of technology



Competitiveness and Technological Pole - Energy

To go beyond.
To seek riches in the wind and the sea.
The Pole for Energy Competitiveness and Technology focuses on new, renewable energy sources that are competitive, sustainable, and reliable in supply.

Its objectives include research and development of photovoltaic technology, off-shore energy and wind energy; and these initiatives allow Portugal to comply with national and Community goals of energy policy. Another of its objectives is to promote energy efficiency among consumers and in the area of new building construction.



Mission Statement

To contribute to the development of an internationally competitive Pole for energy production, innovation and technology in Portugal.

Vision

To foster technological development and innovation in the energy sector, particularly as concerns renewable energy and energy efficiency, innovative entrepreneurship and modernisation of the Portuguese industry.

Objectives

- > To stimulate cooperation and knowledge dissemination by acting as a forum for discussion between enterprises and between enterprises and Research and Knowledge Centres
- > To promote national R&TD and industry initiatives on the international stage, with a view to attracting FDI (Foreign Direct Investment) or talent and facilitating access to new markets
- > To carry out and publish technical opinions
- > To establish itself as a national benchmark
- > To support R&TD activities in Portugal, particularly as concerns renewable energy and energy-efficient technologies and systems associated with international projects

- > To foster the setting-up of specialised research consortia and new enterprises, and "business incubators", with a view to implementing innovative technologies with recognised economic potential

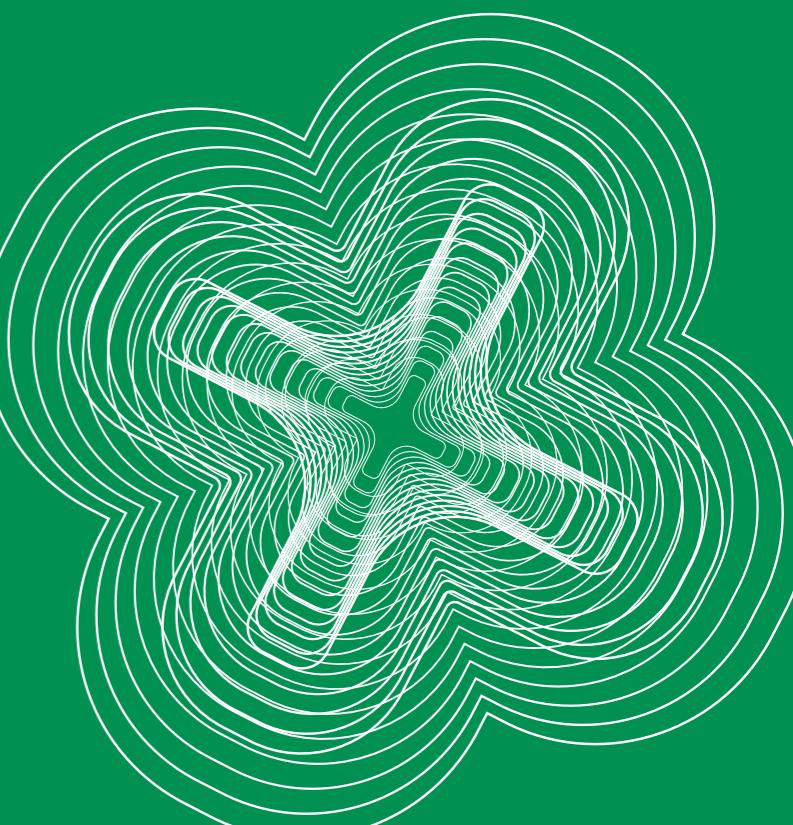
Results

- > To create skilled employment, namely in the areas of research, technical support and promotional activities
- > To strengthen the international competitive capacity of the country, so as to generate increased exports, market shares and gross added value produced
- > To reduce Portugal's energy consumption and its dependence on energy imports
- > To improve the skills of the personnel of enterprises in the sector
- > To stimulate the development of R&TD activities and to disseminate the results of those activities among enterprises of the energy sector, so as to promote the development of new products, techniques and processes





Competitiveness and Technological Pole-Forest Industries



One third of national territory is covered by forests. The purpose of the Pole is to preserve and ensure the future of this national treasure without neglecting environmental issue. The eucalyptus, pine and cork oak trees are the most important species in Portuguese forests. The Pole aims to enhance the value of those species and increase their market share in external markets.

Other objectives include reducing greenhouse gas emissions, supporting biomass and wood sub-products, and qualifying the traditional and labour-intensive workforce.

A further objective is to increase exports of pulp and paper, cork, and wood panels and to provide an eco-footprint label which confirms the quality of the products to be sold in international markets.



Mission Statement

To provide the Portuguese forest sector with the capacity to produce an adequate and ecologically sustainable quantity of quality raw materials.

Vision

To establish a national pole for competitiveness, innovation and technology that is focused on international operations, as well as to promote and foster cooperation between enterprises, organisations, universities and public bodies, with a view to increasing turnover, exports and highly-qualified employment within the economic areas associated with the Portuguese Forestry Chain.

Objectives

- > To increase the production capacity of Portuguese forests and to ensure their sustainability
- > To improve the organisation and quality of the forestry sector, in the areas of production and processing, and to improve the skills and competencies of its agents
- > To increase the added value of the forestry chain through innovation and technology and through a higher yield from raw materials
- > To improve access to markets and to support the penetration of Portuguese products

- > Within the context of global competition, to promote the benefits of compliance with the principles of environmental sustainability

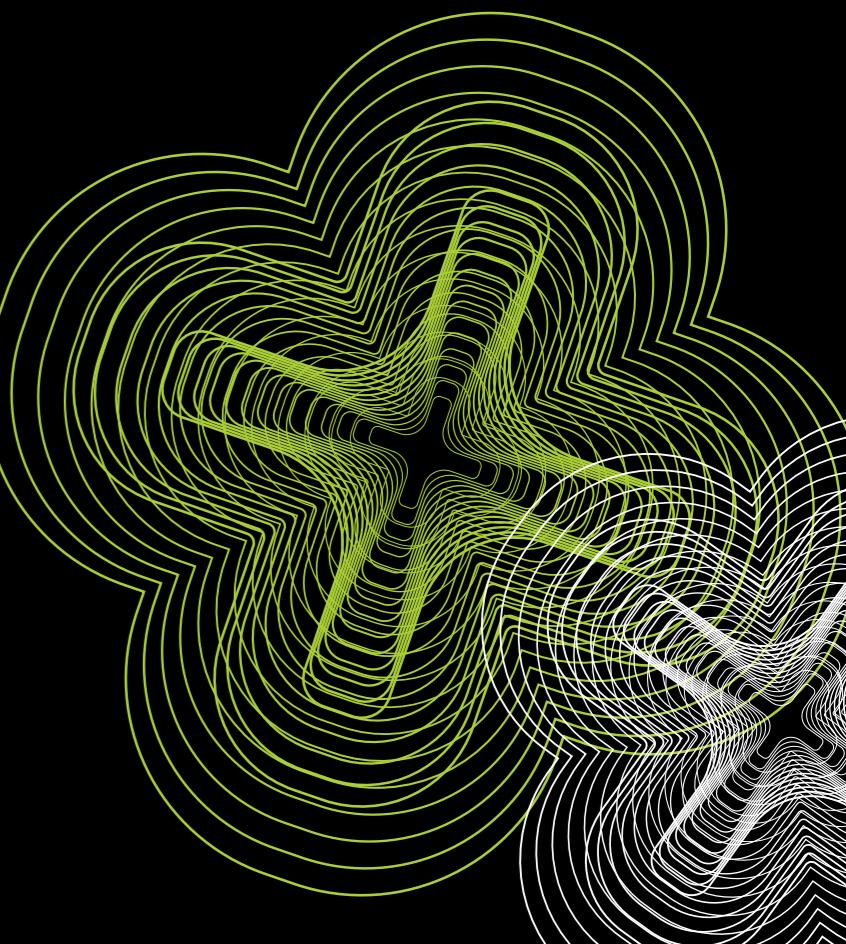
Results

- > To increase exports of pulp, paper, cork products and wood panels
- > To ensure the consolidation of the volume of exports of wooden furniture during recent years, through appropriate and aggressive marketing strategies that are focused on trademarks and the differentiation and diversification of markets
- > To implement "carbon footprint labelling" in the forestry industry
- > To improve management skills within the forestry industry through technical training of executives and operators



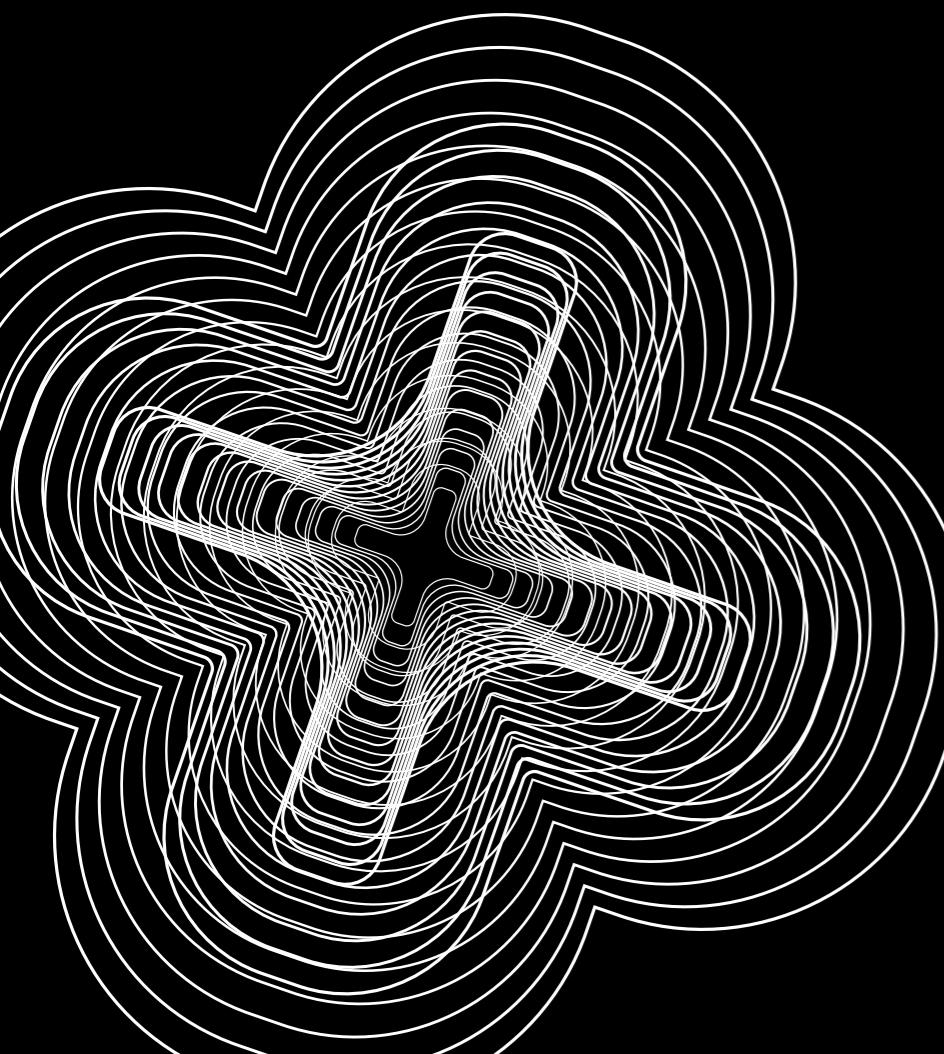


Portuguese Furniture Enterprises Cluster



It would be desirable for Portuguese furniture to set a world benchmark in excellence, quality, innovation and design.

The Cluster aims to foster research (via an Advanced Design Centre), as well as the training and education of its human resources; it is currently developing a communication campaign to promote the image of Portuguese furniture.



Mission Statement

To promote the competitiveness of furniture enterprises operating in Portugal through the development and dissemination of practices related to quality, design and innovation.

Vision

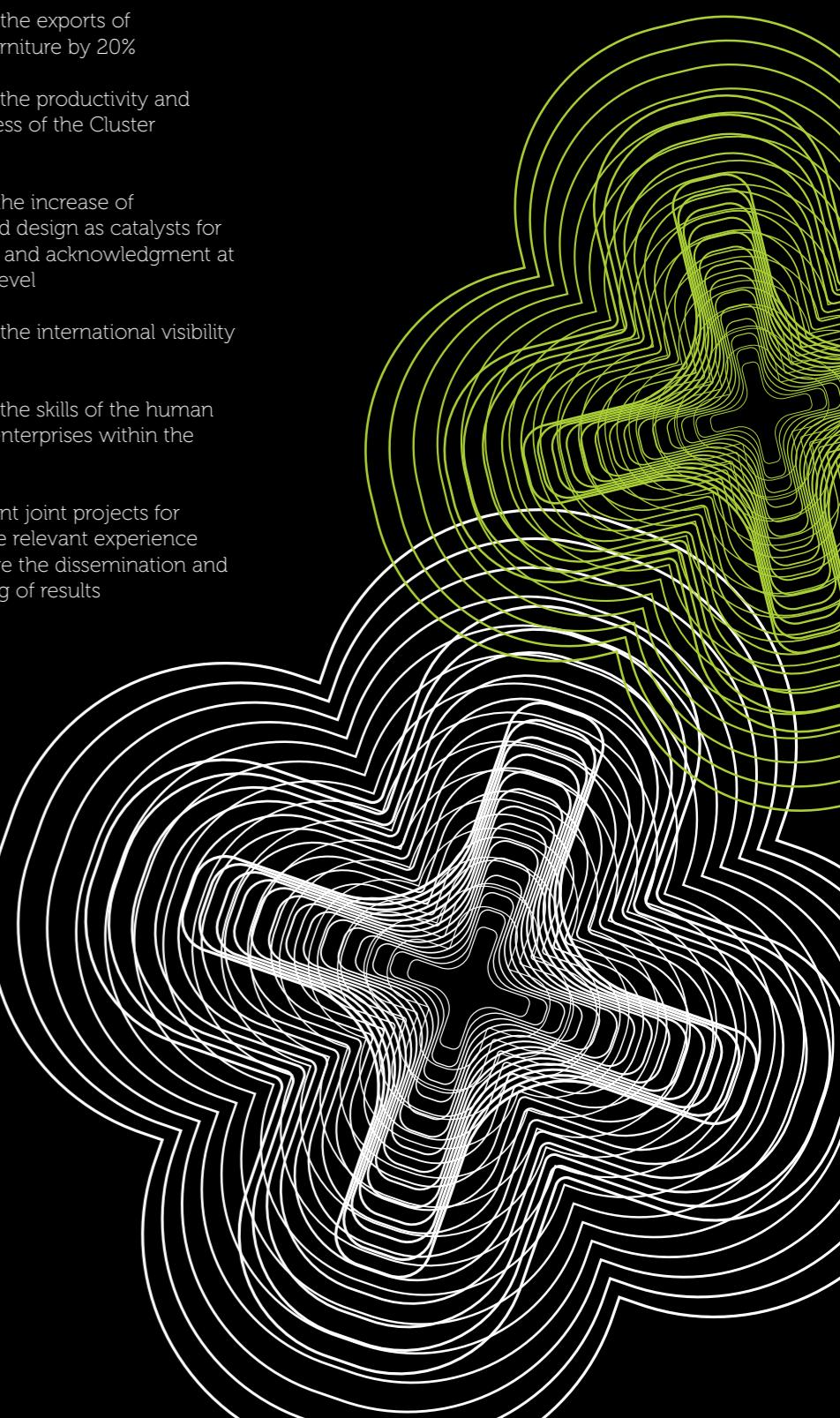
For Portuguese furniture to set a world benchmark in excellence, quality, innovation and design.

Objectives

- > To foster innovative practices
- > To establish links with other clusters
- > To establish the label Portugal and to position it as a positive, value adding label worldwide
- > To promote internationalisation
- > To improve sector productivity
- > To promote and develop the products made by the businesses within the Portuguese Furniture Enterprises Cluster

Results

- > To increase the exports of Portuguese furniture by 20%
- > To improve the productivity and competitiveness of the Cluster enterprises
- > To support the increase of innovation and design as catalysts for differentiation and acknowledgment at international level
- > To increase the international visibility of enterprises
- > To improve the skills of the human resources of enterprises within the Cluster
- > To implement joint projects for R&TD, to share relevant experience and to improve the dissemination and mainstreaming of results





Sustainable Habitat Cluster

Doing is not enough.

It must be done wisely. And, above all, it must be done paying close attention to the requirements for a sustainable economy.

To develop materials and technologies which respect natural resources and generate improved performance in terms of energy and the environment: this is part of the strategy of the Sustainable Habitat Cluster which operates in the Centre and North Coast Regions.

All of the agents operating in the home, building materials and technology sectors are able to come together in the Sustainable Habitat Cluster to provide an integrated global response to the new demands of the market.



Mission Statement

To implement/develop an agreed action for increasing the competitiveness of Cluster enterprises, through innovation, improved skills and modernisation, and through mobilisation of a set of actors to focus on specific, critical areas of the Cluster.

Vision

To permit the Cluster to become a hub for demonstration and active promotion of innovation, informed by concepts and practices of sustainable building and set up as an important player in the development of the competitiveness of its enterprises.

Objectives

- > To ensure that projects cover the following areas: development of sustainable building materials and technologies, development of solutions that lead to improved energy and environmental performance in construction and are mindful of the use of natural resources, as well as issues related to the economics of sustainable building
- > To develop materials, products, technologies and processes with high technological content, which provide added value and are valued by the market
- > To define and to implement the steps required to consolidate the Cluster's institutional base and structure, as well as its bold and ambitious target to establish itself in the country and abroad
- > To develop the capacity to "grab" new opportunities brought about by the evolution of the market, in particular as concerns the new technologies related to sustainable building, the new needs brought about by changes to public policies (the primacy of rehabilitation and restoration) as well as global competitiveness and the attractiveness of cities (the assertion of the principle of differentiation through sustainable building)
- > To establish synergies between enterprises and entities of the Science and Technology System, in order to improve business knowledge about sustainability of the built environment
- > To facilitate the emergence of innovation projects by providing the necessary means for their implementation through partnerships
- > To fully integrate the highly specialised, supplementary contributions of the various production chains of the Cluster into habitat solutions that are differentiated and innovative and that have a high added value, with a view to responding effectively to highly demanding, sophisticated international markets

Results

- > To stimulate and to disseminate good practices for habitat sustainability and urban planning
- > To strengthen the competitive position of the Habitat Cluster and its weight in the Portuguese economy
- > To increase the incorporation of innovation into the materials, products, solutions and processes of the Cluster enterprises, as well as to stimulate new business activities that impact on productivity and incorporate added value into products/solutions offered
- > To enhance the international reputation of the Cluster by developing sustainable smart innovative solutions and to reduce its dependence on external specialised suppliers, in particular Italian and German suppliers
- > To increase the number of qualified executives in enterprises and in R&TD centres and to generate enterprise and business area spin-offs



Natural Stone Cluster

To promote Portugal's unique natural stone.

The beauty of the Portuguese natural stone is recognised worldwide. The Natural Stone Cluster will reinforce and renew this recognition and provide an opportunity for the sector to establish a guarantee of authenticity recognised in the global market.

The strategies defined by enterprises in this sector include obtaining a protected designation of origin and the quality label StonePT. This is consistent with the willingness to develop research to find synergies between natural stone, architecture, design and art.



Mission Statement

To promote cooperation between enterprises, business associations, technology centres, R&TD institutions, training centres and other bodies of this sector, in order to stimulate arrangements for the transfer of technology, and to stimulate increases in productivity, competitiveness and innovation in the various areas of economic and production activity.

Vision

To establish a presence for natural stone based on the dynamic development of sustainable and competitive activities, on the establishment of a nationally and internationally recognised benchmark, and on the capacity for innovation and differentiation.

Objectives

> To focus on the differentiation of national products by specialising in innovative products (not standard ones), so as to increase internal and external market penetration and to foster sustainable internationalisation in a concerted way

> To strengthen the capacity for innovation and the technical and human skills of the business environment of the Natural Stone Cluster, so as to provide an organisational environment which stimulates R&TD and the mobilisation of intangible competitiveness factors

> To promote the sustainable development of ornamental and industrial stone, in order to contribute to environmental enhancement and spatial planning

> To support greater horizontal and vertical integration of all actors within the Natural Stone Cluster, by promoting the organisation and establishment of cooperation networks between enterprises and with interface institutions

Results

> To increase productivity and to improve market performance (exports and market shares)

> To create highly-qualified employment

> To increase business expenditure in R&TD by 10%

> To increase national participation in international R&TD networks and programmes

> To obtain the certification of Portuguese Natural Stone and the accreditation of the StonePT Organisation

The Cluster aims to improve the efficiency of quarrying, management and storage of cut stone, in accordance with environmental demands. It will promote the sustainable use of resources, contribute to spatial planning and enhance tourist attractiveness.



Competitiveness and Technological Pole - Agro- -industry: Food, Health and Sustainability

From the farm to the dinner table.

The Competitiveness and Technological Pole - Agro-industry is intended to intervene in every stage from production to consumption, and to focus on food associated to the Portuguese way of life and promote the concept of the Atlantic Diet.

The establishment of this Pole as the interlocutor of the National Agri-Food Chain is based on the creation of a scientific and technological support network for enterprises.

This Pole includes a World Observatory to watch over the needs of the market and its agents. The partnership culture associated with scientific knowledge is considered the most significant factor in achieving gains in competitiveness and developing safer, healthier and more environmentally-friendly processes.



Mission Statement

To assemble the interests and needs of the sector, to foster and share knowledge, to encourage innovation and to provide scientific and technological support to the enterprises of the agri-food chain, in order to increase their technology level and thereby improve the competitiveness of the Portuguese economy.

Vision

To establish itself as the interlocutor of the national agri-food sector, and to be recognised nationwide for the effectiveness of its actions to generate added value for enterprises and recognised worldwide for the quality of its methods.

Objectives

- > To promote the transfer of knowledge, so that enterprises may increase their level of technology and their competitiveness and presence in international markets
- > To establish a knowledge network for enterprises, as determined by demand and so as to promote and facilitate interaction - either reactive (e.g. diagnosis of a specific issue),

proactive (e.g. what could be improved and trend spotting) or prospective (e.g. identify potential clients for recent knowledge)

- > To act as a National and International Observatory that can follow trends in relation to consumer behaviour, the market and legislation and thereby, create a plethora of opportunities for action and promote collective research

> To promote a Chain mind-set and facilitate the sharing of problems and good practices among partners by fostering interactive activities such as fora, workshops and training sessions

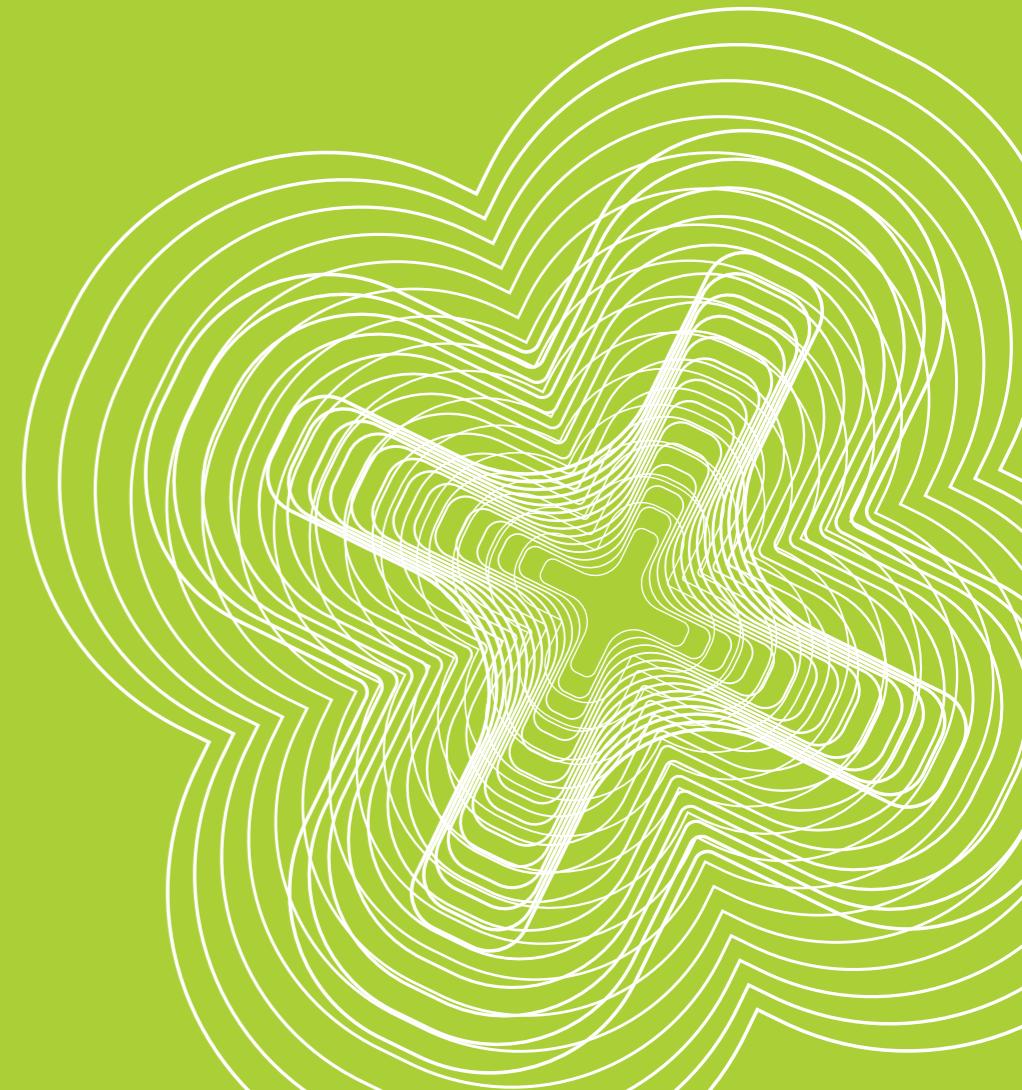
- > To foster an environment conducive to the creation and development of new technology-based enterprises, and the creation of highly-skilled scientific jobs within the Pole.

Results

- > To create new products that are safer and healthier
- > To launch the Atlantic Diet concept
- > To manufacture new packaging (smart, edible etc.)
- > To create new ingredients from food processing waste that can be reused in other processes
- > To make enterprises more energy-efficient and more environmentally sustainable
- > To achieve sustained growth in opportunities and market share for enterprises in the agri-food chain
- > To improve the image of agri-food chain enterprises in the international markets
- > To increase the competitiveness of enterprises by fostering the creation of added value



Agro-Industry Cluster of the Centre Region



The Centre Region offers safe and healthy products that combine traditional knowledge with an innovation strategy. Milk, wine, olive oil, cereals, fish, meat, kitchen garden product and flowers are produced in a preserved natural environment.

It is a priority to make these products safer and healthier and to do so by means of a sustainable economy. This implies supporting the competitiveness of regional and local production systems to mobilise new partners; this should lead to improvements in management experience, more training, and the development and sharing of technologies directed at the global market.



Mission Statement

To contribute to establish the Centre Region as a leading region for excellence in agri-food chains at the national, Iberian and European levels.

Vision

To ensure that milk, wine, olive oil, cereals, fish, meat, kitchen garden product and flowers become safer and healthier products, by supporting:

- > The uniqueness and quality of the agricultural resources within the region;
- > The quality of the environment, the preservation of biodiversity and the diversity of the landscape in the region's agricultural and rural areas;
- > The competitiveness of local and regional production systems.

Objectives

- > To increase the competitiveness of the actors within the Cluster
- > To bring together the science and industry sectors and other relevant players, in order to explore new and emerging opportunities and address the new social, environmental and economic challenges
- > To develop the capacity of the Cluster to produce safer, healthier,

higher-quality food, and to encourage the renewal of bio-resources

> To fight the threats to sustainability and safety in agriculture, animal husbandry and aquaculture

> To develop innovative technologies, in particular as concerns production processes for the global market

> To create and consolidate enterprises and skilled employment within the Cluster

> To improve on previous experiences and to promote the trade-off of new management models and producer organisation models, by taking advantage of the capital of existing experience

> To attract and secure more actors and increased skills for the Cluster

Results

> To create a significant number of new enterprises and activities in the Centre Region

> To expand, diversify, modernise and internationalise a significant number of existing enterprises

> To expand, diversify and internationalise the current economic basis of the region's exports, by modifying the productive specialisation pattern as required

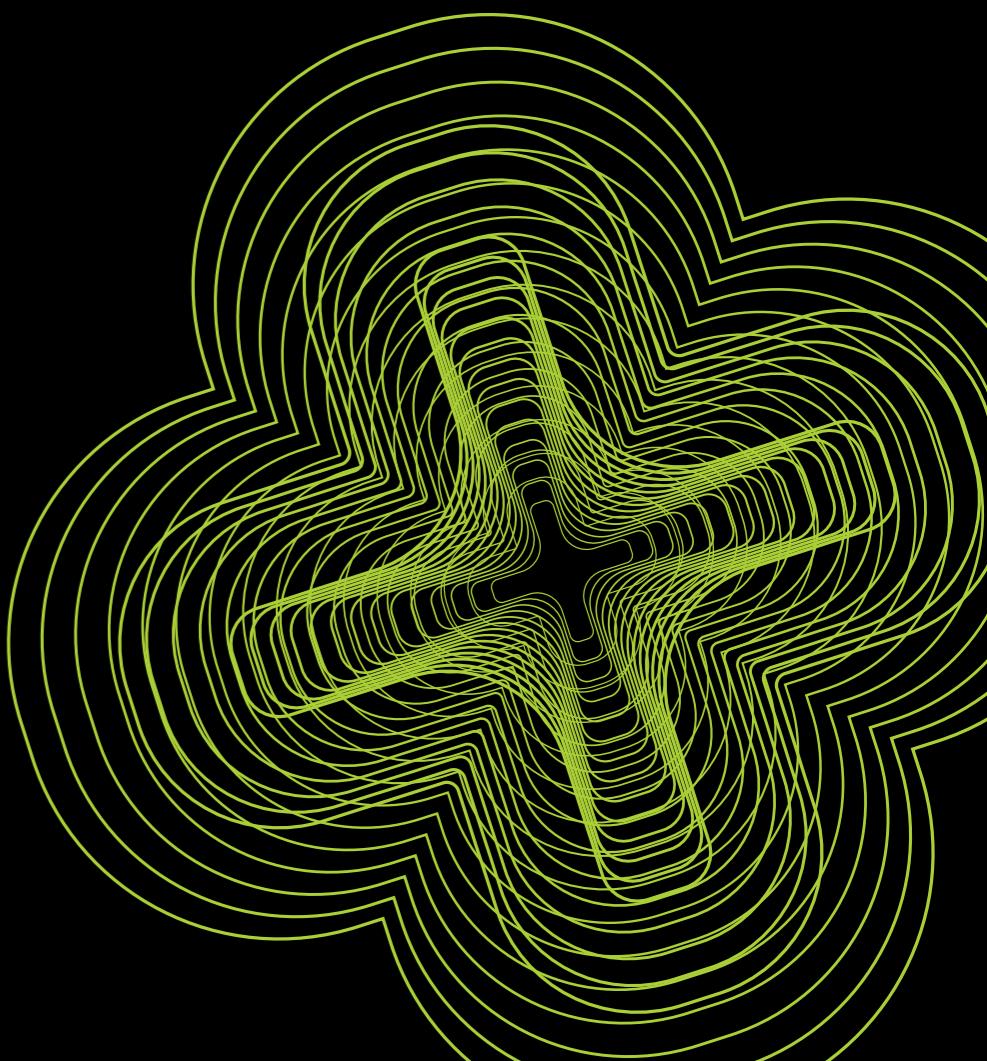
> To optimise the value chain of the Agri-Food Cluster by improving

business and regional logistics and conferring negotiation powers to participating agents, enterprises and the region

> To contribute to sustainable economic growth and development, by balancing efficiency, equity and sustainability - including environmental sustainability - and upholding social and territorial cohesion



Agro-Industry Cluster of Ribatejo





The region of Ribatejo aims to promote the competitiveness of its products within the global market and to establish its own label for the purposes of internationalisation and recognition of the long-standing quality of its products.

The restructuring of enterprises and effective cooperation between the agents in the sector will contribute to ensure that traditional meats, fruit, vegetables, animal and vegetable oils and fats, and beverages are directed to consumers that are becoming more and more demanding as to health and safety.

The Agro-Industry Cluster of Ribatejo provides technological tools, organises dissemination actions and defines networking mechanisms for prospecting and collecting national and international information of a strategic nature.

Mission Statement

To increase the level of collaboration and cooperation between enterprises and bodies associated with the agro-industry sector; and to encourage the competitive restructuring of the sector, and thereby ensure that all bodies associated with it participate extensively in national and international trade circuits.

Vision

To establish the agro-industry sector, nationally and internationally, as one of the most developed in terms of its capacity for production of high-quality agro-industry consumer goods, and consequently, as a sector that is ideal for development of new technologies, enterprises and relevant market approaches.

Objectives

- > To achieve high levels of trademark and product recognition at national and international level
- > To produce high-quality food products that are nourishing and healthy and that come in a range of flavours compatible with market preferences and needs
- > To ensure that production relies on sustainable raw materials and uses sustainable, technology-efficient processes

Results

- > To increase the production and the profitability of the Cluster's enterprises
- > To improve the sustainability and the competitive position of the Cluster's enterprises by attracting qualified human resources
- > To create new enterprises, in particular technology-based ones
- > To increase exports of agro-industry products through new advances

> To ensure a higher degree of cooperation among the actors of the Cluster, namely entities of the Science and Technology System, between enterprises and suppliers and between enterprises and clients

> To enhance existing national resources, in particular agricultural raw materials, and to improve accessibility, in order to strengthen the designed strategy

> To promote the sharing of material resources through the setting-up of infrastructures to be used by all players

> To continue the sector's strong focus on R&TD, and to take advantage of new opportunities associated with the modernisation of equipment, raw materials and consumer trends

> To enable the integrated development of other strategic sectors such as agricultural production or logistics

in technology, new products and a strategy for the creation of trademarks

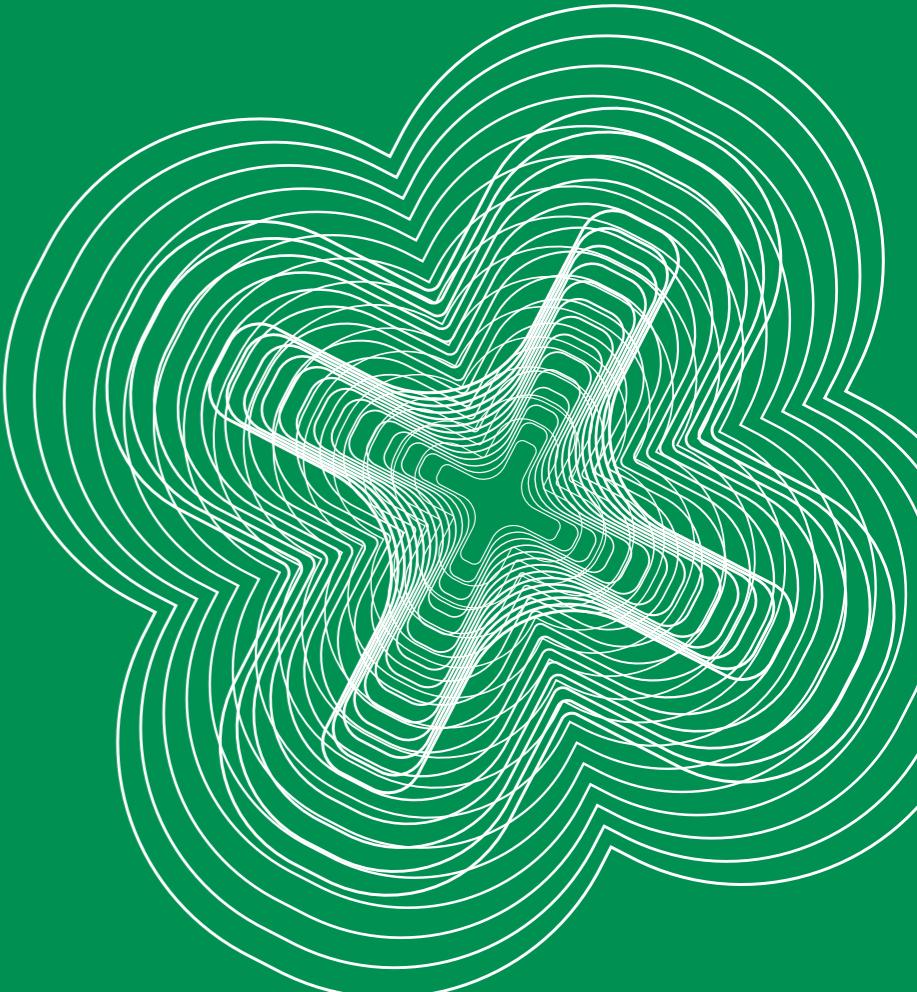
> To enhance the national and international image of sector/regional products

> To cooperate with other sectors, and develop a range of solutions in relation to animal husbandry, new products and the growing integration of new equipment. This will enable enterprises to take advantage of opportunities generated by the recent strong technological development in these areas

> To diversify markets, with particular focus on the development of innovative solutions in emerging areas

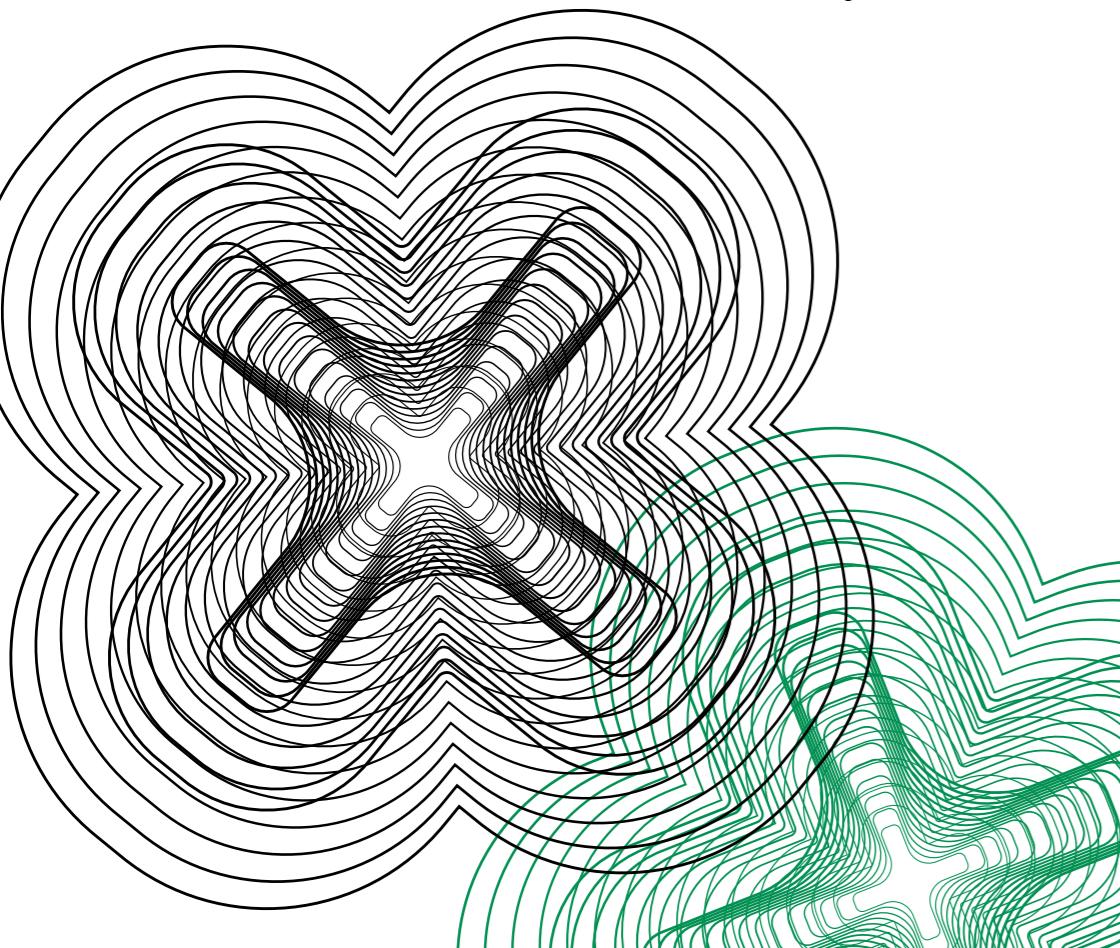


Wine Cluster of the Specified Region of Douro



The quality of the vineyards of the Douro specified region has been known for over 250 years. The region reaffirms the recognition of this national treasure and seeks new markets.

The Wine Cluster of this region is mindful of factors such as climate change, sustainability and the need to preserve the genetic diversity of wine varieties, and accordingly, its strategy involves networked research, and the optimization and development of new methods to increase efficiency.



Mission Statement

To stimulate and modernise the winegrowing sector of the Douro region by ensuring that the sector is given recognition and by providing technical information support to decision-making on a continuing basis.

Vision

To strengthen business management, especially as concerns small and medium-sized winegrowers, by taking advantage of the synergies to be gained from associative activities, and with a view to increasing the added-value of the winegrowing sector and increasing technical skills and the dissemination of knowledge for increased sustainability and competitiveness.

Objectives

> To promote increased investment in R&TD by businesses through mobilising projects to create added value in the winegrowing sector, and through partnership and cooperation with enterprises and higher education institutions

> To improve technical and economic skills within the sector, as a means to enhance the competitiveness of enterprises, in Portugal and worldwide

- > To optimise the acquisition and dissemination of knowledge in the region, as a means to improve winegrowing practices and increase the value of local human resources
- > To implement methodologies that lead to an increase in the operational efficiency of the winegrowing business

Results

- > To increase the productivity and sustainability of the Cluster's enterprises
- > To create skilled employment
- > To develop new products and processes and to establish a sustainable environmental system
- > To increase business expenditure in R&TD activities
- > To increase the exports of the Douro specified region
- > To enhance the attractiveness of the Douro specified region so as to attract a higher number of visitors

In the 21st century, the mobilisation of all agents and their cooperation, in the winegrowing sector of the Douro region, will provide the opportunity to toast the quality of a millenary product.



Competitiveness and Technological Pole - Tourism



To increase the weight of the tourism sector in the Portuguese economy.

The strategy of the Tourism Competitiveness Pole involves an investment in technology to network enterprises, an investment in training, and the promotion of competitiveness in enterprises.

Mission Statement

To promote innovation, the skilling of human resources and the modernisation of the various enterprises operating in the tourism sector, so as to strengthen their competitiveness and international standing.

Vision

To ensure the sustainable growth of the tourism sector - at a rate above the European average - and to strengthen the role of the sector as a driver of Portuguese economic and social development.

Objectives

- > To generate knowledge and to integrate it into tourism activities, by ensuring that research and knowledge centres become more involved in sector activities
- > To provide the country with trained, specialised and skilled human resources, as needed to ensure the development of the sector
- > To upgrade tourism services through the following initiatives: a programme to promote tourism quality; the establishment of a register of enterprises operating in the tourism sector; the renewal of the image of the national tourism information network; support for tourism development poles; greater focus on increasing

the competitiveness of the 10 priority tourism products defined in the National Strategic Plan for Tourism (PENT); and the renovation of well-established tourism destinations

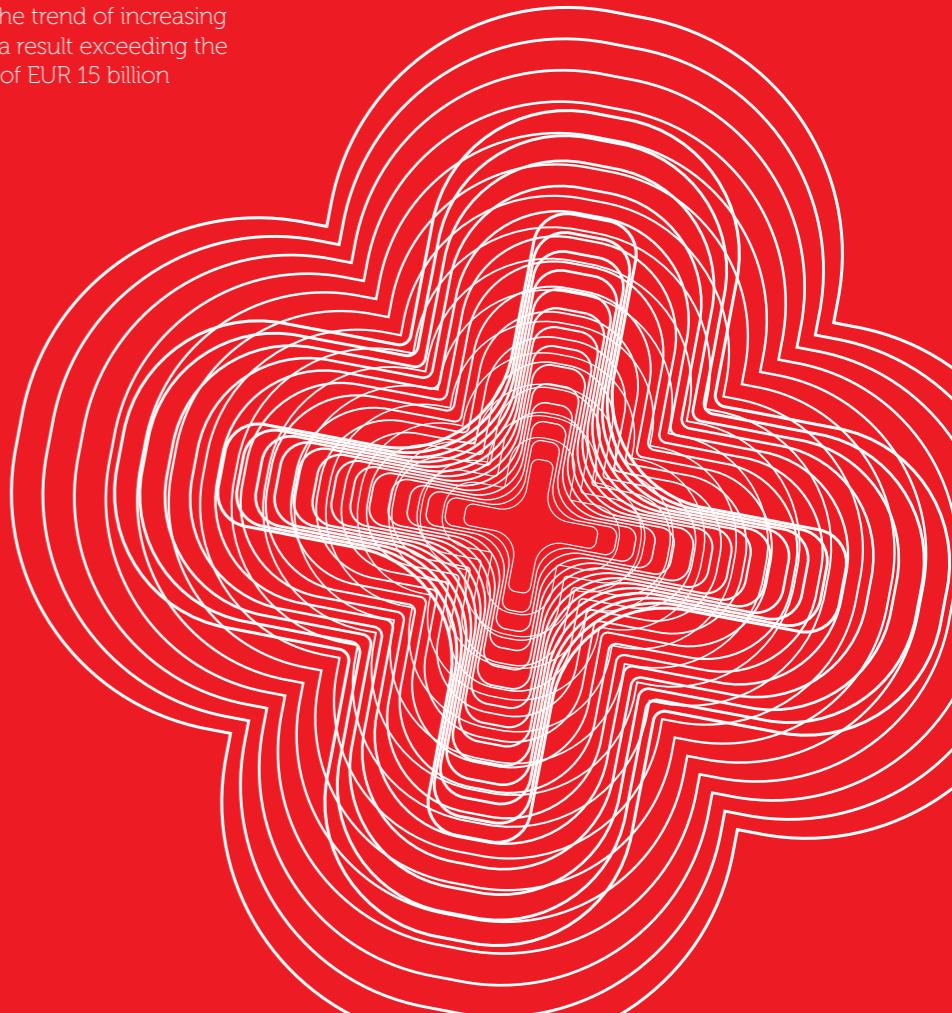
- > To renew the image Portugal - the destination of choice, through the implementation of a multi-channel campaign and the reinforcement of international business contacts

Results

- > The relative weight of the tourism sector reaches 15% of GDP by 2015
- > An increase in the number of tourists visiting and beds occupied to 20 million and 90 thousand respectively
- > A return to the trend of increasing revenues and a result exceeding the previous level of EUR 15 billion

> The Alentejo, Lisbon and Algarve regions generate increased business and record the highest absolute growth in the number of beds occupied

- > Increased uptake of technology by enterprises as a means to strengthen their competitiveness in the international market

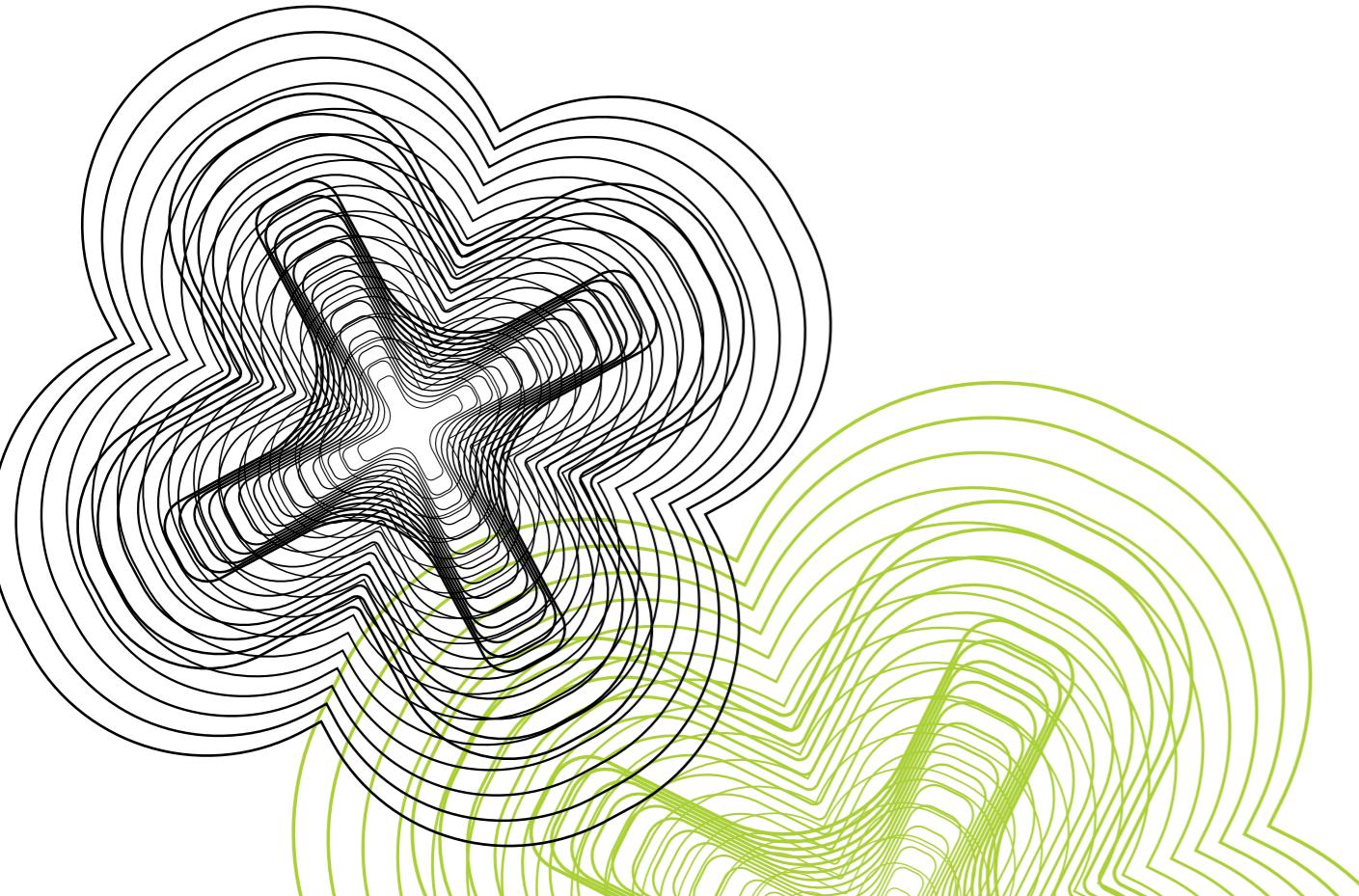




Competitiveness and Technological Pole- Information, Communication and Electronics Technology - TICE.PT

The goal of this Competitiveness and Technological Pole is to establish Portugal as a world benchmark in the Information, Communication and Electronics Technology (ICET) sector.

The Pole will develop a cross-cutting strategy to promote co-ordination between the main ICET actors and develop specific actions in the areas of innovation, knowledge transfer, cooperation and international promotion. This Pole will take advantage of new generation Internet to implement its priorities in the sectors of education, health, public administration, culture and mobility.



Mission Statement

To build a coordination platform that mobilises the main ICET (Information, Communication and Electronics Technology) actors to become involved in innovation processes, R&TD, knowledge transfer, advanced training, development, production and sale of products and services, and marketing and internationalisation.

Vision

To establish Portugal as a world benchmark in the ICET (Information, Communication and Electronics Technology) sector by 2020.

Objectives

- > To study and monitor the state-of-the-art technology in the sector
- > To promote national structural and complementary projects in the area of ICET
- > To encourage applications to incentive schemes
- > To disseminate project results
- > To promote advanced training and knowledge transfer
- > To create the conditions that will lead to the attraction, development and continued employment of highly qualified human resources
- > To encourage the take-up of certification by the enterprises involved
- > To establish evaluation mechanisms

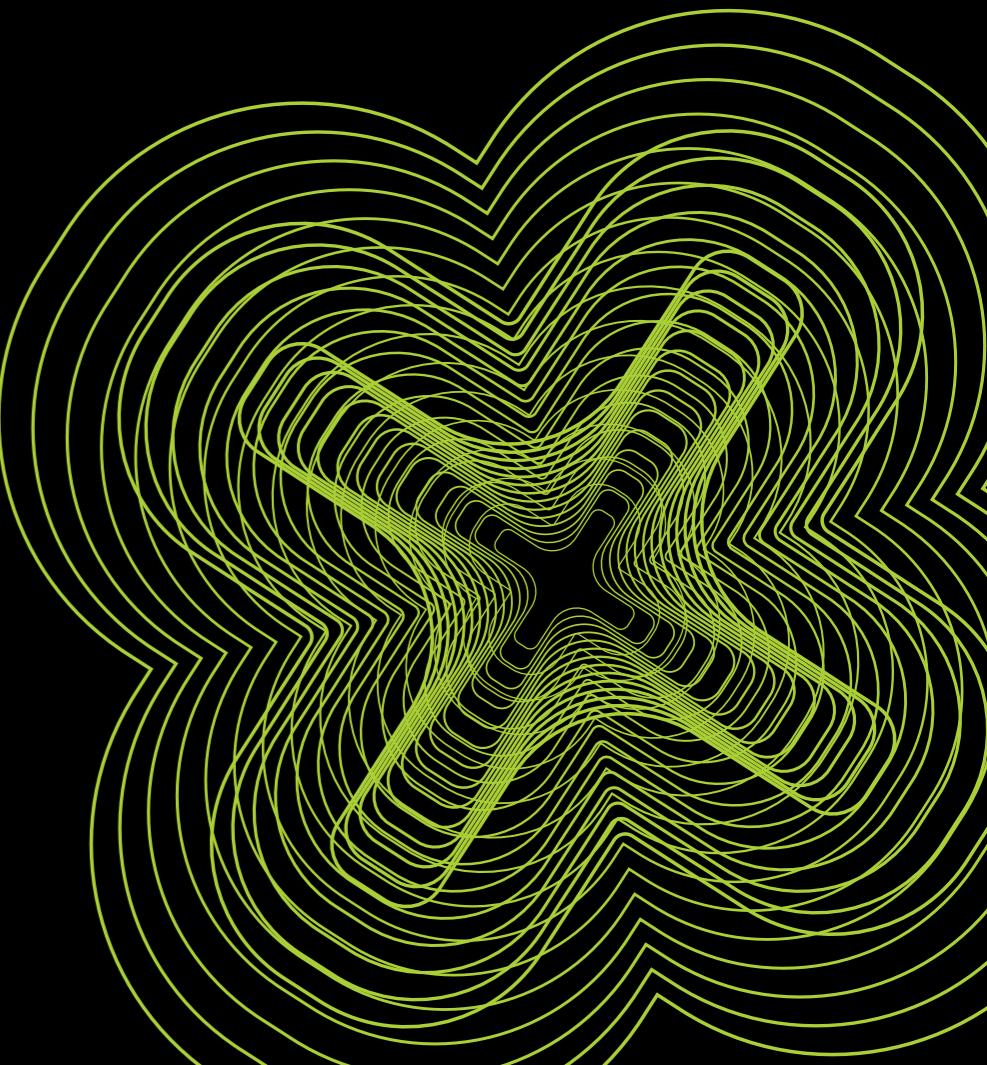
Results

- > To position Portugal among the top 10 EU countries in terms of ICET weight in GDP (Gross Domestic Product), in employment, in R&TD expenditure and in total exports
- > To create skilled employment
- > To increase the global efficiency and competitiveness of the ICET economic aggregate
- > To increase the economic value of R&TD and innovation and their sharing within the ICET sector
- > To encourage the development of common interests between large enterprises and SMEs with a view to generating dealings and activities with sufficient scale and capacity to participate in competitive markets; and to contribute to the re-positioning of entities to business areas which promote national and European public policies



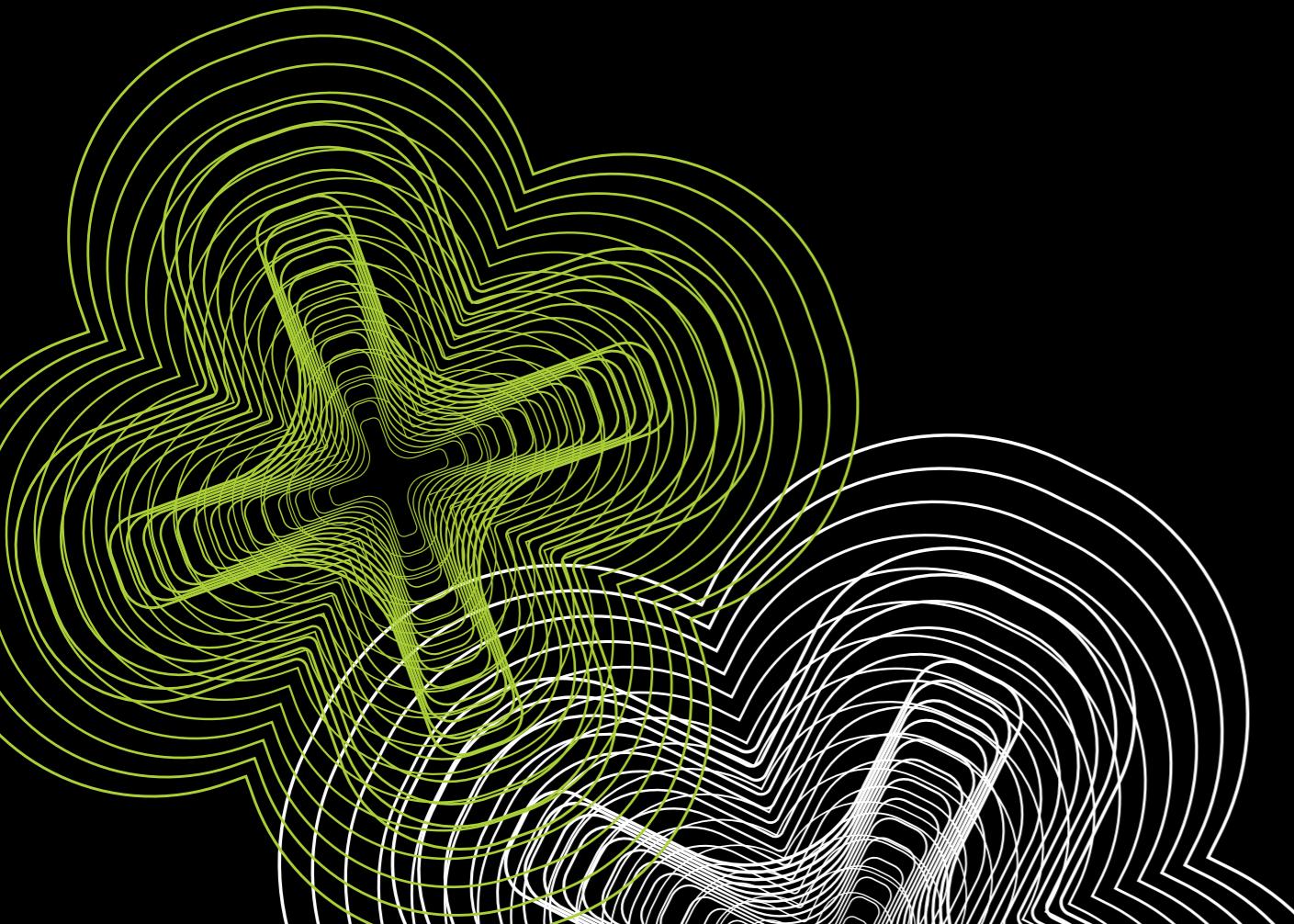


Competitiveness and Technological Pole - Fashion



To establish Portugal as a designer and producer of fashion.

Portuguese fashion has already come a long way but there are more catwalks to walk. The Pole for Competitiveness and Technology - Fashion will encourage dialogue between partners and maximise the opportunities flowing from an integrated strategy in the textile, footwear and jewellery sectors. "Made in Portugal" means to respond innovatively to the new dynamics, bringing together fashion and design, sustainable development and social responsibility, and to promote skilling and training in order for Portugal to make its mark in the international market.



Mission Statement

To take advantage of existing synergies in all of the sectors that make up Portuguese fashion, and of the common features of the various industries embraced by the Pole, in order to magnify the effects of the business associations in the textile, footwear and jewellery sectors.

Vision

International recognition of Portugal as a designer and producer of excellence in fashion.

Objectives

- > To encourage an increasing number of enterprises within the various fashion industries to increase the added value of their products, to strengthen control over the value chain, and to promote innovation in business models and technology
- > To qualify human resources and to increase the capacity of the fashion industries to attract young people with a university degree
- > To upgrade the image and marketing of the Portuguese industry, on a national and international level, and to establish Portugal as a producer of excellence and designer of fashion
- > To explore synergies and complementarities between the various fashion industries

Results

- > To increase the market share relative to other producers of fashion in Europe
- > To strengthen the capacity to create value (by introducing new business models, upgrading to premium class products within the range of typical products, and innovating products and processes)
- > To maintain the current weight of the fashion industry in the GAV (Gross Added Value) of the Portuguese manufacturing industry
- > To promote job creation and the skilling of human resources.

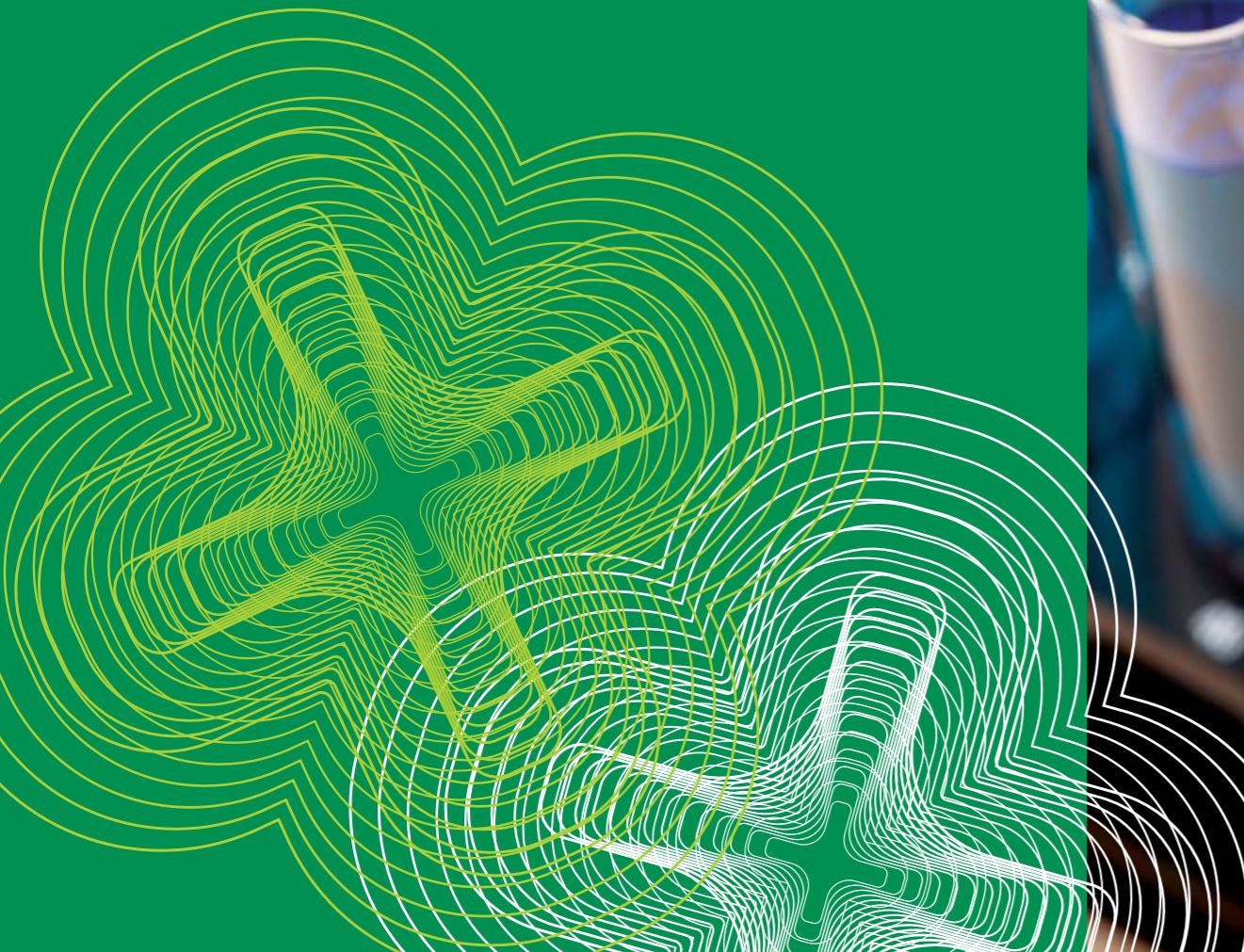




Competitiveness and Technological Pole for Health - Health Cluster Portugal

To establish Portugal as a competitor in the areas of research, manufacturing, and marketing of health products and services.

The core objective of the Health Cluster is to enhance what is best in the health sector. This Competitiveness Pole seeks to score points by targeting market niches and focusing on the export of technology to the most demanding and most important international clients.



Mission Statement

To establish Portugal as a competitive player in the areas of research, design, development, manufacturing and marketing of health products and services, within selected market and technology niches; and in the context of the recognition of Portugal for its excellence, technological level and innovation skills and capacities, to target the most demanding and important international markets.

Vision

To establish Portugal as a competitive player in the areas of research, design, development, manufacturing and marketing of health products and services.

Objectives

- > To create a national Competitiveness and Technological Pole that has an international focus, that is based on existing skills and capacities, particularly knowledge development, and that targets the global market
- > To promote the economic and social development of the regions concerned and the country as a whole
- > To increase turnover, exports and highly-qualified employment within the health sector

- > To contribute to the improvement of health care provision

Results

- > To place on the global market or bring into clinical trials, 5 to 10 new medical drugs that have been wholly or substantially developed in Portugal
- > To launch in the global market new methods of diagnosis and innovative medical devices designed in Portugal
- > To increase export quotas
- > To have over 1000 persons with doctorates working in enterprises in the health sector
- > To create the conditions that will enable translational research in health to become more widespread in Portugal
- > To promote and develop a climate of cooperation (and/or competition) between the key actors of the health value chain (enterprises, R&TD institutions, hospitals, regulators and public authorities)
- > To internationally promote Portugal as a reference player in the health value chain
- > To improve the conditions that will help to strengthen the business environment that supports the health value chain (namely, new enterprises and foreign direct investment)

Part of the mission of this Cluster is to bring new medical drugs into the clinical trial market; to launch new methods of diagnosis; to increase the number of international patents; and to encourage more persons with doctorates and more researchers to work in scientific institutions, hospitals and enterprises.



Maritime Knowledge and Economics Cluster



To go beyond the seas has always been a national aspiration.

The Maritime Knowledge and Economics Cluster seeks to further this tradition through the application of new technology.

This Cluster was created to promote maritime research by developing innovative methodologies and instruments within this vast and wide-ranging area of activity.

It is also concerned with the improvement and integrated coordination of resources and activities such as fisheries, aquaculture, sea salt extraction, off-shore energy, transportation, shipbuilding, port handling operations and fish processing. Maritime tourism will be another important focus.

Mission Statement

To support the development of maritime activities in Portugal, by promoting an encompassing and mobilising shared vision and an effective co-ordination of activity among the players of the Cluster.

Vision

To enhance ocean resources by developing a range of activities, products and services that will encourage the modernisation of traditional maritime activities, the emergence of new activities, and internationalisation; and by increased support for R&D and Innovation, training, entrepreneurship, cooperation and governance, with a view to contributing, in a sustainable way, to the country's competitiveness.

Objectives

- > To develop the scientific and technological skills of enterprises and entities operating in the maritime area
- > To support the creation of consortia between R&TD centres and enterprises, so as to facilitate the transfer of knowledge and technology
- > To develop co-operation networks between enterprises, with the purpose of increasing business effectiveness and efficiency and improving access to international markets

> To promote entrepreneurship and business initiative in relation to product development and diversification in the supply of services

>

To promote innovation and technological development in the maritime industries and in activities associated with the value chain, and to promote the renewal of the business model and the specialisation pattern

>

To develop the skills that will contribute to the improvement of activities included in the maritime economy as well as to employability

>

To improve inter-sector coordination and to strengthen cooperation between public and private agents

>

To promote the upgrading of the maritime cultural heritage, whether tangible or intangible

Results

>

To diversify the economic basis of the region by creating new activities and services and promoting the emergence of alternative markets

>

To improve the competitiveness and productivity of maritime industries

>

To promote the employment of researchers and to integrate national technologies

>

To revive fishing communities by enhancing the region's cultural, landscape and heritage resources

> To improve the information about and monitoring of maritime resources and fish stocks, and to promote their development

> To enhance heritage and landscape resources of the coastal area and to preserve its environmental resources



Creative Industries Cluster of the Northern Region

The Northern region - a creative region of Portugal.

It is a proven fact that people are attracted to creative cities. This attraction is predicated on the cultural offer and critical mass. The Creative Industries Cluster, operating in Northern Portugal, will work collectively to establish the region as a place for business development, creativity and dynamism.

The strategy is focused on increasing that critical mass, attracting a new generation, increasing the capacity for creative entrepreneurship, developing creative businesses and developing the attractiveness of creative places.



Mission Statement

To contribute to the Northern region becoming the creative region of Portugal, by designing and implementing an appropriate governance model that will lead to increased creative capacity and entrepreneurship, to the development of creative businesses as well as the attractiveness of creative places, all with a view to increasing the critical mass of the region's creative capital.

Vision

To establish the Northern region as the creative region of Portugal.

Objectives

> To increase the critical mass of the region's creative capital by focusing on three strategic areas: creative capacity and entrepreneurship, the development of creative businesses, and the attractiveness of creative places

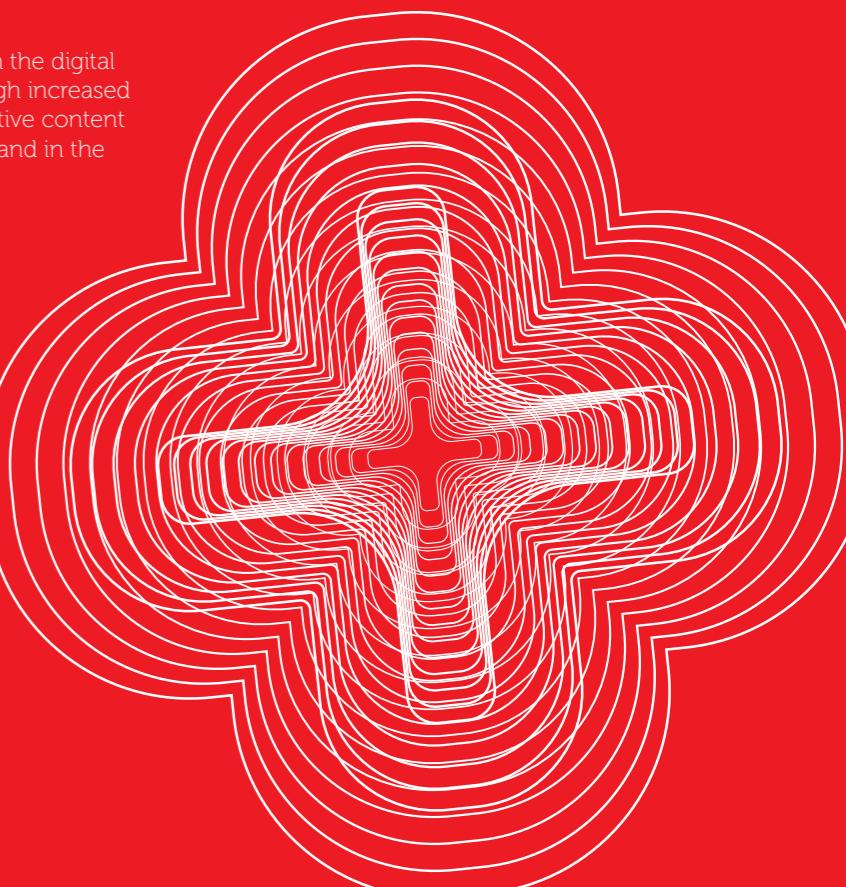
Results

> To strengthen and intensify the current process of cluster creation
> For the first time in Portugal, to connect sub-sectors that have had no tradition of dialogue and cooperation, namely enterprises, cultural institutions, art galleries, artists, universities, science parks, research

centres, municipalities, and the media

- > To accelerate the process of urban regeneration in cities and places with a high heritage value; this is an increasingly important and differentiating factor in the strategy for increased regional competitiveness
- > To strengthen, improve and promote articulation and networking mechanisms
- > To strengthen the relationship between knowledge-production centres and business activity
- > To stimulate significant numbers of talented, creative university graduates to become involved in the establishment of creative businesses
- > To leverage and internationalise the principal creative agents and businesses of the region and the country
- > To generate a surge in the digital economy market through increased production of new creative content produced in the region and in the country

This strategy also aims to establish programming networks to facilitate the convergence of existing equipment, and to provide security, trust and incentives to creative agents, with positive flow-on effects for the regional economy.



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Print Information

Title:
Cooperate to better Compete
 Competitiveness and Technological
 Poles & Other Clusters

Publisher and Owner:
 Management Body of the COMPETE
 Operational Programme for
 Competitiveness Factors

Edifício EXPO 98
 Avenida D. João II, Lote 1072.1
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ISBN:
 978-989-96415-2-5

Legal Deposit:
 300104/09

Published:
 April 2010

Design and Pagination:
 Zincodesign

Detailed information at:
www.pofc.qren.pt

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