clUstEring

May 22-24, 2019. Faculty of Economics, University of Valencia (Spain)

CLUSTERING: Human and Relational Resources
Title: Clustering: Human and Relational Resources
Edition: May, 2019

Editors:
Santi Cantarero Sanz. scantare@uv.es
Francisco Puig Blanco. francisco.puig@uv.es
Berrbizne Urzelai. urzelaib@gmail.com

Printed in Valencia (Spain)
ISBN: 978-84-09-11926-4
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Welcome

4th International Conference CLUSTERING-2019

The 4th International Conference CLUSTERING-2019 will officially start on Thursday 23rd of May of 2019, at 9.00 AM in the Faculty of Economics of the University of Valencia. Maria Dolores Parra, General Director of IVACE-International, will open the event, which has been celebrated consecutively for four years now. The event focuses on research around the phenomenon of geographical agglomerations of the clustered economic activity in a certain territory.

The activities start on Wednesday 22nd, with two Pre-Conference courses. They are two seminars on research methods run by experts in the subject, which will provide valuable applications of several statistical techniques. Prof. David Conesa, from the University of Valencia (Spain), will teach how to model where the things are by using different perspectives of analysis. Besides, Prof. Gabriel Cepeda, from the U. of Sevilla (Spain) will explain how to utilize the Case Method in Clustering research and teaching.

It is now the 4th edition of the conference which has positioned this scientific meeting as a referential forum for the research discussion around clustering. We believe this is due to its nature. While most of Conferences are held in different places each year and cover a wide range of topics within a discipline, CLUSTERING is always held in the Faculty of Economics of the University of Valencia, and it adopts a horizontal approach, focused in clusters as the main topic of interest, but including a variety of disciplines (economics, marketing, sociology…).

The geographical agglomerations of productive activities generate a type of benefits that have come to be called generically as externalities. These externalities are generated through three elements omnipresent in the territory: organizations, people and relationships. The organizations cover the entire spectrum of institutions and market agents (firms). People are the ones who manage and work in those organizations (employees). Relationships are the mechanism by which organizations and people relate to each other (interactions).

The literature agrees that the proximity (geographic and cognitive) and active participation of the companies that make up the territory (clustering) is essential for this relational model to work effectively. These interactions facilitate the flow of commercial information and technological knowledge among people by creating a strategic resource that has been called social capital. The result of all this translates into productive and innovative externalities in firms.

However, despite its benefits, the future of this organizational model could be compromised because the globalization of markets and technological change is causing an extraordinary spatial reconfiguration of the territories and workplaces. Indeed, on the one hand, the location decisions of the multinational companies and the migratory flows increase the diversity of the people who live and work in these territories (expatriate managers, migrants, etc.). On the other hand, the answers to the challenges of industry 4.0 that have been implemented by firms, such as teleworking and international subcontracting, which translates to changes in the workplaces.

In other words, new participants and workers are now more relevant than ever in those territories and bring with them important questions in the literature on Clusters and Industrial Districts linked to the human side of them. For example, in view of this reality, which sources of recruitment to employ, which human resource policies are most effective in retaining the most valuable employees, or which are the training contents that most stimulate the innovative behaviour of workers.
In a nutshell, we are witnessing a spatial reconfiguration of resources and capabilities with great implications for the Human Resources and people who make up those territories. That fact has inspired us the motto for the event of this edition: **Clustering: Human and Relational Resources.** Prof. Örjan Sölvell (Stockholm School of Economics Sweden) will be the inaugural keynote speaker with his talk about “Clusters and Disruption” and prof. Simona Iammarino (London School of Economics, UK) will lead the plenary session entitled “How monopoly & finance drive regional disparities”.

In this edition we have maintained the number of participants (around a hundred people). There will be 42 studies presented, co-authored by scholars of 28 different universities coming from 17 countries. The prestigious journal *Competitiveness Review* will evaluate a selection of papers for a Special Issue on the topic. It is worth mentioning the PhD Workshop and the TORRECID Award for the best PhD project, which is highly valuable for early career scholars. It entails an excellent forum to present and discuss research projects, including doctoral research proposals.

The final program includes two round tables that, we believe, will be very interesting for the attendees. The first one, on Thursday 24th (11.00 to 13.15 h.), is entitled “**Challenges for the HRM in clusters**”. The aim of this session is to discuss the challenges and opportunities for clusters derived from changes in the Human Resources Management. The second will be on Friday 25th, and it is entitled “**Remote workforce connected and sharing knowledge effectively**”, which aims to build a space where “the Communities of Practice” will be discussed.

Finally, I want to express my gratitude to the people have contributed for this event to become true. First of all, I will like to acknowledge the support given by the Generalitat Valenciana (Conselleria d’Educació, Investigació, Cultura i Sport), Javier Gasch and Catedra-TORRECID of the UPV, to the Faculty of Economics and especially to Fina Atienza and the Dean Jose M. Pastor. Above all, I would like to highlight the work and support of the colleagues from our research group GESTOR (Organizational Geostrategy: Clusters and Competitiveness) and colleagues from the UJI-Castellón and the Center of Competitiveness University of Fribourg (Switzerland). All of them have made this possible, which encourages us to start working on the next Clustering Conference.

Francisco Puig Blanco.
COMMITTEES

2.1 Organizing Committee

Chair: Francisco Puig (Universitat de València)

Members:
Berrbizne URZELAI  Mondragon University (Spain)
Emilio GIL  University of Valencia (Spain)
Joan CRESPO  Utrecht University, Utrecht (The Netherlands)
Marcelo ROYO-VELA  University of Valencia (Spain)
Miguel GONZALEZ-LOUREIRO  University of Vigo (Spain)
Nina GOROVAIA  Frederick University (Cyprus)
Orietha E. RODRIGUEZ  Universidad ICESI (Colombia)
Patricia CARRACEDO  International University of Valencia (Spain)
Philippe GUGLER  University of Fribourg (Switzerland)
Santiago CANTARERO  University of Valencia (Spain)
2.2 Scientific Committee.

Chair: Xavier Molina-Morales (Universitat Jaume I, Castellón).

Members:

<table>
<thead>
<tr>
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<th>University/Institution</th>
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<tr>
<td>Aimeé Pérez-Enparza</td>
<td>University of Guadalajara (México)</td>
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<tr>
<td>Ángel Belzunegui</td>
<td>University Rovira i Virgili of Tarragona (Spain)</td>
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<tr>
<td>Ángeles Montoro</td>
<td>Complutense University of Madrid (Spain)</td>
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<tr>
<td>Anoop Madhok</td>
<td>York University of Toronto (Canada)</td>
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<tr>
<td>Antonella Zucchella</td>
<td>University of Pavia (Italy)</td>
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<td>Aurora Pedro</td>
<td>Universitat de València (Spain)</td>
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<td>Barbara Jankowska</td>
<td>Poznań University of Economics and Business (Poland)</td>
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<td>Bartolomé Marco-Lajara</td>
<td>University of Alicante (Spain)</td>
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<td>Berrbizne Urzelai</td>
<td>University of the West of England (UK)</td>
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<td>Bo Nielsen</td>
<td>University of Sydney (Australia)</td>
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<td>Daniella Fjellström</td>
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<td>Eleonora di Maria</td>
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<td>Enrique Claver</td>
<td>University of Alicante (Spain)</td>
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<td>Fabio Sforzi</td>
<td>Università degli studi di Parma (Italy)</td>
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<td>Fiorenza Belussi</td>
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<td>Francisco Puig</td>
<td>University of Valencia (Spain)</td>
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<td>Gloria Parra</td>
<td>University of Castilla-La Mancha, (Spain)</td>
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<td>Isabel Díez-Vial</td>
<td>University of Madrid (Spain)</td>
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<td>Jérôme Vicente</td>
<td>University of Toulouse (France)</td>
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<td>Joan Crespo</td>
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<td>José A. Belso</td>
<td>Miguel Hernandez University, Alicante (Spain)</td>
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<td>Luis Chafer</td>
<td>University Jaume I Castellon (Spain)</td>
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<td>Marcelo Rojo-Vela</td>
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<td>Mariza Tsakalerou</td>
<td>Nazarbayev University, Astana (Kazakhstan)</td>
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<td>Mercedes Delgado</td>
<td>MIT Sloan School of Management, Cambridge (USA)</td>
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<td>Miguel Gonzalez-Loureiro</td>
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<td>Naresh N. Pandit</td>
<td>Norwich Business School, (UK)</td>
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<td>Nina Gorovaia</td>
<td>Frederick University (Chipre)</td>
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<td>Patricia Carracedo</td>
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<td>Pedro García-Villaverde</td>
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<td>Philippe Gugler</td>
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<td>Polavarapu Rao</td>
<td>Long Island University (USA)</td>
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<td>Rajneesh Narula</td>
<td>University of Reading (UK)</td>
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<td>Roberta Rabellotti</td>
<td>University of Padua (Italy)</td>
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<td>Santiago Cantarero</td>
<td>University of Valencia (Spain)</td>
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<td>Simona Iammmarino</td>
<td>London School of Economics and Political Science (UK)</td>
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<tr>
<td>Teresa Martínez-Fernández</td>
<td>University Jaume I Castellon (Spain)</td>
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<td>Valentina Di Marchi</td>
<td>University of Padova (Italy)</td>
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3. Doctoral Symposium and Torrecid Award

The Doctoral Symposium welcomes professors and doctoral students working on subjects related to Clusters and Industrial Districts. The symposium is an exclusive session where students and recognized experts in the area of Clusters and Industrial Districts will discuss, in a presentation-discussion-reply format, different issues related to their PhD. Research, such as the theoretical framework, methodology or the expected contributions.

TORRECID Award for the Best Proposal

Among the different thesis proposals presented in CLUSTERING the experts and panel will select the winner of the TORRECID prize. Such recognition and prize will be of € 500 for the doctoral student.

- Winner proposal of 2015: Berrbizne Urzelai
- Winner proposal of 2016: Emilio Camarena-Gil
- Winner proposal of 2017: David Valiente-Bordanova
- Winner proposal of 2018 (shared): Gabriela Castillo Sánchez and Bozidar Vladic

Scientific Committee 2019:

- Angeles Montoro (Universidad Complutense de Madrid) (coordinator).
- María Teresa Pastor (U. Cardenal Herrera CEU)
- Enrique Claver (U. Alicante)

Doctoral proposals 2019:

1. “Inter-firms market research cooperation vs joining to research-marketing-alliances to improve local-cluster’s international performances”. Universitat de València (SPAIN) Autor: Mohammad Reza Mazandarani. Director: Marcelo Royo-Vela.
4. General information and Internet Access
The Faculty of Economics is located in the Campus of Tarongers (Valencia). It is located in the northeast of the city and has access to both by public and private transport.

How to reach the Campus by public transport:

- Bus, line 9, 18, 29, 30, 40, 41 and 71
  (www.emtvalencia.es/ciudadano/index.php)
- Metro and tram line 4 and 6
  (www.metrovalencia.es/page.php)

The sessions will take place in the Hall, which is located on the ground floor, and in the Halls I. Villalonga and Sanchez Ayuso (both located on the first floor).
Internet Access

![Image of a conference room](image1)

Salón de Grados

![Image of another conference room](image2)

Sala Ignacio Villalonga Villalba

![Image of a third conference room](image3)

Sala Manuel Sánchez Ayuso

![Image of an eduroam logo](image4)

eduroam
5. Recommendations for Presentations and Session Chairs

The three rooms where the communications are presented and discussed are equipped with computers that read PowerPoint files as well as projectors and screens.

It is recommended to bring the presentation in a USB and download it into the computer 10 minutes before the start of the session.

Presentations of the parallel sessions should not be longer than 10-12 minutes so as to have time for debate, to raise questions and provide answers.

Session Chairs should be in the room the 10 minutes before the session starts so as to ensure all presentations have been downloaded into the computer.

The main responsibility of the session Chair is to assure that the session takes place tidily, providing enough time for all communications to be presented and discussed.

It is at the discretion of the Session Chair, after being agreed with the speakers, if discussions will be held after each presentation or at the end of all of them.

As a suggestion for the Session Chair, 60% of the time should be given to the presentation and 40% to the debate and discussion.

* Important: Given the attendance of non-Spanish speakers, it is suggested that the slides are prepared in English, and the presenter should adapt the speech to the audience’s language. The organization will try to complete the sessions considering the similarity of the subjects and language.
6. Drinks, coffee breaks and lunch

To speed up the performance of the sessions, a bar service and restaurant will be available for attendees, which will include coffee, pastries and drinks, as well as the lunch for free for the two days of the conference during both days (Thursday and Friday). That service will be located in different areas of the Faculty Hall (see further details in the full programme).

Due to logistics reasons, please inform us about your attendance to the lunch at the moment when you receive your credentials.

7. Social Dinner

We have organized a social dinner at the Moonlight Restaurant [http://restauranteeluzdeluna.com/](http://restauranteeluzdeluna.com/) on Thursday 24th at 20:30 pm.

In light of our agenda and the pleasant environment where the restaurant is located, we strongly suggest you go there by feet, and share a walk with colleagues from the Faculty right after the end of the session on Thursday.

The dinner is included in the registration fee so it is free for the speakers and attendees of the conference. The menú includes Spanish tapas as appetizer (esgarrat con mojama), then one starter (grilled scallops in a bed of crispy spawn and bittersweet sauce), one main dish (millefeuille of beef sirloin and mixgrill of vegetables with a fine sauce of plums) and one dessert (delicias Moonlight with fresh fruit), coffee and drinks.
8. Pre-conference workshops on Research Methods

**Seminario/Workshop 1.** *Modelling where the things are.* (David CONESA)

**Seminario/Workshop 2.** *Claves para el estudio de casos* (Gabriel CEPEDA).

<table>
<thead>
<tr>
<th>1. Modelling where the things are.</th>
<th>2. Claves para el estudio de casos</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language: English</td>
<td>(Idioma Español)</td>
</tr>
<tr>
<td>Index</td>
<td>Índice</td>
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<tr>
<td>1. Introduction to Spatial Statistics.</td>
<td>1. Antecedentes</td>
</tr>
<tr>
<td>2. Different types of Spatial data.</td>
<td>2. ¿Qué es un estudio de casos?</td>
</tr>
<tr>
<td>3. Inference in Spatial Models.</td>
<td>3. ¿Por qué hacer estudios de casos?</td>
</tr>
<tr>
<td>4. A practical case study.</td>
<td>4. ¿Cuándo usar estudios de casos?</td>
</tr>
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<td></td>
<td>5. ¿Cuándo estamos ante un estudio de casos?</td>
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<td></td>
<td>6. Diseño de estudios de casos</td>
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<td></td>
<td>7. Criterios para evaluar estudios de casos</td>
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</tbody>
</table>

This is an introductory workshop that covers both theoretical and conceptual reasons for considering spatial aspects of our research design on clustering. Focus is on practical applications illustrated via examples.

El objetivo del taller es dotar a los asistentes de bases teórico-prácticas sobre la aplicación de la metodología de investigación basada en el método del caso. El enfoque del mismo es práctico y abordará las principales claves para el éxito en este tipo de método. Aplicable para estudios de casos en Clustering.
9. Keynote Speakers

Opening session: “Clusters and Disruption”

Òrjan SÖLVELL (Stockholm School of Economics (SWEDEN))

Dr Òrjan Sölvell is Professor of International Business at the Stockholm School of Economics, SSE, the leading business school in the Nordics. Professor Sölvell has been active as a teacher and researcher at SSE for more almost four decades, and has been Director for the Institute of International Business (IIB), Dean SSE MBA and Pro Rector of SSE. Since 2005 he is leading a research center – the Center for Strategy and Competitiveness – at SSE. The Center is in charge of the Cluster Observatory (www.clusterobservatory.eu).

Sölvell’s academic background includes studies at the Stockholm School of Economics (BSc 79; PhD 87), George Washington University (IB 81) and the Harvard Business School (VIS 82). Since the mid-1980s Dr Sölvell has worked closely with Professor Michael Porter studying competitiveness and clusters in various nations and regions. Since 2001 Dr Sölvell is Senior Associate at the Harvard Business School, Institute for Strategy and Competitiveness, ISC. In 2001/2002 Dr Sölvell together with Professor Porter and Dr Ketels created a new course “Microeconomics of Competitiveness: Firms, Clusters and Economic Development” (MOC) taught at HBS and some 80 universities around the world. Together with Christian Ketels and Göran Lindqvist he published the widely acclaimed “Cluster Initiative Greenbook” in 2003, and the Greenbook 2.0 in 2013. In 2015 he published a textbook for MOC students “On Strategy & Competitiveness” which can be downloaded for free at the Cluster Observatory.

Plenary: "How monopoly & finance drive regional disparities".

Simona IAMMARINO. London School of Economics (UK)

Simona Iammarino is Professor of Economic Geography at the Department of Geography & Environment of the London School of Economics and Political Science (UK).

She was Head of Department (01/01/2014 – 31/08/2017), and she is currently academic member of the LSE Council and Court of Governors. Since 01/09/2016 she has been affiliate faculty member at the Gran Sasso Science Institute (GSSI), L’Aquila, Italy.
Speakers

**Roundtable:** (English): “Entrepreneurial Ecosystems and Strategies for their development: Clustering as a tool for innovation”

- Francisco Balbastre: U. of Valencia
- Felipe Carrasco: ATEVAL-Textil Valencia
- Antonio Collado: FORD-España
- Paco Corma: QPT consulting

**Roundtable** (English)“Entrepreneurial Ecosystems and Strategies for their development”

- **Barbara Covarrubias.** University of Applied Sciences Vienna, Austria.
- Alejandro Sánchez Cuenca, Deputy Head of ArcelorMittal
- Berrbizne Urzelai. University of the West of England, UK.

Dr. Barbara Covarrubias Venegas is a senior researcher and lecturer at the Department of Management of the University of Applied Sciences for Management & Communication in Vienna/Austria and Visiting Professor at the University of Valencia/Spain.

Barbara’s research and training focus includes Cross Cultural Management, New Ways of Working, Flexible Organizations, Organizational Culture and Digital Leadership. Linkedin Profil / Xing Profil / Twitter
### 10. Short program

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td><strong>WEDNESDAY 22ND MAY, ROOM 1.P03 (FACULTY OF ECONOMICS)</strong></td>
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<tr>
<td>10:30-18:30</td>
<td>Pre-conference activities (Room 1.P-03)</td>
</tr>
<tr>
<td>10:30-13:30</td>
<td>Workshop “Modelling where the things are” (in English) by D. CONESA (U. Valencia)</td>
</tr>
<tr>
<td>15:30-18:30</td>
<td>Taller “Claves para el estudio de casos” (in Spanish) by Gabriel CEPEDA (U. Sevilla)</td>
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#### THURSDAY 23RD MAY (09:00-13:15 h)*

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>08:00-09:00</td>
<td>Registration</td>
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<tr>
<td>09:00-10:30 (SG)</td>
<td>Welcome by authorities, and Opening session</td>
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<td></td>
<td><strong>Theme: “Clusters and Disruption”</strong></td>
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<tr>
<td></td>
<td>*Chair: Örjan SÖLVELL (Stockholm School of Economics (Sweden)</td>
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<td>*Discussant: Luis MARTINEZ-CHAFER (UJI Castellón, Spain)</td>
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<tr>
<td>10:30-11:00</td>
<td>Coffee Break</td>
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<tr>
<td>11.00-13:15 (SG)</td>
<td>Roundtable: Challenges for the HRM in clusters</td>
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<td>*Different experts on the subject M. GONZALEZ-LOUREIRO (U. Vigo, Spain)</td>
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<td>Doctoral Symposium-TORRECID</td>
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<td></td>
<td>*Four selected doctoral Thesis Proposals M. A. MONTORO (U. Complutense, Madrid)</td>
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<tr>
<td>13:15-15:00</td>
<td>Lunch (announcement of TORRECID Award)</td>
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#### THURSDAY 23RD MAY (15:00-19:00 h)

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>15:00-17:00</td>
<td>Parallel session #1 (S-1)</td>
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<tr>
<td>17:00-17:30</td>
<td>Coffee break</td>
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<tr>
<td>17:30-19:00 (SG)</td>
<td>Panel: &quot;How monopoly &amp; finance drive regional disparities&quot;.</td>
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<td>*Chair: Simona IAMMARINO. London School of Economics (UK)</td>
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<td></td>
<td>*Discussant: Fiorenza BELUSSI (Università Padova, Italy)</td>
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<tr>
<td>21:00</td>
<td>SOCIAL DINNER (RESTAURANTE LUZ DE LUNA)**</td>
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#### FRIDAY 24TH MAY (09:00-13:15 h)*

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>08:00-09:00</td>
<td>Registration</td>
</tr>
<tr>
<td>09:00-10.30</td>
<td>Parallel session #4 (S-1)</td>
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<td>10.30-10.45</td>
<td>Coffee break</td>
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<tr>
<td>10:45-12:15</td>
<td>Parallel session #7 (S-1)</td>
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<tr>
<td>HALL</td>
<td>Roundtable: “Remote workforce connected and sharing knowledge effectively” by Barbara COVARRUBIA (U. of Applied Sciences Vienna, Austria)</td>
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<td>*Discussant: Lourdes CANÓS-DARÓS (U. Polytechnic of Valencia, Spain) and others.</td>
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<tr>
<td>12:30 13.30 (SG)</td>
<td>Conclusions and closing</td>
</tr>
<tr>
<td>13:30-14:00 (SG)</td>
<td>Lunch</td>
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</table>

* All the activities on Thursday and Friday will take place in the Hall of the Faculty of Economics (Salón de Grados) and in the Room 1 and 2 of the first floor.

** Room 1 (S-1) "Sala Ignasi Villalonga"

** Room 2 (S-2) "Sala Sánchez Ayuso"

** Hall (S-G) “Salón de Grados”

***The restaurant is 25 min. Walk from the Faculty of Economics
### 11. Detailed program-2019

#### WEDNESDAY 22\textsuperscript{TH} MAY, ROOM 1.P03 (FACULTY OF ECONOMICS)

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>10:30-18:30</td>
<td>Pre-conference activities (Room 1.P-03)</td>
</tr>
<tr>
<td>10:30-13:30</td>
<td>Modelling where the things are. David CONESA. (U. of Valencia, SPAIN)</td>
</tr>
<tr>
<td>15:30-18:30</td>
<td>Claves para el estudio de casos. Gabriel CEPEDA. (U. of Sevilla, SPAIN)</td>
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<td>*Coordinator: Santiago Cantarero (U. of Valencia)</td>
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</tbody>
</table>

#### THURSDAY 23\textsuperscript{TH} MAY (09:00-13:15 h)*

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>08:00-09:00</td>
<td>Registration (S-G)</td>
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<tr>
<td>09:00-10:30</td>
<td>Welcome:</td>
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<tr>
<td></td>
<td>-María Dolores Parra (IVACE-Internacionalización)</td>
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<td></td>
<td>-Jorge Hermosilla (Vicerrector de Territorio, UV)</td>
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<td></td>
<td>-José M. Pastor (Decano Facultat d'Economia, UV)</td>
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<td></td>
<td>-Francisco Puig (Conference Coordinator)</td>
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<tr>
<td>10:30-11:00</td>
<td>Opening session: &quot;Clusters and Disruption&quot;</td>
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<td></td>
<td>Örjan SÖLVELL (Stockholm School of Economics (SWEDEN)</td>
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<td>*Chair: Luis Martínez-Cháfer (UJI, Castellón)</td>
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<tr>
<td>11:00-13:15</td>
<td>Roundtable: (English)</td>
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<td></td>
<td>“Challenges for the HRM in clusters”</td>
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<tr>
<td></td>
<td>•Francisco Balbastre: U. of Valencia</td>
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<td></td>
<td>•Felipe Carrasco: ATEVAL-Textil Valencia</td>
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<td></td>
<td>•Antonio Collado: FORD-España</td>
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<td>•Paco Corma: QPT consulting</td>
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<td></td>
<td>*Chair: Miguel González-Loureiro (U. Vigo)</td>
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<tr>
<td>13:15-15:00</td>
<td>LUNCH (announcement of TORRECID Award)</td>
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</tbody>
</table>

*Coordinator:* Miguel González-Loureiro (U. Vigo)

**Doctoral symposium:** (Español) Propuestas:

1. Inter-firms market research cooperation vs joining to research-marketing-alliances to improve local-cluster's international performances. (Mohammad Reza Mazandarani)

2. Factores determinantes del desempeño exportador en el sector del calzado: estudio del clúster de Fuensalida-Toledo. (Nabil Aitraham)

3. La relevancia del valor de marca en la selección de productos de consumo por conveniencia, en el sector cosmético farmacéutico (Verónica Tejero Martos)

4. La eco-innovación en clústers: Identificación de las variables clave para su desarrollo: una aplicación empírica en el Departamento del Atlántico. (Nohora Mercado Caruso)

**Tribunal y Expertos**

- Ángeles Montoro (U. Complutense of Madrid). (Coordinator).
- María Teresa Pastor (U. Cardenal Herrera CEU).
- Pedro Canales (U. de València).
- Enrique Claver (U. de Alicante).
<table>
<thead>
<tr>
<th>Time</th>
<th>Session 1 (S-1)</th>
<th>Session 2 (S-2)</th>
<th>Session 3 (S-G)</th>
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<tbody>
<tr>
<td>15:00-17:00</td>
<td><strong>Clusters e Industria 4.0. Retos y oportunidades</strong> <em>(Spanish)</em></td>
<td><strong>Clustering and innovation</strong> <em>(English)</em></td>
<td><strong>Capital humano, capital relacional e innovación</strong> <em>(Spanish)</em></td>
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<td></td>
<td>- Innovation and Marketing: Value co-creation measurement in the 4.0 cluster industries <em>(Velasquez-Serrano, Royo-Vela, U. Valencia, SPAIN)</em></td>
<td>- Evidencing cluster dynamics: capturing the human element in cluster evaluation <em>(Smith, Wilson, Wise, The Glasgow School of Art (UK)</em></td>
<td>- ¿Cómo gestionar recursos humanos durante procesos de desarrollo externo? Factores determinantes del éxito en fusiones y adquisiciones <em>(Rodríguez Sánchez, U. Rey Juan Carlos, SPAIN)</em></td>
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<td><strong>Preside:</strong> Bartolomé Marco-Lajara (U. Alicante, SPAIN)</td>
<td><strong>Chair:</strong> Mariza Tsakalerou <em>(Nazarbayev U., KAZAKHSTAN)</em></td>
<td><strong>Preside:</strong> Santiago Cantarero <em>(U. Valencia, SPAIN)</em></td>
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</table>

**17:00-17:30** Coffee break (SG)

**17:30-19:00 (SG)**

**Plenary (English):**

*"How monopoly & finance drive regional disparities".*

Simona IAMMARINO. London School of Economics (UK)

**Discussants:**

* Fiorenza BELUSSI (Università Padova, ITALY)

**20:30 Social dinner** *(Rte. Playa)***
**FRIDAY 24TH MAY (09:00-10:30 h)**

<table>
<thead>
<tr>
<th>Time</th>
<th>Parallel session 4 (S-1)</th>
<th>Parallel session 5 (S-2)</th>
<th>Parallel session 6 (S-G)</th>
</tr>
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<tbody>
<tr>
<td>09:00-10:30</td>
<td><strong>Externalidades de marketing y clusters</strong> (Español)</td>
<td><strong>Cluster initiatives</strong> (English)</td>
<td><strong>Metodologías Análisis Cluster</strong> (Spanish)</td>
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<tr>
<td></td>
<td>- Inter-firm marketing-cooperation and local cluster international market expansion (<strong>Mazandarani, Royo-Vela, U. of Valencia, SPAIN</strong>)</td>
<td>- Social learning and knowledge flows in cluster initiatives (<strong>Rozkwitalska, WSB University in Gdansk, Lis, Gdansk University of Technology, POLAND</strong>)</td>
<td>- Entrepreneurship in clusters and local systems: identifying active research ‘fronts’ through ‘bibliographic coupling’ and social network analysis (SNA) (<strong>García-Lillo, Claver-Cortés, Marco-Lajara, Seva-Larrosa, U. of Alicante, SPAIN</strong>)</td>
</tr>
<tr>
<td></td>
<td>- Clustering de grupos competitivos y estratégicos en la industria cosmética (<strong>Tejero, Küster, Vila, Küster, U. of Valencia, SPAIN</strong>)</td>
<td>- Cluster subsidizing: the role of reputation (<strong>Kutsenko, Islankina, Vlasova, National Research U. Higher School of Economics, RUSSIAN FEDERATION</strong>)</td>
<td><strong>A comparative systematic review on mortality risk factors based on cluster analysis</strong> (<strong>Carracedo, Valencian International University, Debón UPV, SPAIN</strong>)</td>
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<td></td>
<td>- Creación de Valor Compartido: Medición de creación de valor en clusters (<strong>Cuevas, Royo-Vela, U. of Valencia, SPAIN</strong>)</td>
<td>- An exploratory analysis of the top European clusters (<strong>Tsakalerou, Engineering Management Program, Nazarbayev U., KAZAKHSTAN</strong>)</td>
<td><strong>Clustering de la gestión de reclamaciones b2b en el contexto internacional</strong> (<strong>Küster, Küster, Vila, Tejero, U. of Valencia, SPAIN</strong>)</td>
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<td></td>
<td>Chair: Marcelo. Royo-Vela (U. Valencia, SPAIN)</td>
<td>Chair: Madeline Smith (The Glasgow School of Art, UK)</td>
<td>Chair: Miguel González-Loureiro (U. Vigo, SPAIN)</td>
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<p>| 10:30-10:45 | <strong>Coffee break</strong> |</p>
<table>
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<tr>
<th>Time</th>
<th>Session Description</th>
<th>Venue</th>
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<tbody>
<tr>
<td>10:45 - 12:15</td>
<td><strong>Parallel session 7 (S-1)</strong> Multinational companies and global value chains (English)</td>
<td>HALL</td>
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<td></td>
<td>- The entry of MNEs in leading clusters: the case of Castellon and Sassuolo (Belussi, Martinez-Chafer, Molina-Morales, Valente-Bordanova, Padova ITALY and UJI-Castellón SPAIN)</td>
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<td></td>
<td>- Productivity improvements through external interactions and learning: The case of Spanish multinational enterprises (Santos-Arteaga, Torrecillas, Free U. of Bolzano ITALY and Torrecillas U. Complutense Madrid SPAIN)</td>
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<td>- Managerial perceptions on the value of C-O-O Clusters (Urzelai UWE Bristol UK, Puig U. Valencia SPAIN, González-Loureiro U. Vigo SPAIN)</td>
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<td>Chair: Jinmin Wang (Nottingham University Business School, UK)</td>
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<tr>
<td>12:30 - 13:30 (SG)</td>
<td><strong>Roundtable (English): Remote workforce connected and sharing knowledge</strong></td>
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<td>Participants:</td>
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<td></td>
<td>- Alejandro Sánchez Cuenca, Deputy Head of ArcelorMittal</td>
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<td></td>
<td>- Berrbizne Urzelai (University of the West of England, UK)</td>
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<td>Chair: Lourdes Canós-Darós (U. Politechnic of Valencia, SPAIN).</td>
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<tr>
<td>13:30 - 14:00</td>
<td><strong>Conclusions and closing</strong></td>
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<tr>
<td>14:00</td>
<td><strong>LUNCH</strong></td>
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*All the activities on Thursday and Friday will take place in the Hall of the Faculty of Economics (Salón de Grados) and in the Room 1 and 2 of the first floor.

**Room 1 (S-1) “Sala Ignasi Villalonga”
**Room 2 (S-2) “Sala Sánchez Ayuso”
**Hall (S-G) “Salón de Grados”

***The restaurant is 25 min. Walk from the Faculty of Economics
Parallel sessions

ROOM: Sala Ignasi Villalonga

Parallel Session # 1. Thursday. 15.00 – 17.00 h (Español)

Clusters e Industria 4.0. Retos y oportunidades

INNOVATION & MARKETING: VALUE CO-CREATION MEASUREMENT IN THE 4.0 CLUSTER INDUSTRIES

MARIELL VELÁSQUEZ-SERRANO
Departamento de Comercialización e Investigación de Mercados
Facultad de Economía Universitat de València
dovese@alumni.uv.es

MARCELO ROYO-VELA
Departamento de Comercialización e Investigación de Mercados
Facultad de Economía Universitat de València. Av. dels Tarongers,
marcelo.royo@uv.es

ABSTRACT:

Co-creation opportunities between firms and customers delivering innovation breakthroughs are being potentiated by the technologies embedded in the 4.0 cluster industry. There is no doubt that this wide array of interdisciplinary technologies, with different levels of maturity and market accessibility, has transformed the way value is co-created with the different parties in the different activities in the network. Consequently, affecting how firms and/or customers in the B2B system determine what is considered of value. Therefore, the purpose of this research is to contribute to the lack of empirical research exploring techniques and protocols that can be used to measure the level of value obtained from using these technologies in the various marketing processes. By doing so, firms operating in fast changing dynamic environments can develop the right means, to continuously adapt, integrate, reconfigure and redeploy resources and capabilities to become more competitive and disruptive in their offerings. To carry out this research we adapt the ARA model from Håkansson & Johanson (1992) and Gadde & Håkansson (2011) to a virtual setting and use it as guide to identify the activities, resources and actors in charge of measuring value in B2B value co-creation practices. And through the case study, a qualitative approach particularly useful to describe an occurrence while allowing for the examination of prior theoretical evidence. This method typically combines multiple data collection methods, providing stronger validation of constructs and a richer description of the phenomenon of interest. Thus far, findings have shown that some firms are more rigorous about performance and tracking metrics compared to others.
providing similar technological services. Only the ones with strong research and academic background have been developing and using tracking systems, guidelines and protocols as resources to measure the value obtained from using these technologies in marketing innovation processes.

KEYWORDS:
Clusters, 4.0 Industry, ARA Model, marketing innovation, B2B value co-creation

FACTORES EXPLICATIVOS DE LA CREACIÓN DE NUEVAS EMPRESAS EN LOS DISTritos INDUSTRIALES ALIMENTARIOS EN ESPAÑA

Enrique Claver-Cortés
University of Alicante (Spain)
enrique.claver@ua.es

Bartolomé Marco-Lajara
University of Alicante (Spain)
bartolome.marco@ua.es

Pedro Seva-Larrosa
University of Alicante (Spain)
pedro.seva@ua.es

Lorena Ruiz-Fernández
University of Alicante (Spain)
lorena.fernandez@ua.es

Eduardo Sánchez-García
University of Alicante (Spain)
eduardo.sanchez@ua.es

Resumen:

La investigación sobre emprendimiento ha cambiado paulatinamente de perspectiva en las últimas décadas, pasando de fundamentarse esencialmente en las características psicológicas del emprendedor a tomar en consideración otros elementos relevantes del contexto socioeconómico e institucional. De hecho, en los últimos años se han desarrollado diversas vías de investigación en búsqueda de nuevos factores explicativos de la propensión emprendedora en contextos socioeconómicos e institucionales específicos, entre los que se pueden destacar las aglomeraciones territoriales locales. Este trabajo vincula algunos de los aspectos más importantes en el área de la dirección de empresas y la ciencia regional, como el emprendimiento, las instituciones y el
conocimiento desarrollado en el contexto del distrito industrial/clúster. El objetivo del trabajo es ofrecer nuevo conocimiento acerca de los factores explicativos que influyen en la capacidad emprendedora de determinados territorios. Para ello, se ha analizado una muestra de 185 nuevas empresas localizadas en 37 distritos industriales alimentarios en España. Los resultados muestran que las instituciones y la especialización productiva influyen positivamente en la capacidad emprendedora de los distritos industriales. Sin embargo, la formación influye de forma negativo sobre la capacidad emprendedora de dichos entornos especializados.

**Palabras clave:** Emprendimiento; Distritos Industriales/clústeres; Instituciones; Formación; Especialización productiva.
THE ROLE OF INSTITUTIONS, CENTRALITY AND EXPLORATION ALLIANCES: A NETWORK PERSPECTIVE

Isabel Diez-Vial
idiezvia@ucm.es
Universidad Complutense de Madrid

Jose Antonio Belso-Martínez
jbelso@umh.es
Universidad Miguel Hernandez

Angeles Montoro-Sanchez
mangeles@ccce.ucm.es
Universidad Complutense de Madrid

Mª José López-Sánchez
maria.lopez@umh.es
Universidad Miguel Hernandez

Extended abstract

The competitive pressure for constantly introducing innovative products in industries experiencing rapid technological change has stressed the value of interorganizational relationships (Frankort, 2016; Xia & Dimov, 2017). Networks of alliances between specialized firms and research institutions have become a key strategy for accessing to complementary sources of knowledge, resources and competencies that a sole firm could hardly obtain by its own (Baum, Calabrese, & Silverman, 2000). Rather than a firm by itself, it is the combination of the internal characteristics of the firm with those provided by its partners in the alliance portfolio that would determine its innovative capacity (Grigouriou & Rothaermel, 2017).

But entering a myriad of alliances simultaneously entails understanding whether there are potential redundancies between partners, or whether there are synergist effects between them (Molina-Morales & Martínez-Fernández, 2009). When establishing a new alliance, firms need to carefully evaluate it, considering not only the benefits of the interdependencies associated to a specific partner (Gilsing, Nooteboom, Vanhaverbeke, Duysters, & van den Oord, 2008), but also the subsequent costs of coordinating the new network of their portfolio of alliances (Shakeri & Radfar, 2017). Rather than evaluating each alliance separately, the pattern of structures that
the network of alliances creates provides a useful perspective to better understand the partner selection (Grigouriou & Rothaermel, 2017; Gulati, Nohria, & Zaheer, 2000).

The objective of this research is to extend the understanding about the consequences of the structure and composition of the network of alliances on the firms’ innovative capacity. We aim to analyze the dynamics of the alliance portfolio by focusing on the network characteristics of new alliances created simultaneously by a firm. In particular, we focus on the biotechnology industry, characterized by the application of numerous alliances to integrate different sources of knowledge bases needed for developing long and complex processes of product development and approval (Al-Laham, Amburgey, & Bates, 2008; McNamara & Baden-Fuller, 2007).

In doing so, this paper tries to contribute by better understanding the role of research institutions – universities, research institutes, government labs, hospitals and industry associations– as partners in biotechnology alliances. While previous studies have focused on specific attributes of the partners (Gilsing et al., 2008; Shakeri & Radfar, 2017; Shan, Walker, & Kogut, 1994), in this research we focus on the role of research institutions as the innovative capacity of biotechnology firms highly depend on them (Baum et al., 2000; George, Zahra, & Wood, 2002; Stuart, Ozdemir, & Ding, 2007). Research institutions have been proved to be a valuable partner for firms as they are a source of valuable knowledge (e.g. scientific advances) as other key resources such as market information, that is costly to transfer to the market by other means than close collaboration (Deeds, Decarolis, & Coombs, 1999; Kamuriwo & Baden-Fuller, 2016). From a network perspective, considering institutions as partners allow us not to understand not only this direct role as providers of knowledge, but also their indirect role as brokerage of other members of the biotechnology industry, connecting different sources of ideas, knowledge and experience (Díez-Vial & Montoro-Sánchez, 2016). By assisting in the bringing together of previously disparate pieces of knowledge to create a novel technological approach, we can evaluate how research institutions may support their partners during the development and commercialization of new products (Belso-Martinez, Díez-Vial, Lopez-Sanchez, & Mateu-Garcia, 2018).

Moreover, previous studies have evaluated the characteristics of the partners simultaneously considering the objective of the biotechnology alliance, differentiating between exploration and exploitation alliances (Cohen & Munshi, 2017; Rothaermel & Deeds, 2004; Xia & Dimov,
2017). The launching of new products in the biotechnology industry requires of complex and long stages from the drug discovery candidate from the laboratory, preclinical tests, clinical test, and regulatory approval for commercialization. The benefits associated with an institutional partner will differ in each stage (George, Zahra, Wheatley, & Khan, 2001; McNamara & Baden-Fuller, 2007), and we try to measure it.

Finally, previous studies in the biotechnology industry have evaluated how different structures of the network affect innovation, playing special attention to the number of alliances and partners in which each firm is embarked in (Baum et al., 2000; Decarolis & Deeds, 1999; Powell, Koput, & Smith-Doerr, 1996; Shan et al., 1994). Results does not seem to be concluding, considering that this could be partially explained by the mixing effect of previous alliances with those recently created (Al-Laham et al., 2008). Alliances is a path dependent process as previous alliances shape not only the sources of complementary knowledge, but also determine the “memories of the network” (Soda, Usai, & Zaheer, 2004) in terms of routines, procedures and practices developed along alliance development (George et al., 2002). In this research we try to contribute to this stream of studies by evaluating the first order effect of the network of alliances on innovation, that is, the effect of the structure of alliances created simultaneously in a same period, rather than their further influence on the networks dynamics across time (Baum et al., 2000; Deeds & Hill, 1996).

Empirical evidence has been gathered by the main Biotechnology Spanish association (Asociación española de Bioempresas, ASEBIO). The access to this data from ASEBIO allows us to have information from 1421 alliances developed by 133 members of ASEBIO and its partners (2084 different partners in total) in health-biotechnology from 2007 to 2016. The results confirm that considering the network of alliances that firms established at the same time is relevant for explaining the capacity of the firms to develop products at different stages of the value chain. We have tested the role that research institutions play as partners in these alliances. Results indicates that research institutions are relevant partners but, contrary to expected, do not have a significant direct effect on innovation, but they become positive in exploration alliances and also with central partners.
References


UBICACIÓN CLÚSTERS ALTA TECNOLOGÍA EN LA COMUNIDAD VALENCIANA

María P. García-Alcober
University of CEU Cardenal Herrera (Spain)
maria.garcia3@uchceu.es

Ana Isabel Mateos Ansótegui
University of CEU Cardenal Herrera (Spain)
amateos@uchceu.es

Maria Teresa Pastor Gosálvez
University of CEU Cardenal Herrera (Spain)
pasto.el@uchceu.es

Abstract:
Tras la gran recesión, la Comunidad Valenciana tiene la oportunidad de desarrollar un modelo de crecimiento económico más productivo que el que ha venido siendo hegemónico en los últimos tiempos. Las últimas iniciativas de la Generalitat Valenciana han pretendido ahondar en esa dirección. El reducido tamaño de las empresas valencianas -una de las causas de su baja productividad es una debilidad que puede ser neutralizada formando clústeres o redes empresariales. Sin embargo, el sector industrial valenciano ha estado fundamentalmente basado en sectores tradicionales. El presente artículo tiene como objeto determinar si en la industria valenciana existen clústeres de empresas de tecnología avanzada y su ubicación. Un desarrollo de sectores de tecnología más avanzada permitiría un incremento de la productividad y, por tanto, un mayor desarrollo económico.

Keywords: Clúster; Comunidad Valenciana; Industria de tecnología avanzada
EVIDENCING CLUSTER DYNAMICS: CAPTURING THE HUMAN ELEMENT IN CLUSTER EVALUATION

Madeline Smith  
The Glasgow School of Art (UK)  
m.smith@gsa.ac.uk

James R Wilson  
Orkestra and Deusto Business School (Spain)  
jwilson@orkestra.deusto.es

Emily Wise  
Lund University (Sweden)  
emily.wise@fsi.lu.se

Abstract:
Evaluation of clusters and cluster policies is a complex field. Cluster programmes usually provide an ‘indirect’ investment in institutional capacity and there is general acceptance that social capital and trust are critical for effective cluster development. While this ‘behavioural additionality’ forms the central rationale for cluster policies, it remains poorly captured in evaluation. This paper explores progress in trying to address a key aspect of this challenge: the capturing and evidencing of the ‘human element’ in cluster performance. Through a collaboration of cluster practitioners, policy makers and researchers, and building on existing cluster programme effect logics and more than a decade of implementation experience, a framework and a common survey tool were developed to address this evaluation gap. The tool was pilot tested in different geographies and these initial results and learning are shared. The paper concludes by setting out a research agenda to continue this work.

Keywords:  
Clustering; Evaluation; Social Capital; Co-design; Behavioural additionality,
Abstract

In the competitive dynamic of low-tech cluster, the design might play an important role on the knowledge exchange about trends and the use of new materials and components, sources for the performance of innovations. That role may still be more relevant in the context of emerging countries, that many times are limited to execute the request of large companies or copy the models launched in the fashion global capitals. Therefore, the aim of this study is to analyze the influence of the product design on the innovation and the competitiveness of companies located in clusters of low technological intensity. The results of this paper contribute on the comprehension of innovation in clusters of low-tech intensity. The studies on the innovation area still presents a tendency of concentrating in sectors of high technological intensity. However, the main world emerging economies, among them is Brazil, present a great importance of sectors of low-tech intensity in its economy. In the context of industrial geographical agglomerates, design companies may be a source of knowledge for several companies and attribute for the flow of cluster knowledge. The results also contribute for a better understanding of the process of knowledge exchange, fundamental for the maintenance of the cluster competitiveness.

Keywords: low-tech cluster; design; shoes industry
Abstract:

Clusters combine sector-related companies with other support organizations creating an environment with particular conditions that stimulate entrepreneurship and the creation of new business, promoting innovation and creativity and developing economically and socially a territory. Using an ecosystem model already validated with advantageous results and extrapolate it to another sector can develop a region. This paper shows the characteristics of entrepreneurial ecosystems and a proposal cluster model for the tourism sector that has been checked and discussed by a panel of experts interviewed.

Keywords: Entrepreneur; Ecosystem; Cluster; Tourist Sector; Innovation.
Cluster under pressure: Does crisis foster innovation?

Valmir Emil Hoffmann
Graduate Program of Public and Business Administration, University of Brasília - UnB, Brazil.
Address: Campus Universitário Darcy Ribeiro, Prédio da FACE, Asa Norte, Brasília-DF, Brazil.
Phone: +55 61 3107-0759
E-mail: ehoffmann@unb.br

Fiorenza Belussi
Department of Economics and Management, University of Padova, Italy.
Address: Via del Santo, 10 - 35122 Padova, Italy.
Phone: +39 049 827 4051
E-mail: fiorenza.belussi@unipd.it

F. Xavier Molina-Morales
Department of Business Administration and Marketing, University Jaume I – UJI, Spain.
Address: Av. de Vicent Sos Baynat, s/n 12071 Castelló de la Plana, Spain.
Phone: +34 964 281266.
E-mail: molina@emp.uji.es

Daniel P. Vieira
Graduate Program of Public and Business Administration, University of Brasília - UnB, Brazil.
Address: Campus Universitário Darcy Ribeiro, Prédio da FACE, Asa Norte, Brasília-DF, Brazil.
Phone: +55 61 3107-0759
E-mail: vieira.pires@gmail.com

Abstract

In this article, the relation between horizontal cooperation, institutional support, and knowledge transfer is analyzed. The context of our research was to study firm innovation after 2008’s economic crises. As theoretical framework we have used the resource-based view, discussing the role of territory and its impact on firms. We have studied two Italian clusters, Arzignano (tannery) and Rivera del Brenta (high quality footwear and accessories), using a survey with managers. Our sample reached about 37% of the total population. Our results show that competition fosters innovation in two ways: on one hand, in a direct way, increasing the innovation activity of firms, and on the other hand, in an indirect way, increasing horizontal cooperation, which, in turn, fosters innovation. Firms inserted in mature clusters form our sample. Thus, local knowledge transfer throughout labour mobility has a null or negative impact on firm innovation, which appears to be more linked to internal research efforts.

Key-words: competition; cooperation; innovation; knowledge transfer; support institutions.
¿CÓMO GESTIONAR RECURSOS HUMANOS DURANTE PROCESOS DE DESARROLLO EXTERNO? FACTORES DETERMINANTES DEL ÉXITO EN FUSIONES Y ADQUISICIONES

José Luis Rodríguez Sánchez
Universidad Rey Juan Carlos (Spain)
joseluis.rodriguez.sanchez@urjc.es

Abstract:

El objetivo de este trabajo es analizar los factores de éxito en la gestión de recursos humanos durante las etapas de un proceso de fusión y adquisición. Para ello, a partir de un modelo teórico previo que integra los factores clave en cada una de las tres etapas del proceso, planificación, integración e implantación, se ha realizado un caso de estudio de una empresa multinacional que opera en el sector de la ingeniería mecánica. Los resultados muestran que los recursos humanos son un factor diferenciador de las empresas y juegan un papel relevante influyendo en la estrategia de negocio seleccionada, en el rendimiento organizacional o en la obtención de ventaja competitiva sostenible en el tiempo. Además, se ha elaborado una hoja de ruta que puede servir como referencia a los diferentes directores para identificar los factores de recursos humanos más relevantes y las acciones que pueden llevar a cabo para favorecer el éxito del proceso.

Keywords: Fusión/adquisición; recursos humanos; planificación; integración; implantación.
Abstract:

One of the key debates in the literature on small and medium enterprises (SMEs) and corporate social responsibility (CSR) in developing countries has to do with the role that local industrial districts, or so called industrial clusters, play in the promotion of CSR in those countries. While there is now an embryonic literature on this subject, we lack systematic, integrated analytical frameworks that can improve our understanding of the role that governance of clusters play in addressing CSR concerns in sustainable future SMEs in developing countries. This article develops such a conceptual framework drawing on the literatures on cluster governance, CSR, SMEs, Green Human Resource Management (GHRM), and Change climate as they relate to the developing countries. The article argues that environmental improvements in SMEs can be achieved and depend of cluster governance. Improvements in SME can be achieved through three basic types of cluster governance: legal enforcement, supply chain pressure, and voluntary engagement in CSR. The article put forward a framework that can be useful for both academics and practitioners as they seek to reflect on the interconnectedness of these themes from a research, policy, and practice perspective.

Keywords: Cluster governance SMEs, CSR, GHRM, Change Climate, Sustainability
LA INFLUENCIA DE LOS CONOCIMIENTOS TÁCITOS Y EXPLÍCITOS EN LA TRANSMISIÓN DE CONOCIMIENTO ENTRE LOS TRABAJADORES OPERARIOS: EL CASO DEL DISTRITO INDUSTRIAL DE LA CERÁMICA – DIC

Eduardo Dias Leite
Universitat Jaume I (España)
al325716@uji.es

F. Xavier Molina-Morales
Universitat Jaume I (España)
xavier.molina@emp.ujl.es

Edgar Reyes Júnior
Universidade de Brasília (Brasil)
prof.edreyes@gmail.com

Luis Martínez Cháfer
Universitat Jaume I (España)
chafer@emp.ujl.es

RESUMEN

Este trabajo presenta un estudio sobre la influencia de los conocimientos tácitos y explícitos en la transmisión de conocimiento entre los operarios del distrito industrial de la cerámica - DIC. Concretamente, este estudio se centra en investigar a los operarios dedicados a la producción, analizando cómo es la transmisión de conocimiento entre ellos y cuál es la participación de la empresa y otros organismos en este proceso. El estudio empírico realizado para confirmar la propuesta teórica planteada, se ha realizado sobre una muestra representativa de los operarios. La metodología utilizada ha sido cuantitativa, con una encuesta dirigida a los trabajadores operarios. Además, se ha realizado una investigación bibliográfica y con informaciones proporcionadas por las instituciones implicadas en el proceso. Las principales conclusiones que hemos obtenido han sido las siguientes: Hay una fuerte interacción de las empresas con las universidades; el conocimiento es específico del sector, el hecho de pertenecer a las mismas asociaciones profesionales y haber recibido formación en las mismas instituciones hacen las relaciones personales y profesionales más fuertes entre los operarios y facilitan la transmisión de nuevos conocimientos. Las principales contribuciones residen en el nivel de análisis escogido para realizar la investigación, mientras la mayoría de estudios se
centran en los managers, en esta investigación el centro del análisis reside en los trabajadores operarios del distrito industrial. Por lo tanto se aporta un nuevo punto de vista sobre la cuestión contando con los principales actores implicados en los procesos de transferencia de conocimiento. Además, los resultados de esta investigación aportan resultados estadísticos provenientes del análisis de las encuestas en el distrito industrial, que ayudan a profundizar en el análisis de ese tema.

**Palabras claves:** conocimiento tácito; conocimiento explícito; distrito industrial; transmisión de conocimiento.

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**PRÁCTICAS DE RRHH Y COMPORTAMIENTO INTRAEMPRENDEDOR EN EMPRESAS INDUSTRIALES DE LA COMUNIDAD VALENCIANA**

**Mª Teresa Canet Giner**  
Dep. Dirección de Empresas. Universitat de Valencia 
teresa.canet@uv.es

**Ana Redondo Cano**  
Dep. Dirección de Empresas. Universitat de Valencia 
an.a.redondo@uv.es

**Naiara Escrivá Carda**  
Dep. Dirección de Empresas. Universitat de Valencia 
naiara.escriba@uv.es

**Francisco Balbastre Benavent**  
Dep. Dirección de Empresas. Universitat de Valencia 
francisco.balbastre@uv.es

**Lorenzo Revuelto Taboada**  
Dep. Dirección de Empresas. Universitat de Valencia 
lorenzo.revuelto@uv.es

**Mª del Carmen Saorín Iborra**  
Dep. Dirección de Empresas. Universitat de Valencia 
carmen.saorin@uv.es

**Abstract**

Los clústeres regionales pueden ejercer un rol clave no solo para el desarrollo de la zona geográfica en que se ubican, sino como elemento impulsor de la competitividad de aquellas empresas que forman parte de ellos, estimulando el cambio tecnológico, la creación y
difusión de nuevos conocimientos y la orientación a la innovación (Ferreira et al., 2012). Existe literatura reciente que señala cómo el clúster puede influir también sobre la forma de aplicar las prácticas de RRHH de las empresas que lo componen (Martínez-del-Río et al., 2013).

El trabajo que proponemos pretende analizar en qué medida determinadas prácticas de RRHH (como la capacitación, la política de comunicación, las políticas motivacionales), junto a la autonomía y el apoyo del supervisor, pueden fomentar el comportamiento intraprendedor de los empleados; todo ello en un contexto intensivo en conocimiento, como es el de las empresas industriales tecnológicamente avanzadas. Y en particular, cómo la pertenencia a un clúster de empresas puede modificar o tener una influencia clave, tanto sobre las prácticas de RRHH aplicadas como sobre los procesos de gestión del conocimiento que orientan a la innovación. Con este objetivo, se ha llevado a cabo un análisis cualitativo basado en el estudio de casos. Los resultados muestran cómo el intercambio de conocimientos sí se ve favorecido por el clúster, fundamentalmente en cuestiones técnicas relacionadas con procesos de capacitación, y por la pertenencia a asociaciones profesionales. Sin embargo, las políticas de RRHH vienen condicionadas principalmente por la cultura de la empresa y factores internos, más que por la pertenencia a un determinado sector.

**Keywords:** Intra-emprendedor; prácticas de RRHH, Intercambio de conocimiento, sector industrial


Externalidades de marketing y clusters

INTER-FIRM MARKETING-COOPERATION AND LOCAL CLUSTER INTERNATIONAL MARKET EXPANSION: (CONCEPTUAL MODEL)

Mohammad reza Mazandarani  
University of Valencia (Spain)  
mazandar@alumni.uv.es

Marcelo Royo-Vela  
University of Valencia (Spain)  
marcelo.royo@uv.es

Abstract

This paper offers a reformulated explanation of cooperation-marketing as an intermediate factor between characteristics and international performances in the context of clusters. Based on this statement, a new model is conceptualized to explain that inter-firm cooperation in marketing plays a mediating role in the relationship between local clusters’ characteristics and clusters’ international activities. Initially, the model explains cluster characteristics, such as the role of different aspects of proximity (e.g., geographic, institutional, organizational, and social), prior international experiences, and size as the antecedents of the cooperation-marketing, then identify that how international performances of a cluster are affected by this cooperation. The international performances are attributed to export and import (inward and outward).

Keywords: Local cluster, International performances, exporting, Cooperation Marketing, Organizational proximity, Social proximity
Creación de Valor Compartido: Medición de creación de valor en clusters

Jonathan Cuevas Lizama
Universidad de Valencia (España)
jocueli@alumni.uv.es

Marcelo Royo-Vela
Universidad de Valencia (España)
marcelo.royo@uv.es

Resumen
Los efectos de las empresas sobre sociedad y las prácticas de responsabilidad social corporativa han sido fuente de estudio de un importante número de investigaciones. Los cuestionamientos al modelo tradicional llevaron a Porter y Kramer (2011) a desarrollar el concepto de Creación de Valor Compartido, un nuevo enfoque donde las empresas consideren en valor de la sociedad en su modelo de negocio, generando un beneficio mutuo por medio del desarrollo de nuevos productos y mercados, reestructuración de los procesos de la empresa y la formación de clusters. Pero este tema está en debate, la poca claridad del concepto y la falta de una medición lo ha llevado a ser cuestionado en la academia, siendo catalogado solo como una palabra de moda. Por lo tanto, el propósito de esta investigación es proponer una medición de la creación de valor en empresas que pertenecen a clúster locales.

Para el desarrollo de esta investigación se utilizó un enfoque cualitativo por medio del método de estudio de caso que permite desarrollar la teoría y la vez conectarla con la realidad empírica. Se seleccionó la metodología de estudio de casos múltiples ya que permite la replicación de los casos individuales, corroborando de forma independiente las proposiciones que se esperan medir y a la vez, obtener información complementaría de un fenómeno, facilitando el entendimiento de la teoría de forma completa.

Palabras clave: Creación de valor compartido, Estudio de caso, Cluster, Medición.
Abstract:

En el presente estudio, se pretende determinar si existen diferencias significativas en la identificación de los competidores entre un enfoque objetivo basado en información secundaria (grupos estratégicos) y entre un enfoque subjetivo basado en información primaria (grupos competitivos). Así, con una muestra de 104 sujetos y mediante la aplicación de Escalamiento multidimensional, el análisis Cluster y la correlación bilateral de Pearson, se obtiene que los grupos competitivos difieren de los grupos estratégicos cuando estos son identificados con datos objetivos.

Keywords: Grupo competitivo; grupo estratégico; mapas perceptuales; multidimensional scaling, análisis Cluster.
SOCIAL LEARNING AND KNOWLEDGE FLOWS IN CLUSTER INITIATIVES

Malgorzata Rozkwitalska
WSB University in Gdansk (Poland)
mrozkwitalska@wsb.gda.pl

Anna Lis
Gdansk University of Technology (Poland)
Anna.Lis@zie.pg.gda.pl

Abstract:

Purpose – The purpose of the paper is to explore how learning manifests and knowledge flows in cluster initiatives (CIs) due to interactions undertaken by their members. The paper addresses the research question of how social learning occurs and knowledge flows in CIs.

Design/methodology/approach – The qualitative study of four cluster initiatives helped to identify various symptoms of social learning and knowledge flows in CIs.

Findings – The study identifies four types of communities of practice in CIs: dead souls, participants, cooperators and locomotives. Additionally, it documents different manifestations of social learning and knowledge flows in each of them, namely one-way or two-way information transferring and raising awareness, demonstrating and inspiring, or motivating and educating, i.e. from the basic practice to the most advanced one. It also shows that while potentially every member of CIs has access to these practices, merely a limited number of members is actually involved. It may suggest that learning and knowledge flows in CIs are selective and some CIs’ members accept a more peripheral role in CIs.

Research limitations/implications – The research shows the application of communities of practice theory to the analysis of CIs and learning and knowledge flows within them.
Nevertheless, the qualitative approach in the study does not allow for generalizing the findings.

Practical implications – The study emphasizes that at each stage of the development of CIs, the learning process is carried out on the basis of interactions created among members. Therefore, it is important to support ‘soft’ forms of cooperation within CIs – involving members in activities as well as developing interactions.

Originality/value – The research fills in the gap concerning symptoms of social learning and knowledge flows in CIs. It shows that selectiveness in this process can be observed. The study applies the community of practice approach to study the phenomenon of learning in CIs.

Keywords: Cluster initiatives, Collective learning, Communities of practice, Social learning

CLUSTER SUBSIDIZING: THE ROLE OF REPUTATION

Evgeniy Kutsenko
National Research University Higher School of Economics (Russian Federation)
ekutsenko@hse.ru

Ekaterina Islankina
National Research University Higher School of Economics (Russian Federation)
cislankina@hse.ru

Valeria Vlasova
National Research University Higher School of Economics (Russian Federation)
vvvlasova@hse.ru

Abstract:
The research seeks to understand, which factors: innovative development of cluster home regions, economic performance of cluster members, management and governance practices of cluster teams, or their reputation and ability to build trust of governmental officials – influence cluster selection for subsidising and the volumes of such funding. The research is based on the case of Russian programme to support pilot innovative clusters in 2013-2015. In particular, it explores the data on 20 clusters, selected for subsidizing within the framework of the most large-scale national cluster programme. A two-step model with a selective bias control (Heckman correction) was used for the hypotheses testing. The first step of analysis
revealed that long-term factors of regional innovative development (socio-economic conditions, STI capacity, and innovation activity of companies) influence the probability of cluster selection to be supported. Most Russian pilot innovative clusters are located in the leading innovative regions. The second step of analysis resulted in the acknowledgment of trust as the most influential factor for the volumes of cluster subsidy. Funding-correlated indicators are the volumes of innovation infrastructure support in the regions by the same ministry that finances the selected clusters, along with technology platforms, in which cluster members participate, the presence of technology parks and availability of specialized statuses in cities where the clusters are located. They claim for cluster-relevant achievements and the cluster teams’ reputation as the ability to fulfil the requirements of public funding programmes. Other factors proved to be less significant. The research adds academic novelty to the discussion of public funding based on trust/ reputation from a cluster perspective. Policy implications suggest reconsidering the previous cluster support programme design by improving selection criteria and procedures. The authors have made proposals on accounting for the reputation factor as part of developing the concept of a Moscow mega-cluster.

**Keywords:**
Cluster policy; Public funding; Vertical trust; Reputation; Cluster management
AN EXPLORATORY ANALYSIS OF THE TOP EUROPEAN CLUSTERS

Mariza Tsakalerou
Engineering Management Program,
Nazarbayev University, Astana, Kazakhstan

ABSTRACT

The purpose of this paper is to explore the broad characteristics of the top European clusters, not just in terms of effective economic agglomeration but primarily as innovation agents. The analysis is based on primary data from the 2018 World Intellectual Property Organization (WIPO) report that assessed cluster success based on patent activity. Admittedly, patent data (mostly) capture technological inventions and thus miss out on non-technological innovations that can be an important source of productivity gains in the economy. With this caveat, the results presented herein will inform regional competitiveness policy and provide material for further research on cluster innovativeness.

Keywords: Cluster Innovation; Regional Development; European
ENTREPRENEURSHIP IN CLUSTERS AND LOCAL SYSTEMS: IDENTIFYING ACTIVE RESEARCH ‘FRONTS’ THROUGH ‘BIBLIOGRAPHIC COUPLING’ AND SOCIAL NETWORK ANALYSIS (SNA)

Francisco García Lillo
University of Alicante (Spain)
f.garcia@ua.es

Enrique Claver Cortés
University of Alicante (Spain)
enrique.claver@ua.es

Bartolomé Marco Lajara
University of Alicante (Spain)
bartolome.marco@ua.es

Pedro Seva Larrosa
University of Alicante (Spain)
pedro.seva@ua.es

Abstract:

Objectives - In recent years author and document citation and co-citation analyses—all of them developed in the fields of bibliometrics and scientometrics—have been relatively often applied to map the ‘intellectual structure’ of different scientific fields or domains. Also in the field of management (Zupic & Čater, 2015). Even to the literature on clusters or entrepreneurship (Ferreira, Fernandes & Kraus, 2019; García-Lillo et al., 2017, 2018; Hota, Subramanian & Narayanamurthy, 2019). The technique of bibliographic coupling between scientific papers which seeks to identify the various active research fronts in a scientific field or discipline by means of a study about the most recent literature (Kessler, 1963)—and additionally, offers a more realistic portrait of the current state of the art—, it has been a less commonly used analysis technique, though. The present research work precisely has as its purpose to apply this technique to papers on entrepreneurship in clusters and local systems, recently published in a wide variety of journals, thus trying to identify and visualize—through social network analysis (SNA)—the aforementioned research fronts. The aim sought is thus
not only to complement and expand the results obtained in those studies which have used other systematization proposals, such as the qualitative content analysis methodology, but also to propose a number of future lines of research.

**Data and Methods** – In relation to the data, the ‘source-documents’ utilized to carry out the present research work were retrieved from the Web of Science™ (WoS) Core Collection (CC). The WoS CC is composed of six indices maintained by Clarivate Analytics. In our specific case, and using the aforesaid database –in particular, two of its indexes: the *Social Sciences Citation Index* (SSCI) and the *Emerging Sources Citation Index* (ESCI)–, a total of 146 research papers published in different journals belonging to the areas of *economics, business, management, regional urban planning, geography, environmental studies, development studies, and urban studies* during the period comprised between 2005 and 2019 (until the database consultation date: 30 January, 2019) –were retrieved.

In concern to the methodology, bibliometric methods were utilized, as well the social network analysis (SNA).

**Results** - Particularly, the analysis techniques mentioned above, together with principal components factor analysis, would have allowed us –adopting or following a quantitative method of a deductive nature for that purpose– to identify the most active research areas or “fronts” in the international research devoted to the topic under analysis: the phenomenon of entrepreneurship in clusters.

**Conclusions** - The authors believe that research developed here provides –through a kind of ‘meta-analysis’– a valuable outlet from which future researchers could benefit, since allow us to identify the research “fronts” which shape the vanguard of knowledge and to know the most important current and future research trends in the area under examination.

**Keywords:**

Entrepreneurship; Clusters and local systems; Bibliometrics; Bibliographic coupling analysis (BCA); Social network analysis (SNA).
A COMPARATIVE SYSTEMATIC REVIEW ON MORTALITY RISK FACTORS BASED ON CLUSTER ANALYSIS

Patricia Carracedo
Valencian International University (Spain)
patricia.carracedo@campusviu.es

Ana Debón
Universitat Politècnica de València (Spain)
andeau@eio.upv.es

Abstract:

The aim of this paper is to review knowledge about risk factors affecting mortality in Europe. Therefore, a systematic review in the Scopus and the Web of Science (WoS) databases on mortality risk factors was carried out.

The databases of articles were reduced by a homogeneity analysis by least squares (Homals). And then clustering analysis was used to find objective clusters of risk factors. The most and least studied clusters were identified in each research field in both databases

Keywords: Mortality · Europe · Homals · Cluster
Abstract:

El objetivo del presente trabajo reside en examinar, en el ámbito B2B, nuevas asociaciones entre factores relativos a la gestión de quejas, y resultados medidos en términos de percepciones de satisfacción y fidelidad, todo ello considerando tres tipos de clientes atendiendo a su perfil cultural (doméstico, low-context y high-context). Mediante un análisis factorial de correspondencias y un posterior análisis cluster, de los datos de reclamaciones y resultados de 91 clientes distribuidores de una empresa manufacturera, se plasman en un mapa las asociaciones entre los tres tipos clientes y las diferentes variables usadas para medir perfil de reclamaciones y resultados. Encontramos evidencia significativa de que clientes con diferencias culturales se asocian con distintos perfiles de quejas y diferentes tipos de resultados que dan lugar a interesantes conclusiones e implicaciones.

Keywords: Clustering cultural; Quejas y reclamaciones; B2B
GOVERNABILITY PERFORMANCE IN SOUTH AMERICAN COUNTRIES: A CLUSTER ANALYSIS

Paola Hermosa Del Vasto
Faculty of Economics and Business,
Complutense University of Madrid, Spain
pmhermos@ucm.es

Elena Urquía-Grande
Faculty of Economics and Business,
Complutense University of Madrid, Spain
eurquiag@ccce.ucm.es

Cristina del Campo Campos
Faculty of Economics and Business,
Complutense University of Madrid, Spain
campocc@ucm.es

Susana Jorge
Faculty of Economics,
University of Coimbra and Centre of Research in Political Science, Portugal
susjor@fe.uc.pt

Abstract

This paper analyses the trends as well as the main differences between South-American countries regarding governability behaviour towards transparency in the last two decades. It uses governance, corruption and socioeconomic development indicators to analyse how countries have evolved and how they are positioned relatively to each other, to support a benchmark process because, as pointed out in the literature, the best practices of ones can serve as example for the others.

The literature seems to highlight a framework of interrelationships between governance, corruption and socioeconomic development indicators, and transparency. It is expected that better governance, less corruption and better socioeconomic contexts, i.e. better governability performance, will favour transparency pushing for improved accountability.

Applying cluster analysis, multivariate statistical techniques, the research revealed important differences in governability between South American countries, being Uruguay and Chile the best performers. Moreover, there are countries that can be clustered together due to similar trends in governability performance. The best countries should serve as benchmark for the others towards transparency improvements and strengthening citizens confidence.

Keywords: Governance; Corruption; Socioeconomic development; Indicators, Transparency; Benchmarking.
Abstract

The literature regarding clusters is based on the seminal writings of Marshall, followed by Giacomo Becattini’s rediscovering of the concept of the «industrial district» and the analyses promoted during the 1980s by Porter, who highlighted the importance of geographically interconnected firms and institutions specialized in a particular field, and clustered in a limited space. Despite the model of cluster has been often described as static and locally self-contained, various empirical researches and our analysis have pointed out the increasing involvement of cluster firms in the process of internationalization. In this context, an important modality can be studied: the process of MNEs entry. Our analysis focuses on the impact of MNEs entry on the general process of cluster innovativeness and knowledge global circulation between cluster firms and MNEs subsidiaries located in these countries.
PRODUCTIVITY IMPROVEMENTS THROUGH EXTERNAL INTERACTIONS AND LEARNING: THE CASE OF SPANISH MULTINATIONAL ENTERPRISES

Francisco Javier Santos-Arteaga
Faculty of Economics and Management, Free University of Bolzano, Bolzano, Italy
Instituto Complutense de Estudios Internacionales, Universidad Complutense de Madrid, Madrid, Spain
fsantosarteaga@unibz.it

Celia Torrecillas
Departamento de Economía Aplicada, Estructura e Historia. Universidad Complutense de Madrid
Instituto Complutense de Estudios Internacionales, Universidad Complutense de Madrid, Madrid, Spain
celiatorrecillas@ucm.es

Abstract
Learning by foreign direct investment (FDI) is becoming a key factor for explaining the creation and evolution of new multinational enterprises and their asset-seeking motives. Few studies have considered the effect that such learning process has over the productivity and, therefore, competitiveness of the potential multinationals. Using a sample of Spanish Multinational Enterprises (MNE) we differentiate across the different stages of their internationalization processes and transformation commitment by comparing the effects of learning by FDI on firm’s productivity. Our results reveal that firms in the earlier stages of their transformation process into multinationals exhibit positive effects on productivity from the knowledge acquired via FDI.

Keywords: Learning by FDI, Clustering, Firm heterogeneity, Knowledge flows and Productivity
MANAGERIAL PERCEPTIONS ON THE VALUE OF COUNTRY-OF-ORIGIN CLUSTERS

Berrbizne Urzelai
University of the West of England (UK)
berrbizne2.urzelai@uwe.ac.uk

Francisco Puig
Universitat de València (Spain)
francisco.puig@uv.es

Miguel González-Loureiro
Universidad de Vigo (Spain) & CIICESI-Instituto Politécnico de Porto (Portugal)
mloureiro@uvigo.es

Abstract:

SMEs’ subsidiaries operate and evolve in home and host inter-related environments and are subject to risks. However, risk is a perceptual issue, thus there is room for managerial heterogeneous perceptions about the strategic value of location context when doing business abroad.

Location is a multidimensional construct. The literature on IB has largely studied the value of location and the location mode, but few studies clarify which dimensions of the location are more valuable. In this qualitative study, we analyse this in a sample of 24 managers from European subsidiaries in China. Our evidence suggests that firms located outside a cluster are mainly associated to resource-seeking firms, and perceive this form of location as more cost-effective and a better option to access business-specific knowledge and resources. Collocation within a country-of-origin cluster in the host market is valuable for networking (mainly for market-seeking firms) and to gain legitimacy in the host market (mainly for firms with mixed entry reasons), which helps to cope with host-market uncertainty.

The main underlying argument is that the evaluation of host location depends on two factors. First, objective factors act as a pre-condition for shortlisting the location choice. Second, the exact location is triggered by the perception of the manager, which is strongly influenced by his/her home-and host market experiences. Additionally, an imitation effect helps decrease the perception of risk and uncertainty, which gives birth to country-of-origin clusters in the host markets.

Keywords: Country-of-origin cluster, China, Externalities, Multinationals, Correspondence analysis
RELATIONAL RESOURCES AS SOURCES OF COMPETITIVE ADVANTAGE IN ENTREPRENEURIAL ECOSYSTEMS

Diego Alex Gazaro dos Santos
Federal University of Rio Grande do Sul (Brazil)
diego.gazaro@ufrgs.br

Aurora Carneiro Zen
Federal University of Rio Grande do Sul (Brazil)
aurora.zen@ufrgs.br

Abstract:
Entrepreneurial ecosystems are environments that foster the creation of startups with high growth potential and have been fostered due to their ability in promoting the development of a region. In this research, we analyze entrepreneurial ecosystems through the lens of the Resource-Based View (RBV), in its relational perspective. RBV emphasizes the rare, valuable, hard-to-imitate and difficult-to-substitute (VRIN) resources, as well as an implemented organization (O) that firms must possess to achieve sustainable competitive advantage (Barney, 1995). One of its main developments is the Relational View, which emphasizes that sustainable competitive advantage may result from the relationships between a network of actors and considers the benefits generated jointly and owned by partners (Dyer & Singh, 1998). In the Relational View, value creation depends on four determinants: complementary resources and capabilities; relationship-specific assets; knowledge sharing routines; and effective governance. These partnerships are essential in entrepreneurial ecosystems, which are made up of actors grouped in the Knowledge, Financial, Infrastructure, Institutional and Social dimensions, and whose objective is to provide the necessary conditions for startups to thrive. We argue that in a context of uncertainty and with diffuse interests, relational resources shall generate better performance for the ecosystem and competitive advantage for its actors if they can identify, mobilize and share strategic resources, thus developing and exploiting a collective strategy. This paper contributes to the literature by exploring ecosystem dynamics and the role of its resources in creating a competitive advantage for its actors, especially the entrepreneurs, thus contributing to regional development. The results could also provide a guide for policy makers, company managers and other ecosystem leaders to promote and foster the creation of startups with high growth potential.

Keywords: Entrepreneurial Ecosystems; Relational Resources; Competitive Advantage
THE RELATIONSHIP QUALITY AS THE DIFFERENTIATOR OF THE CLUSTER SUPPLY CHAIN COLLABORATION - A MULTIDIMENSIONAL COMPARATIVE ANALYSIS

Marzena Frankowska
University of Szczecin (Poland)
marzena.frankowska@wzieu.pl

Katarzyna Cheba
West Pomeranian University of Technology in Szczecin (Poland)
katarzyna.cheba@zut.edu.pl

The literature argues that networking and operating within supply chains became an increasingly distinctive feature of market actors. This ever more pronounced new imperative determines the necessity of cooperation with other entities in various inter-organizational arrangements. The emerging relations of cooperation determine the system of mutual dependencies and connections, both with recipients of manufactured products (products and/or services), and with suppliers of raw materials, consumables, components or production and logistic services. That is why enterprises look for appropriate knowledge and useful solutions that will enable them to cope better in such a complex and uncertain economic reality. In addition, more and more often, the key aspect of cooperation between partners is basing their relationship on social capital (trust, reputation, legitimization, etc.), which undoubtedly facilitates coordination of cooperation and reduces its uncertainty.

The problem of cooperation of companies has long been present in research in the field of strategic management, but currently it takes on a new dimension and became the main category of management sciences [Czakon 2017, pp. 7-20]. The difficulty in understanding the nature of this exchange results from the fact that more and more often partners are not bound by either hierarchy or authority-based relationships [Pelletier et al., 2017, pp. 5531-5540]. This situation reveals new managerial problems and research challenges, which obviously require answers to questions and doubts, provided on scientific grounds.

Nowadays, clusters, in particular cluster initiatives, are examples of network structures in which cooperation of enterprises is aimed at gaining benefits primarily from geographical
proximity, sectoral concentration and social factors. Due to achieve positive effects, a significant increase in interest in clusters and cluster initiatives has been observed among academics, industries and R&D sector, as well as higher level national and international public management (cluster policy). A review of theoretical achievements on clusters indicates a justified need to develop a unified theoretical approach that takes into account the complementary nature of agglomeration and social factors such as network, institutional and behavioral dimension (Molina-Morales et al., 2012, pp.773-790, Westlund&Bolton, 2003, pp.77-123). In light of the above, the definition describing a cluster as a geographically and sectorally concentrated business inter-organizational network together with related institutions and enterprises from complementary sectors connected by economic and social ties, which activity is based on building and strengthening relations and consistent cooperation in order to achieve common benefits, has been adopted.

Supply chains, on the other hand, are one of the key forms of cooperation of enterprises, enabling not only to improve operational capacity, but also to gain competitive advantage by partners. At the same time, turbulent environment conditions increase the complexity of supply chains both in the configuration and in the process system, which poses significant challenges at all levels of organization management.

There is a diagnosed theoretical gap at the interface of mentioned research areas, which are the supply chains and the clusters. The models of cooperation between cluster enterprises developed and presented in literature do not really explain what the actual role of a cluster in the formation of supply chains is (Markusen, 1996, pp. 293–313, Porter, 2003, pp. 549-578).

Recent research started to work on the recognition of both the role of the cluster initiative and the cluster coordinator in the inter-organizational cooperation of enterprises belonging to clusters, including supply chains (Frankowska, 2018). The concept of embeddedness has been adopted to explain the issue of cooperation of enterprises in supply chains located in a cluster. It was found, that four dimensions of embeddedness are of key importance:

- structural embeddedness - which defines systems of cooperating enterprises, including supply chains in a cluster,
- geographic location - determined by belonging to a specific area of the activity of a cluster,
- institutional setting - indicating the impact of a cluster as an organized cluster structure,
- relational embeddedness- which illustrates the role of relations and ties in the cooperation of enterprises in the cluster, as well as initiating cooperation in supply chains. The conducted research allowed to formulate the definition of the concept of a cluster supply chain (CSC), according to which it is an organized form of structurally, geographically, institutionally and relationaly co-operative enterprises embedded in a cluster, using the opportunities and chances to reduce inter-organizational transaction costs and benefit-oriented and synergic increase of operational efficiency of physical, information and financial flows (Frankowska, 2018, pp.236-237).

The enterprises cooperating in CSC should be considered as one of the most advanced types and forms of cooperation relations (cooperation at the strategic and operational level, in terms of physical, information and financial flows). Interestingly, the research proved that the quality of relationships in supply chains turned out to be the strongest link with achieving benefits by cluster enterprises. It is a highly important finding that confirms the importance of relationships in shaping the synergy of supply chains and at the same time, indicates relations as an relevant mechanism for coordinating cooperation.

There is proved a relationship between the membership of an enterprise to a cluster and the manner in which it cooperates with cluster partners in a supply chain. As a consequence, CSCs differ from other supply chains in the way that they are embedded in a cluster inter-organizational network.

It should be noticed that the literature argues that managing relationships across a supply chain can help a business establish a distinctive advantage. The first research in the area of supply chain relationships was aimed at explaining the nature of relationship processes themselves rather than their effect on performance. Nowadays, the scholarly work provides evidence for the impact of the quality of the relationship between the members of the supply chain on their business performance (Tsanos et al., 2014, pp. 418-462). On the other hand, conducted research did not take account of the different types of supply chains, including the existence of a new type of supply chains formed from enterprises belonging to cluster organizations, known as the (CSC). The cooperation of the cluster enterprises within a supply chain is significantly affected by the quality of relationships which in turn, determine their performance. Therefore, previous research on the CSC was deprived of the possibility of making a comparative analysis with other supply chains.
The purpose of the article is to fill the research and cognitive aforementioned gap by defining the quality of relations in cluster and non-cluster embedded supply chains and their impact on the performance achieved by cooperating enterprises in both types of supply chains. There are addressed theoretical considerations and conducted empirical research that focuses on the essence and nature of complexity of inter-organizational links between cooperating production companies. With this end in view, the conceptual model was tested with data collected from 475 industrial companies cooperating in Poland with their partners within supply chains, including 135 cluster supply chains (a standardized questionnaire comprising applied questions with a five-point Likert scale). The selected methods of multidimensional comparative analysis were applied: a) the zero unitarization method to assess the level of relationships development in CSC and other supply chains, b) the correspondence analysis to identify the liaisons between different indicators describing the quality of relationships in these supply chains.

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POTENTIALITIES OF AN ENTREPRENEURIAL ECOSYSTEM IN EQUATORIAL GUINEA

Lourdes Canós-Darós
Universitat Politècnica de València (Spain)
loucada@omp.upv.es

Cristina Santandreu-Mascarell
Universitat Politècnica de València (Spain)
crisanma@omp.upv.es

Coloma Mba Nseng
Universitat Politècnica de València (Spain)
combnse@alumni.upv.es

Abstract:

Equatorial Guinea is a Central African country that is presented as an ideal for the analysis for the development of entrepreneurial ecosystem models. On the one hand, it presents an opportunity for economic development considering the advantages it has such as, for example, weather conditions, geographic location, and oil revenues. On the other hand, we can cite the legal and security framework for the investor. With oil revenues the country presents a new projection to be one of the African countries with the greatest business and future opportunities for companies, where one of the challenges is to consider revenues efficiently to diversify the economy. Moreover, in recent years’ foreign investment and domestic investment have been encouraged and the basic structures of the country such as roads, hospitals and schools have been improved. Tourism can be a form of economic recovery in the country as it is considered in some developed countries. The objective of this paper is to determine for Malabo, capital and main economic centre of Equatorial Guinea, the feasibility of applying an entrepreneur ecosystem model based on tourism as a driver.

Keywords:

Entrepreneurial Ecosystem; Equatorial Guinea; Malabo; Potentialities; Tourism.
“Clustering y competitividad: nuevas evidencias”

EL EFECTO DE LA LOCALIZACIÓN Y LA INTERNACIONALIZACIÓN SOBRE EL RENDIMIENTO EMPRESARIAL: UN ANÁLISIS APLICADO A LA INDUSTRIA ALIMENTARIA

Enrique Claver-Cortés  
University of Alicante (Spain)  
enrique.claver@ua.es

Bartolomé Marco-Lajara  
University of Alicante (Spain)  
bartolome.marco@ua.es

Francisco García-Lillo  
University of Alicante (Spain)  
f.garcia@ua.es

Pedro Seva-Larrosa  
University of Alicante (Spain)  
pedro.seva@ua.es

Lorena Ruiz-Fernández  
University of Alicante (Spain)  
lorena.fernandez@ua.es

Resumen:

Este trabajo analiza el efecto de la localización sobre la performance y la internacionalización de las empresas, así como el rol que esta última juega como variable mediadora. Para ello, se plantea un modelo que permite analizar la relación triangular que parece existir entre localización en un distrito industrial, internacionalización y performance empresarial. El modelo estima las variables performance e internacionalización de las empresas en función de su ubicación geográfica —dentro o fuera de los distritos industriales—. El análisis ha sido llevado a cabo en base a una muestra de 8.880 empresas españolas de la industria alimentaria (alimentación y bebidas). Los resultados obtenidos confirman, por un
lado, que la localización en un distrito industrial tiene un efecto positivo sobre la performance y, por otro lado, que la internacionalización de las empresas ejerce un efecto mediación en la relación entre localización y performance.

Palabras clave: Localización; Distritos industriales; Performance, Internacionalización; Efecto mediación.

LA RESILIENCIA COMO CAPACIDAD DINÁMICA: ANÁLISIS EN EL CLUSTER DEL CALZADO ESPAÑOL

Enrique Claver-Cortés
University of Alicante (Spain)
enrique.claver@ua.es

Bartolomé Marco-Lajara
University of Alicante (Spain)
bartolome.marco@ua.es

Esther Poveda-Pareja
University of Alicante (Spain)
estherpovedapareja@gmail.com

Pedro Seva-Larrosa
University of Alicante (Spain)
pedro.seva@ua.es

Lorena Ruiz-Fernández
University of Alicante (Spain)
lorena.fernandez@ua.es

Resumen:
El propósito del presente estudio es defender la idea de que en un entorno turbulento como el actual existen numerosas razones que han convertido en imprescindible el desarrollo por parte de las empresas de la capacidad de resiliencia, entendida como la capacidad de reaccionar ante un acontecimiento externo y de recuperar el equilibrio pre-existente a través de procesos eficientes lo más rápido posible (Gunderson & Holling, 2001; Holling, 1973; Walker et al., 2004).
Estudiaremos las ventajas que se obtienen al pertenecer a un Distrito industrial/Cluster (DI/C) bajo el enfoque de capacidades dinámicas en el que explicaremos teóricamente cómo las capacidades más específicas, en concreto la de innovación y absorción así como las acciones de Responsabilidad Social Empresarial (RSE) que llevan a cabo las empresas pertenecientes a un cluster favorecen la existencia de empresas resilientes (Belussi, 2015).

Partimos de la afirmación de que los clusters, entendidos como “un grupo numeroso de empresas e instituciones afines, relacionadas con una misma actividad económica, localizadas en un entorno geográfico determinado” (Porter, 1999) favorecen el desarrollo de la capacidad de innovación considerada como una competencia dinámica ya que integra, adapta y reconfigura algunos recursos y habilidades para la creación de nuevos o mejorados productos y procesos (Helfat & Raubitschek, 2000; Lawson & Samson, 2001). Siguiendo el planteamiento de Voss & Chiesa (1996) nos concentraremos en estudiar la innovación de producto, proceso, comercialización y prácticas organizativas.

Al mismo tiempo, se reconoce que la pertenencia a un cluster puede favorecer el desarrollo de la capacidad de absorción, al menos por el hecho de disponer una mayor cantidad de personal cualificado. Este tipo de personal se identifica como uno de los recursos estratégicos locacionales que condiciona la posición de la empresa y mejora los procesos de innovación (Teece et al., 1997; Henderson & Cockburn, 2002). Además, es una ventaja competitiva muy difícil de imitar ya que el capital humano altamente cualificado suele permanecer en ciertas regiones, produciéndose una elevada movilidad del mismo entre las distintas organizaciones pertenecientes a ellas (Almeida & Kogut, 1999; Song, Almeida & Wu, 2003). Partimos de la premisa de que este tipo de recurso favorece el desarrollo de la capacidad de absorción siguiendo la línea de Lane & Lubatkin (1998) y Zahra & George (2002) que la enfocaron como una capacidad dinámica relativa a la creación y utilización de conocimientos, orientada a incrementar la habilidad de una empresa para mantener y crear ventajas competitivas. Estos autores entienden la capacidad de absorción como un concepto multidivisional compuesto por cuatro factores: adquisición de conocimiento, asimilación, transformación y exploración.

Paralelamente y de forma complementaria se plantea una segunda línea de investigación, que viene derivada del entendimiento de la RSE como un instrumento de gestión del cambio y adaptación a las nuevas demandas de la sociedad, integrándose cada vez más en el corazón de lo propios negocios y buscando sinergias en la consecución de objetivos económicos, sociales y ambientales (Piñeiro & Romero, 2011).
En concreto nos centraremos en estudiar la división de la RSE en dos bloques realizada por la Comisión Europea (2011):

- **Dimensión Interna**: En ella se encuentran todas aquellas prácticas sostenibles que afectan a los trabajadores como la inversión en RRHH, la salud y la seguridad, la gestión del cambio, el impacto ambiental o la gestión de los recursos naturales utilizados en producción.
- **Dimensión Externa**: Hace referencia al entorno físico local, a los socios comerciales, a los proveedores, a los consumidores, a los derechos humanos y a los problemas ecológicos mundiales.

En base a todo lo anterior, los objetivos del estudio se plantean a través de las siguientes hipótesis:

  - **H1**: Cuanto mayor es el nivel de innovación de las empresas pertenecientes a un cluster, mayor será la resiliencia de las mismas.
  - **H2**: Cuanto mayor sea la capacidad de absorción de las empresas pertenecientes a un cluster, mayor será la resiliencia de las mismas.
  - **H3**: Una mayor preocupación por la RSE dirigida a todos los grupos de interés generará un incremento de la resiliencia de las empresas localizadas en un cluster.

Para poder aportar una demostración empírica a los planteamientos teóricos expuestos se ha diseñado un cuestionario dirigido a los directivos de empresas pertenecientes al sector del calzado español, más concretamente a las empresas pertenecientes a la comarca del Vinalopó. Hemos centrado el estudio en esta región debido a que, de las 3.586 empresas de calzado españolas un 68 % se encuentra concentrado en la Comunidad Valenciana destacando en particular la Provincia de Alicante. De hecho, en esta provincia se concentran dos de los clusters más importantes del sector, como son Elche y Elda. (Informe Cesce, 2017).
Concretamente, la población objeto de estudio está formada por empresas localizadas en esta zona geográfica incluidas en la base de datos SABI. Se trata de un estudio de reciente aplicación por lo que todavía se encuentra en la fase de recopilación de información y recepción de respuestas de los formularios.

El método de análisis de datos escogido ha sido el de sistema de ecuaciones estructurales mediante el uso del paquete estadístico Partial Least Squares (PLS).

Finalmente, y a modo de conclusión, las principales aportaciones que se pretenden proporcionar con el presente estudio son las siguientes:

- Conocer si se cumplen las hipótesis de que las empresas pertenecientes a un DI/C realmente tienen un nivel de desarrollo alto de sus capacidades de innovación y absorción y que estas últimas mejoran su nivel de resiliencia.
- Saber si las empresas mencionadas aprovechan lo suficiente la ayuda proporcionada por centros de investigación especializados del sector y universidades y, en caso contrario poder ayudarlas a crear redes de trabajo entre ellos.
- Conocer el nivel de RSE de estas frente a los stakeholders y la incidencia de estas prácticas en su resiliencia.
- Fomentar que las empresas pertenecientes a un DI/C prioricen el desarrollo de las capacidades dinámicas y de prácticas sostenibles a la hora de llevar a cabo su estrategia corporativa, como elementos clave para ser proactivas y conseguir diferenciarse en el mercado.
REFERENCIAS


Abstract:

Es amplia la literatura que analiza el efecto positivo de la corrupción sobre la informalidad empresarial, sin incluir el análisis regional. En esta investigación se deja evidencia, que la actuación del emprendedor fuera del marco legal, se ve influenciado, por las relaciones comerciales y redes sociales, que se encuentran en su región y en otras regiones cercanas, existiendo un efecto contagio de sus costumbres y normas de conducta, que incluye actos de corrupción e informalidad. Este efecto regional se demuestra utilizando una modelo espacial de efectos fijos que incluye la distancia geográfica entre regiones vecinas de Perú. Los resultados muestran que existe un efecto directo positivo y significativo de la corrupción sobre la tasa de informalidad, y una asociación regional positiva y significativa alrededor de la tasa de informalidad, dejando evidencia que existe un efecto spillover de la informalidad. No se encuentra un resultado significativo del efecto regional indirecto de la corrupción, lo que significa que la corrupción se disemina entre los habitantes de una región sin condicionar la auto correlación regional identificad para la informalidad. El estudio, amplia la relación entre corrupción e informalidad al incluir el análisis regional y de enriquecer el rol que tiene las instituciones informales sobre el emprendimiento informal en países en desarrollo.

Keywords: informalidad espacial, micro y pequeñas empresas, instituciones.
PIioneerIng orIentation and Imitation in TourIsm ClusIers: the ModeratIng Role of KnowIedge Strategy

Ángela Martínez-Pérez
University of Castilla-La Mancha (Spain)
Angela.Martinez@uclm.es

Dioni Elche
University of Castilla-La Mancha (Spain)
Dioni.Elche@uclm.es

Pedro M. García-Villaverde
University of Castilla-La Mancha (Spain)
Pedro.GVillaverde@uclm.es

Abstract:
This paper studies the moderating role of knowledge strategy on the relationship threat of imitation and pioneering orientation. First, it is analyzed the moderation of exploitation knowledge strategy and exploration knowledge strategy separately and, afterwards the moderating effect of combined knowledge strategy, which includes exploitation and exploration knowledge strategies jointly. We use original data on a sample of 215 firms belonging to the World Heritage Cities of Spain. The results show divergent moderating roles, the exploitation knowledge strategy moderates positively the relationship between threat of imitation and pioneering orientation and, the exploration knowledge strategy moderates negatively. On the other hand, the combined knowledge strategy moderates the relationship between threat of imitation and pioneering orientation. This study contributes to the empirical literature by analyzing different knowledge strategies, by highlighting the need for simultaneous consideration of exploitation and exploration of knowledge in firms located in tourism clusters.

Keywords: Pioneering orientation; imitation; knowledge exploitation; knowledge exploration; clusters.