



Collaboration overview

Collaborating partners in cluster concepts

Emergent cluster concepts are initiated by different parties based on their own strategy. The strategy of the leading party is the driving force, be it a commercial service deliverer, a non profit organisation or a public party. The leading party seeks collaboration with parties with comparable strategies or interests. They 'speak the same language' and / or they are functioning under the same regime.

As clusters with their collaborating partners have more experience, partners of other regimes will be included.

Some clusters and collaborating partners develop a common cluster-strategy: they start with local pilots and try to roll out their cluster concept in other regions (Servicewinkel and Kulturhus).

Collaborative strength depends on the power of the collaborating parties. The local Servicewinkel for instance is daily managed by a local entrepreneur, but the commercial service deliverers collaborate on national level. The Kulturhus is locally managed and regionally supported. So some cluster concepts are a mix of service delivery in close contact with the client / citizen empowered on a regional and / or national scale.

Cluster concepts as integrated part of an innovation policy are planned processes. Key (regional) actors are organized in committees and implementation groups. Most of the e-government cases are organized that way. Collaboration with commercial parties has to do with implementation of a collaboration strategy. Citizen-centric service delivery will be realised by intra-organisational forms of e-collaboration. This sort of e-collaboration is at hand in Kortrijk (Internetkiosks), Cambridgeshire, Mid-West Region of Ireland but also in the Dutch examples of e-government.

Cluster	Commercial Party	Non- profit / not for profit party	Public party
1. Skewiel	-	<i>Health care organisations, welfare organisations</i>	-
2. Servicewinkel	<i>Bank, Energy, Labour intermediary, dwelling service, logistic</i>	<i>Health Care</i>	<i>Municipality</i>
3. Kulturhus		<i>Library (always), crèche, local radio, health care, music school, education, sports, theatre</i>	<i>Municipality, police service</i>
4. Loket W	-	<i>Health care, Regional care indication organisation, childcare</i>	-
5. E-government	-	-	<i>Municipal service deliverers</i>
6. Digistein	-	<i>Housing association, library, welfare organisations, high school</i>	<i>Municipality</i>
7. VieDome	<i>Software company</i>	<i>Home care organisations, housing association</i>	-
8. Dorpspunt	<i>Commercial service delivers (on contract basis)</i>	<i>Health care organisation</i>	-
9. E-government Cluster Mid-West Region	-	<i>Regional Health Board, Social Services Agency, Development and Enterprise Boards, Regional Development Agency and the Employment Authority</i>	<i>Mid West Regional Authority, Clare County Council</i>
10. Internetkiosks and Training facilities in the city of Kortrijk	<i>Kiosks Connecto (provides tailor-made kiosks) Training facilities</i>	<i>Kiosks Volunteers (to introduce newcomers – will be realised in time)</i>	<i>Kiosks The city of Kortrijk, the community hall “De Voncke” at Heule, the</i>

Cluster	Commercial Party	Non- profit / not for profit party	Public party
	<i>Bus2Business (training facility)</i>	<i><u>Training facilities</u> Volunteers (no volunteers have yet been found)</i>	<i>community hall at Marke, the library in the city of Kortrijk</i> <i><u>Training facilities</u> The City of Kortrijk, Mentor vzw (educational centre for the socially deprived), VDAB (employment and training skills), CVO Drie Hofsteden (education of adults)</i>
11. Cambridgeshire Community Portal	-	-	<i>Cambridgeshire County Council, Cambridge City Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, South Cambridgeshire District Council</i>
12. Sackville House One-Stop-Shop, Cambourne	<i>Developer, Investor</i>	<i>South Cambs Primary Care Trust (PCT), Monkfield Medical Practice, Lifespan Trust</i>	<i>Cambridgeshire County Council</i>

The level of collaboration and motives

In terms of figure 1 Typology of collaboration levels and synergy, all cluster concepts are cooperative cluster concepts. That means that partners cooperate to reach cost sharing. The partners collaborate on some elements of the service delivery chain: information about services and first help. Cluster concepts based on networks (for instance VieDome and Sackville House One-Stop-Shop Cambourne) go further in their service delivery and reach the stage of coordination (cost saving and tailor made service based on connections between a central office and clients home). (More about networks in Work Package B 2.2. Networks and economies of scale.)

Concept	cooperation	coordination	network
1. Skewiel	<i>Cost sharing, cost saving</i>	<i>Omtinker articulates demand and regulates supply</i>	<i>Intraorganisational Service deliverers</i>
2 Servicewinkel	<i>Cost sharing (bundling of count desk activities, shop-in-shop)</i>	-	-
3. Kulturhus	<i>Cost sharing, shop-in-shop</i>	<i>Some Kulturhusen have activity programming (thematic)</i>	-
4. Loket W	<i>Cost saving</i>	<i>One-stop-shop health care & welfare</i>	
5. E-government			<i>Intra organisational</i>
6. Digistein	-	-	-
7. VieDome	<i>Cost saving</i>	<i>Tailor made services in the home of clients</i>	<i>Clients + service deliverers</i>
8. Dorpspunt	<i>Cost saving</i>	-	-
9. E-government Cluster Mid-West Region	<i>Improve quality of delivery, cost saving, equal access</i>	<i>Ensuring e-Inclusion services are being delivered by all public agencies in the region.</i>	-
10. Internetkiosks and Training facilities in the city of Kortrijk	<i>Improvement of internal organisation</i>	<i>More citizen friendly service delivery implies adaption of existing work processes</i>	-
11. Cambridgeshire Community Portal	<i>Improve ease of access to services, increase access in number and range</i>	-	-
12. Sackville House One-Stop-Shop, Cambourne	<i>Cost saving through cross-working</i>	<i>Connecting services if needed to meet the needs of the citizen; one-stop-shop is an initial point of contact for the citizen</i>	-

Driving forces

Emergent cluster concepts are initiated by changing environments for one or more partners. Intended cluster concepts are initiated by creating innovative environments through changes in policy frameworks.

Important driving forces for emergent cluster concepts are:

- demographic changes (ageing),
- social-cultural (life styles, personalisation / tailor made services)
- technological (energy saving, ICT-applications)
- political (from welfare state to self help state and performance oriented public administration);
- economic changes: glocalisation (globalisation AND new localism).

Service winkel is an example of a glocalisation solution: it serves the local quality (economic, spatial and social access) and the pressure for global competition in banking, and other commercial service sectors.

Most of the health care, welfare solutions have a link with demographic factors and national policy.

The Dutch e-government example and Loket W are driven by national and European policy (promoting ICT, delivering citizen-centric services online, sustainability). The Community Portal Cambridgeshire , the Irish One-stop-Shop and the Kortrijk Internetkiosk are also stimulated by the national government policy concerning 'E-government', in which the central government targets require online transactions to be available where possible by the end of 2005. Digistein is an example of promoting ICT-applications in communities and for including target groups in a deprived housing area.

Impacts of collaboration

Cluster concepts and collaboration have their origin in individual strategies of organisations. Collaboration is one of the alternative strategies of companies. Collaboration in cluster concepts is restricted to some activities in the supply chain of services. So there are hardly impacts for organisations as a whole. The e-government examples show (intended) intra-organisational impact.

Collaboration based on networks is restricted to B2C (VieDome) (more about networks in WP B 2.2.).

Collaborating parties have a common ambition to roll out a proven cluster concept.

There is a variety of cluster concepts that can be combined to 'inter-clusters'.

Experience of citizens with online services and experience with internet accumulates.

This can be a strong factor to service deliverers to collaborate in networks.

Sustainability of collaboration

Collaboration between partners is a process. Steps in the process must be anchored by juridical instruments (letter of intent, contracts, agreements and so on). Other instruments are shared facilities (a.o. an info desk, a public internet access point), franchising formula (quality management models), shared ownership of building.