



Cluster Based Approaches in Developing Countries: Jordan's Case

Jordan National Competitiveness Team (JNCT)
Ministry of Planning and International Cooperation

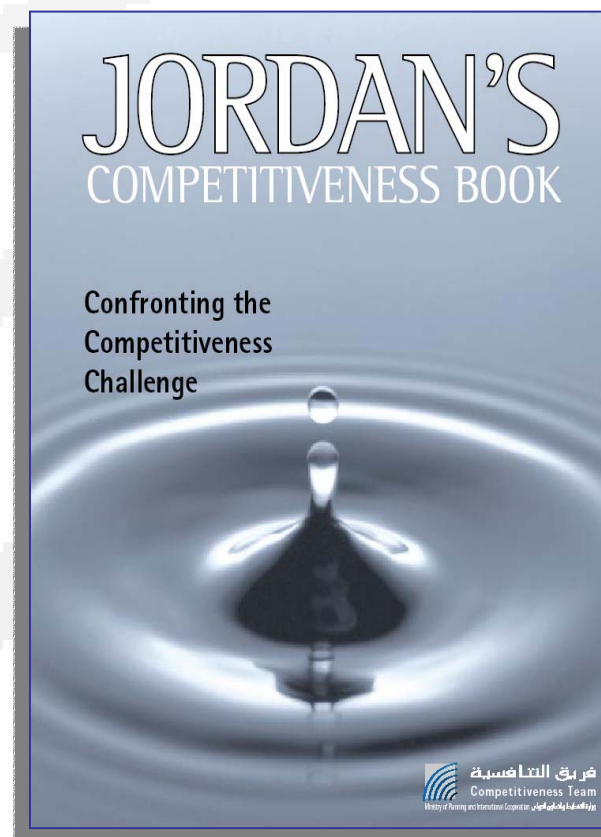
Who Are We

- A US funded project started in 1997 as a governmental initiative for the purpose of:

What We Do

- Conducting cluster studies
- Assessing firms' current strategies.

The main results of JNCT's research were compiled in "Jordan's Competitiveness Book: Confronting the Competitiveness Challenge."



JNCT

Challenges

Remedies

Conclusion

Who Are We

What We Do

Implementation

Working Directly
With Private
Sector

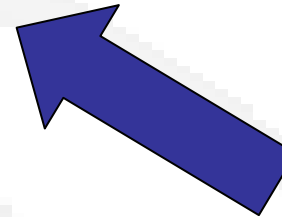
Coordination with
Similar Agencies

Monitoring
International
Reports

Cluster
Studies

Researching
Private Sector
Issues

Research



Who Are We

What We Do

- JNCT is currently focusing on three parallel tracks:
 - Researching cross-sectoral issues that affect all industries alike
 - Examining sector-specific issues, which relate to a particular economic activity and/or its related and supporting economic activities
 - Contribute to recommending sound microeconomic policies that are synchronized with on-going macroeconomic policies.

JNCT

Challenges

Remedies

Conclusion

**Process
Related**

**Private
Sector**

**Supporting
Entities**

Academia

**Process
Related**

- Lack of accurate and credible information

**Private
Sector**

- Jack of all trades, master of none.

- Lack of authority

**Supporting
Entities****Academia**

- Formulate surveys
- Establish Focus groups
- Engage in extensive interview processes
- Establish linkages with official information centers

Process Related

- Lack of accurate and credible information

Private Sector

- Jack of all trades, master of none.

Supporting Entities

- Lack of authority

Academia

- Outsource; bring in external consultants.
- Create Focus groups
- Participate in training

Process Related

- Lack of accurate and credible information

Private Sector

- Jack of all trades, master of none.

Supporting Entities

- Lack of authority

Academia

- Focus on the Importance of establishing ownership by private sector stakeholders to lobby for their needs.
- Open communication channels with decision makers within organization

Process
Related

- On-going intra-sectoral disputes

**Private
Sector**

- Traditional thinking focused on self-interest

Supporting
Entities

Academia

- Initiate dialogue between players in the sector.
- Highlight common interests
- Ensure the representation of all players within the focus groups.
- Allow sector representatives to discuss the challenges they face and propose adequate solutions.

Process
Related

- On-going intra-sectoral disputes

**Private
Sector**

- Traditional thinking focused on self-interest

Supporting
Entities

Academia

- Ingrain the concept of co-opetition
- Encourage collective thinking
- Increase cooperation among focus group participants
- Focus on identifying common goals that serve the interests of the collective rather than certain individuals – by explaining how the collective good will translate into individual benefit.

**Process
Related**

- Lack of coordination between private sector support programs and associations, and the government

**Private
Sector****Supporting
Entities****Academia**

- Network
- Follow-up on the work of similar agencies
- Coordinate joint tasks to avoid duplication
- Include all related governmental entities from any initiative
- Always be ready to cooperate

**Process
Related**

- Lack of trust between academia and industry.

**Private
Sector**

- Out of touch with industry conditions.

**Supporting
Entities****Academia**

- Establish communication channels between academia and industry
- Assist in creating an academia-industry framework based on a win-win approach.

**Process
Related**

- Lack of trust between academia and industry.

**Private
Sector**

- Out of touch with industry conditions.

**Supporting
Entities****Academia**

- Analyze and include academia in each cluster study.
- Gather academics with industry players and open dialogue channels.
- Integrate academia input within the clusters' development strategies.

- Competitive mindsets can be created through intensive dialogue, sharing successful experiences, and increasing stakeholders' exposure and awareness to industry trends.
- Networking is one of the most viable options for developing countries when creating clusters.
- Collective thinking is crucial to the development and success of clusters.
- Assuring the ownership of ideas and actions by all stakeholders in an industry is crucial to the success of the clustering process and the strengthening of lobbying power and advocacy
- The success of any cluster is determined by the stakeholders doing both what is best for themselves and the cluster as a whole.
- Lack of Information and data can be overcome through innovative ideas and approaches (competitiveness observatory)

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