

## **COUNTRY COMPETITIVENESS PROJECT GUIDELINES**

### **Background**

A central part of the Entrepreneurship and Regional Competitiveness course is the team project on a chosen country and a cluster within that country (**the weight on the final mark is 70%**). The purpose of the project is to allow students to apply the concepts and frameworks in the course to a particular case, under the supervision of experienced instructors.

### **Team Formation**

Projects will be carried out by teams of four or five students (teams can have no more than five and no less than four members). Teams will be self-selected, but with confirmation by the faculty to ensure the placement of all students. The faculty encourages teams with students from more than one school (engineering, business and international) to bring multiple points of view to the analysis.

**International students leaving the University before December 31<sup>st</sup> are invited to team up among themselves, without mixing with permanent students.**

### **Team Registration**

Once a proposed team has been assembled, one representative of the team should email Professor Fernando Alberti ([falberti@liuc.it](mailto:falberti@liuc.it)) and Professor Emanuele Pizzurno ([epizzurno@liuc.it](mailto:epizzurno@liuc.it)) the first and last names of each team member as well as the school affiliation (engineering, business or international). All teams must be formed and communicated **no later than November 25<sup>th</sup>**.

Once teams are formed, members will not be able to switch teams unless by mutual agreement of both teams involved, and provided that switching does not result in any team being smaller than four or larger than five members. Faculty must be notified of any such changes to teams, and their approval is required.

### **Country and Cluster Selection**

The task is for each team to conduct a competitiveness analysis of a country and a cluster within that country focusing on one specific topic amongst the ones seen in the course (e.g. cluster competitiveness, IFCs, cluster initiatives, cluster organization and governance, the role of government in the competitiveness of a cluster, etc.). Teams can select a country, and one cluster within that country, but the choices will be reviewed by the faculty to ensure that sufficient data is available for a meaningful analysis.

Table 1 provides a list of countries for which competitiveness data is in our experience generally available through public sources and the sources that will be provided through the Course Web Platform. Other countries are possible topics for an analysis as well, but a team interested in such a country should review potential data sources and discuss the selection with the faculty. Countries that are covered in the course itself by case studies (Finland, Estonia, Rwanda, Singapore, etc.) are not eligible for the team projects, with the exclusion of Italian Energy Cluster and Motor Valley.

Teams interested in large countries (such as Russia, China, India and Brazil, and the United States), should select a sub-national region (e.g., a state) within the country for analysis, and a cluster based in that region. Teams are strongly discouraged from selecting a country already selected this year by another team. Cluster selection is at the discretion of the team. The principal reason for counselling a team to pick a different country or cluster will be our concerns about the feasibility of conducting a high quality study given available data.

Students are responsible for contacting Professor Fernando Alberti ([faberti@liuc.it](mailto:faberti@liuc.it)) and Professor Emanuele Pizzurno ([epizzurno@liuc.it](mailto:epizzurno@liuc.it)) and arranging a meeting **before November 25<sup>th</sup>** to review their team's country/cluster selection and team composition.

After all teams are formed **by November 25<sup>th</sup>**, the faculty will assign each team to specific instructors. Teams will be paired with one faculty member.

We will email your team the name of your assigned instructor in due course.

Last years your colleagues studied the following clusters:

- Swiss Watchmaking Cluster
- Disneyland Paris
- Taiwan Electronic Goods Cluster
- Omega3 Cluster
- Motor Valley
- Italian Cheese Cluster
- Hollywood Film Cluster
- Bollywood Indian Film Cluster
- Las Vegas Entertainment and Gambling Cluster
- Thailand Medical Tourism Cluster
- Montreal TV Shows Cluster
- Surf Cluster in Basque Country
- German Beer Cluster
- Irish Pharmaceutical Cluster
- Automobile Cluster in the Region of Stuttgart
- Greek shipping cluster
- Belgian Chocolate Cluster
- Antwerp Diamond Cluster
- Chicago processed food cluster
- Higher education cluster in London
- Luxury tourism cluster in Costa Smeralda
- Italian nautical cluster
- Monza and Brianza green and high tech cluster
- Macao gambling cluster
- Singapore shipping cluster
- ...

One member of the team should be designated as team coordinator. Communication with the instructors should take place through this person.

### **Topics to be Addressed in the Project**

The team project will address the following areas:

Outline for the chosen country/region.

**NOTE:** For teams examining sub-national regions of large countries, analysis should occur at both the national and regional/state levels

#### Country/Region Profile (30%)

- Short profile of the country/region (e.g. location, endowments, size, legacy, political system);
- Economic performance (e.g. economic growth, GDP per capita, productivity, innovation, and social measures over time);
- Composition of the economy, mix of economic activity by cluster and how it is changing;
- Assessment of national/regional competitiveness;
- Macroeconomic, political, legal and social context;
- National business environment, including the impact of government policies;
- Identification of key competitiveness issues facing the country/region;

#### Cluster Profile (40%)

- Outline for the chosen cluster;
- Profile of the relevant market, specific activities in this type of cluster, what is done locally and what is done elsewhere;
- Identification of competing clusters in other countries/regions; key similarities/differences with the chosen cluster;
- Description and mapping of the cluster (the participating firms, suppliers, service providers, research organizations, institutions for collaboration, etc.);
- Historical evolution of the cluster: birth, development and (if relevant) decline and their causes;
- Cluster performance; current and trends over time;
- Cluster competitiveness; cluster-specific business environment, key companies, extent of collaboration, nature and impact of cluster-specific government policies;

#### Thematic focus within the cluster (30%)

- Eg.: Institutions for collaboration, policy process, cluster initiatives, cluster organization and governance, the role of government in the competitiveness of a cluster, entrepreneurial ecosystem, cluster evolution phases, etc..
- Identification of key competitiveness issues facing the cluster vis-à-vis the chosen topic;
- Policy recommendations to increase the competitiveness of the cluster.

We expect each team to cover these topics in their analysis, presentation, and final report. Our recommendation is to broadly follow this outline to keep the analysis focused on the specific objectives of this project.

## **Research Process**

Students will be expected to seek out their own sources, and are free to exchange ideas on sources with other teams.

Students are also encouraged to interact with students from the chosen country who are attending our University. Please contact Cristina Colombo (ccolombo@liuc.it) and she will help to facilitate such exchanges when possible.

Developing the capability to define a research strategy and identify information sources is one of the goals of the project. A list of Internet links is available hereafter; these links are not meant to be exhaustive, but to serve as a starting point for the research.

- International Cluster Competitiveness Site: a website that profiles the exports performance of 154 nations across 36 clusters and 206 sub-clusters of trade in goods and 6 clusters of trade in services. Every team should visit this site. <http://data.isc.hbs.edu/iccp/>
- Cluster Profiles: a set of standardized descriptions drawn from more than 800 cluster studies in 52 countries. Each profile summarizes a cluster in up to 120 dimensions including basic descriptive data, statistics on cluster competitiveness, and measures of historical performance. The site also includes bibliographic reference. Every team should see if their cluster is included. <http://data.isc.hbs.edu/cp/>
- Cluster Mapping Project: a site containing detailed economic performance and cluster data for every state and metropolitan area in the U.S. Teams studying U.S. regions will find the Cluster Mapping Project data invaluable. <http://data.isc.hbs.edu/isc/> Similar data for Canadian regions is available at <http://www.competeprosper.ca/clusters/project.html> and for European regions at [www.clusterobservatory.eu](http://www.clusterobservatory.eu).
- Internet Resources - Country Data
  - The Global Competitiveness Report  
<http://www.weforum.org/reports/global-competitiveness-report-2010-2011-0>
  - African Development Bank  
<http://www.afdb.org/en/about-us/members/>
  - Asian Development Bank  
<http://beta.adb.org/countries/main>
  - CIA World Factbook  
<https://www.cia.gov/library/publications/the-world-factbook/>
  - Clusters of Innovation: Regional Foundations of US Competitiveness  
[https://iscln.hbs.edu/sites/moc/video\\_other/Documents/clusters\\_of\\_innovation\\_national\\_report.pdf](https://iscln.hbs.edu/sites/moc/video_other/Documents/clusters_of_innovation_national_report.pdf)
  - EBRD  
<http://www.ebrd.com/pages/country.shtml>
  - European Innovation Scoreboard  
<http://www.eis.eu/>
  - Financial Times Special Reports  
<http://www.ft.com/special-reports>

- The Fraser Institute: Economic Freedom  
<http://www.freetheworld.com/download.html>
- Freedom House: Political Freedom Ratings  
<http://www.freedomhouse.org/template.cfm?page=139&edition=9>
- Global Entrepreneurship Monitor  
<http://www.gemconsortium.org/>
- Groningen Growth and Development Centre: Productivity Level Database  
<http://www.ggdc.net/databases/levels.htm>
- The Heritage Foundation: Economic Freedom  
<http://www.heritage.org/Issues>
- IMD: World Competitiveness Yearbook  
<http://www.imd.org/research/publications/wcy/index.cfm>
- The International Cluster Competitiveness Project  
<https://secure.hbs.edu/login/isc-iccp/index.html?http://data.isc.hbs.edu/iccp> Note: If this is your first time visiting the ICCP, please start the free registration process in order to gain access to the site. If you have previously registered for other Institute resources such as the U.S. Cluster Mapping Project, you should skip the registration process and enter your current name and password.
- International Monetary Fund Country Information  
<http://www.imf.org/external/country/index.htm>
- Library of Congress Country Studies  
<http://lcweb2.loc.gov/frd/cs/cshome.html>
- Millennium Challenge Corporation: Countries and Country Tools  
<http://www.mcc.gov/pages/countries>
- NSF: Science and Engineering Statistics  
<http://www.nsf.gov/statistics/seind10/>
- OECD  
[http://www.oecd.org/home/0,2987,en\\_2649\\_201185\\_1\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/home/0,2987,en_2649_201185_1_1_1_1_1,00.html)
- OECD Science and Innovation  
[http://www.oecd.org/topic/0,3373,en\\_2649\\_37417\\_1\\_1\\_1\\_1\\_37417,00.html](http://www.oecd.org/topic/0,3373,en_2649_37417_1_1_1_1_37417,00.html)
- UN ECLAC (Latin America)  
<http://www.eclac.org/estadisticas/default.asp?idioma=IN>
- UN ESC for Asia and the Pacific  
<http://www.unescap.org/stat/index.asp>
- UN Social Indicators  
<http://unstats.un.org/unsd/demographic/products/socind/default.htm>
- UNCTAD World Investment Report  
<http://www.unctad.org/Templates/Page.asp?intItemID=1465>
- UNCTAD/WTO ITC  
<http://www.intracen.org/ByCountry.aspx>
- UNCTAD: Foreign Direct Investment  
<http://www.unctad.org/Templates/Page.asp?intItemID=2441&lang=1>
- UNDP Human Development Reports  
<http://hdr.undp.org/en/>

- UNDP: Millennium Development Goals (MDGs)  
<http://www.undp.org/mdg/reports.shtml>
- US BLS: Foreign Labor Force and Productivity  
<http://www.bls.gov/fls/home.htm>
- USPTO: Patenting  
[http://www.uspto.gov/web/offices/ac/ido/oeip/taf/cst\\_utl.htm](http://www.uspto.gov/web/offices/ac/ido/oeip/taf/cst_utl.htm)
- World Bank  
<http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/0,,pagePK%3A180619~theSitePK%3A136917,00.html>
- World Bank Doing Business: Regulations and Policies  
<http://www.doingbusiness.org/>
- World Bank Institute: Governance Indicators  
<http://info.worldbank.org/governance/wgi/index.asp>
- World Bank: Knowledge Society Indicators  
<http://web.worldbank.org/WBSITE/EXTERNAL/WBI/WBIPROGRAMS/KFDLP/EXT UNIKAM/0,,menuPK:1414738~pagePK:64168427~piPK:64168435~theSitePK:1414721,00.html>
- World Bank: World Development Indicators  
<http://data.worldbank.org/data-catalog>

**Please see attached the case of Omega3 Cluster we selected as the LIUC Best Student Paper in 2011. This case represents a general example to follow to create your own project work.**

## **Final Report**

Each team will prepare a final written report which is due by **January 30<sup>th</sup>, 2017**. The final report, must be written in English and must be submitted both in PDF format to [falberti@liuc.it](mailto:falberti@liuc.it) and as a single hard copy (Professor Alberti's mail box at the 7<sup>th</sup> Floor). The report may incorporate slides from the Powerpoint presentation as exhibits if desired. The following guidelines apply to the final report:

1. All reports will be double-spaced in 12-point type and should not exceed 30 pages including all tables, exhibits, references etc. Pages should be numbered consecutively.
2. Sources should be provided for all quantitative data and exhibits. References should be embedded in the text, i.e., (Solvell, 1998).
3. A bibliography should be included at the end of the report using the following format:

### *References:*

- Porter, M., E. (1998). *On Competition*. Boston: Harvard Business School Press.
- Singhvi, L. (1999). "Venture Capital Industry in India: an Agenda for Growth". Paper Presented at Asia/Pacific Research Center Conference on Accessing Venture Capital in India, Stanford University.

4. Footnotes should be used to further clarify points and to reference interviews and web sources.
5. A title page should be included which contains the report title, the names of the students on the team, the course name, and the date. Color graphics should be designed to be legible when the report is printed in black and white.

## **Team project important dates**

**January 30<sup>th</sup>, 2017** - Team project should be handed in to instructors (as indicated above).

**February 13<sup>th</sup>, 2017** - Team project presentations and feedback with preliminary mark (refuse/accept procedure)

**May 29<sup>th</sup>, 2017** – Final (optional) submission of paper for revised mark or HBS International competition (it should encompass feedback received)

**June 12<sup>th</sup>, 2017** – Decision about the 2016 Best LIUC team project that will take part in the HBS international competition.

## **Team project important dates for International students**

International students leaving at the University at the end of the year cannot work in pair with students attending the second semester at LIUC. These students should create one or more groups of four or five student and presenting their project on **December, 20<sup>th</sup> 2016 at 14.00** (room to be assigned). These students will have the opportunity to deliver the paper and the presentation on the same day and will receive a mark and a feedback via email after Christmas vacations.

## **Required Disclosures**

In the interest of equity in the evaluation of the project, teams are expected to disclose (1) whether any team members are nationals of the country or have resided for an extended period of time in the

country, (2) any special or non public access to information about the country or cluster that was utilized, and (3) whether team members travelled to the country during the project period.

### **Permissions**

As part of the course registration process, you have already given permission to the Faculty of LIUC University for the potential use of your final report in the preparation of teaching materials and in ongoing research. Any use of team output will involve appropriate attribution to the team.

### **Evaluation**

The evaluation will capture all aspects of the team project, including the presentation, the final report, and the interaction within the team and with the instructor throughout the project. Unless there are special reasons to deviate from this role, all members of the team will receive the same grade.

For the presentation and the report, we take in account whether all aspects of the project have been covered, whether the team has identified appropriate data given what is available, whether the analysis of the data reveals an understanding of the tools and concepts discussed in class, whether the team has been able to integrate their findings in a coherent overall assessment of the location/cluster, and whether the recommendations are actionable and logically grounded in the preceding analysis. We also consider whether all formal requirements (length of the presentation, report) have been met.

In addition to the presentation and final report, teams will be evaluated in the way they conducted all aspects of the project (preparation and punctuality will be considered).

### **The instructors will provide written feedback to groups.**

The best group project will be notified and become the LIUC candidate for the HBS global competition taking place at Harvard Business School.



**Table 1: Countries with publically available competitiveness data**

<b>Albania</b>	<b>Honduras</b>	<b>Peru</b>
<b>Algeria</b>	<b>Hong Kong SAR</b>	<b>Philippines</b>
<b>Argentina</b>	<b>Hungary</b>	<b>Poland</b>
<b>Armenia</b>	<b>Iceland</b>	<b>Portugal</b>
<b>Australia</b>	<b>India (state)</b>	<b>Puerto Rico</b>
<b>Austria</b>	<b>Indonesia</b>	<b>Qatar</b>
<b>Azerbaijan</b>	<b>Iran</b>	<b>Romania</b>
<b>Bahrain</b>	<b>Ireland</b>	<b>Russia (oblast)</b>
<b>Bangladesh</b>	<b>Israel</b>	<b>Saudi Arabia</b>
<b>Barbados</b>	<b>Italy</b>	<b>Senegal</b>
<b>Belgium</b>	<b>Jamaica</b>	<b>Serbia</b>
<b>Benin</b>	<b>Japan</b>	<b>Singapore</b>
<b>Bolivia</b>	<b>Jordan</b>	<b>Slovak Republic</b>
<b>Bosnia and Herzegovina</b>	<b>Kazakhstan</b>	<b>Slovenia</b>
<b>Botswana</b>	<b>Kenya</b>	<b>South Africa</b>
<b>Brazil (estado)</b>	<b>Korea</b>	<b>Spain</b>
<b>Brunei</b>	<b>Kuwait</b>	<b>Sri Lanka</b>
<b>Bulgaria</b>	<b>Kyrgyz Republic</b>	<b>Suriname</b>
<b>Burkina Faso</b>	<b>Latvia</b>	<b>Sweden</b>
<b>Burundi</b>	<b>Lesotho</b>	<b>Switzerland</b>
<b>Cambodia</b>	<b>Libya</b>	<b>Syria</b>
<b>Cameroon</b>	<b>Lithuania</b>	<b>Taiwan</b>
<b>Canada (province)</b>	<b>Luxembourg</b>	<b>Tajikistan</b>
<b>Chad</b>	<b>Macedonia</b>	<b>Tanzania</b>
<b>Chile</b>	<b>Madagascar</b>	<b>Thailand</b>
<b>China (province)</b>	<b>Malawi</b>	<b>Timor-Leste</b>
<b>Colombia</b>	<b>Malaysia</b>	<b>Trinidad and Tobago</b>
<b>Costa Rica</b>	<b>Mali</b>	<b>Tunisia</b>
<b>Cote d'Ivoire</b>	<b>Malta</b>	<b>Turkey</b>
<b>Croatia</b>	<b>Mauritania</b>	<b>Uganda</b>
<b>Cyprus</b>	<b>Mauritius</b>	<b>Ukraine</b>
<b>Czech Republic</b>	<b>Mexico</b>	<b>United Arab Emirates</b>
<b>Denmark</b>	<b>Moldova</b>	<b>United Kingdom</b>
<b>Dominican Republic</b>	<b>Mongolia</b>	<b>United States (state)</b>
<b>Ecuador</b>	<b>Montenegro</b>	<b>Uruguay</b>
<b>Egypt</b>	<b>Morocco</b>	<b>Venezuela</b>
<b>El Salvador</b>	<b>Mozambique</b>	<b>Vietnam</b>
<b>Estonia</b>	<b>Namibia</b>	<b>Zambia</b>
<b>Ethiopia</b>	<b>Nepal</b>	<b>Zimbabwe</b>
<b>Finland</b>	<b>Netherlands</b>	
<b>France</b>	<b>New Zealand</b>	
<b>Gambia</b>	<b>Nicaragua</b>	
<b>Georgia</b>	<b>Nigeria</b>	
<b>Germany</b>	<b>Norway</b>	
<b>Ghana</b>	<b>Oman</b>	
<b>Greece</b>	<b>Pakistan</b>	
<b>Guatemala</b>	<b>Panama</b>	
<b>Guyana</b>	<b>Paraguay</b>	