

*Una manera de hacer Europa*



# BUENAS PRÁCTICAS

## Actuaciones Cofinanciadas

STRATEGIC DEVELOPMENT AND IMPLEMENTATION OF THE NAUTICAL CLUSTER OF THE BALEARIC ISLANDS (BALEARIC MARINE CLUSTER)

Department of Energy Transition and Productive Sectors of Strategic

# Programa Operativo de Illes Balears

Año 2020

## Fondo Europeo de Desarrollo Regional



## STRATEGIC DEVELOPMENT AND IMPLEMENTATION OF THE NAUTICAL CLUSTER OF THE BALEARIC ISLANDS (BALEARIC MARINE CLUSTER)

In the context of the promotion and development of the 2018-2025 Industrial Plan of the Balearic Islands sponsored by the Department of Energy Transition and Productive Sectors of Strategic Development and implementation of the nautical cluster of the Balearic Islands (hereinafter, *Balearic Marine Cluster*) constituted with the aim of positioning the Balearic archipelago as a reference of the nautical sector at an international level and, at the same time, giving global visibility to the Islands.

The *Balearic Marine Cluster* is an organisation open to companies of industrial activities linked to nautical tourism and entities involved in the training, research and development of the sector. Among the objectives of the cluster are to give international visibility to the Balearic Islands as a center of nautical activities, promote growth and strengthen the competitive position of the sector, increase the turnover, profitability and employment of quality of the business fabric, and coordinate the value chain of the sector to increase its efficiency and productivity in the Balearic Islands.

The creation of the Balearic Marine Cluster is part of the industrial clusters of the Industrial Plan 2018-2025 to relaunch a cluster strategy as a tool to increase competition, collaboration and informal link between companies and institutions in a given geographical environment, seeking to take advantage of the competitive advantages of the territory.

The project includes three key components for its development. The first is the characterisation and analysis of all companies in the nautical sector of the Balearic Islands. Subsequently, an analysis of the main changes in the nautical sector and the challenges that arise for cluster companies has been carried out. Finally, it has culminated in the definition and consensus together with the companies in the sector of actions to be carried out in order to develop the identified challenges.

Historically, the sea has been one of the main engines of the economy in the Balearic Islands due to its geographical condition, which has allowed the development of a very competitive nautical industry. The main companies in the Balearic Islands nautical sector have joined the *Balearic Marine Cluster* in order to increase their competitiveness and remain an international benchmark in the repair industry, nautical tourism and specialised training.

The total eligible cost of the action is **EUR 168,038** with a total aid of **EUR 84,019** from the European Regional Development Fund (ERDF).

As of December 2019, a total of 35 companies in the Balearic Islands nautical sector have joined the *Balearic Marine Cluster*.



Below are the arguments that make this project considered good practice, in accordance with the criteria defined for this purpose.

**Criterion 1. High dissemination among beneficiaries and the general public.**

The project has a high dissemination of the contribution of European funds to the development of this investment, both to potential beneficiaries and to the general public, and has been widely disseminated through the various information and publicity measures developed.

Among the **mandatory measures** which have been carried out in accordance with EU legislation, the following should be noted:

Information on the project and its financing by the ERDF is included on the **website of both** the Directorate-General for Industrial Policy of the Conselleria of Labour, Trade and Industry and the Institut de Innovació Empresarial (IDI), in the section for the European Funds.



A **specific website** of the Balearic Marine Cluster has also been set up where it appears on its homepage, both the mention of the ERDF's co-financing of the action, as well as the EU logos.



Once the action has been completed and to comply with the rules on information and communication measures, a **permanent plaque** has been placed in the premises of the Balearic Marine Cluster, in a place visible to the public.



In addition, **other actions and measures** have been carried out in the field of communication and information, in order to strengthen and give greater visibility to co-financing by the European Union for action, **including the following:**

In various media outlets in the Balearic Islands and nationally, both in their paper editions and in their online versions, **news** has been published about the implementation of the action and its progress. Information **notes on** the same subject have also been prepared and published on the website of the Govern de les Illes Balears, always mentioning the co-financing of the ERDF. It has also been disseminated through **magazines specialised** in the nautical sector.



Manel Porras, Antoni Salom, Iago Negueruela, Isabel Teruel y Jaume Vaquer, ayer, en el Salón Náutico. Foto: J. MOREY

### Las empresas náuticas de Balears quieren ser un referente internacional



beneficiar de Fondos Europeos de Desarrollo Regional en el marco del Programa Operativo FEDER.



On 10 July 2018, the Directorate-General for Industrial Policy organised at the headquarters of the Port Authority a **meeting with the companies in the sector** where an exhibition of the diagnosis of the nautical sector was held under the title “Strategic development and implementation of the nautical cluster”, and where it was noted both in the parliaments and in the presentation documents the financing through ERDF funds of the action. Also, on April 30, 2019, a **presentation of the Nautical Cluster** took place in the framework of the *Palma International Boat Show*.

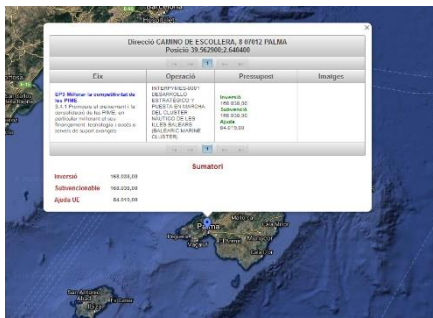


Information on the action and its co-financing by the ERDF has been disseminated through other information channels. Such is the case with the edition of **explanatory triptychs** with the most

relevant data from the nautical sector in the Balearic Islands and that have incorporated the logos and emblems of the EU and the co-financing fund



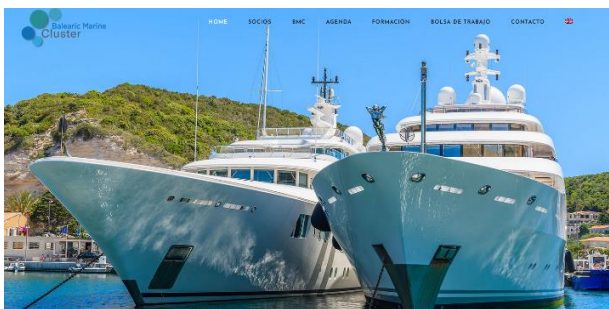
In issue 9 of the **Newsletter Butlletí de Fons Europeus de les Illes Balears** edited by the Directorate-General for European Funds, in its August 2020 edition, information on the project and the ERDF contribution to its implementation has been published.



This action has also been disseminated through the **system for mapping co-financed projects of the European Funds DG**, located on its Website).

This online application, which is accessible to anyone, allows you to visualise not only the geographic location of the investment, but also provides systematised data the investment made.

**Criterion 2. Incorporation of innovative elements.**



The *Balearic Marine Cluster* project is an innovative action since it has made it possible to identify for the first time, all those companies and entities that form or may be part of the nautical related businesses in the Balearic Islands and to identify the main changes that are taking

place in the nautical business and what are the future challenges for the companies in the Balearic Islands and thus be able to develop a vision of the future of the nautical sector in this territory with specific bets based on the assets with which it has a coherent vision of action.

As a culmination, a management model has been defined to implement the clearly innovative action plan, with public-private participation throughout its development. The Cluster has established among its fundamental objectives, that of forming a meeting place for all economic and social actors, public administrations, research and technology centres and other entities and institutions that have interests linked to the sea. All this has been reflected in the holding of conferences, seminars, courses and activities related to the subject, in which all these actors have participated.

### **Criterion 3. Adequacy of the results obtained to the objectives set.**

In the study carried out prior to the formation of *the Balearic Marine Cluster*, the need for the internationalisation of companies in the sector was highlighted in order to continue to grow.



The programme has supported the diversification of products/services of the sector by incorporating new business and design models as added value of the industrial product. A more competitive business sector has been established and visibility and image have been improved, also contributing to the search and training of specialised labour.

In addition, the new investments in shipyards and marines carried out by companies of the Balearic Marine Cluster have made it possible to service yachts of all sizes in their facilities.

The nautical sector is a priority productive sector, given its high specialisation, added value, growth potential and high industrial component.

### **Criterion 4. Contribution to the resolution of a regional problem or weakness.**



The Balearic Islands present a series of shortcomings related to the business fabric, aggravated by insularity as a limiting factor that impedes the development of certain productive sectors. In fact, the business network is based on SMEs and, essentially, micro-enterprises. In addition, the economy of the region is very tertiary, depending heavily on the tourism sector, which causes a strong seasonality in the activity.

Some of the problems caused by constraints on business productivity are the predominance of traditional organizational structures and models and their low internationalisation.

The policy of boosting the creation and implementation of the cluster has helped companies in the Balearic Islands nautical sector to improve the provision of spaces and instruments of collaboration in order to increase their size and multiply their capacity to provide service, innovate, commercialise and external projection.

The cluster work has enabled companies to share strategic challenges, overcoming competitive barriers determined by their small size on the basis of collaborative actions and projects.

#### **Criterion 5. High degree of coverage of the target population.**



The recreational nautical sector concentrates almost 300 companies in the Balearic Islands, has invoiced EUR561 million, showing a cumulative growth of 10.5 % over the past four years, and employs almost 3,000 workers. The companies that are part of *the Balearic Marine Cluster* are established in different ports of the Mediterranean to be able to serve customers who request it.

In addition, the creation of a training platform has been committed to making the Balearic Islands the world reference for professionals in the nautical industry, since it has organised courses with the aim of improving the skills and skills of professionals related to the nautical industry, offering specific training in the field of project management aimed at any professional in the nautical industry sector, who wants to acquire skills and skills in the field of project management, regardless of the type of work in which he or she finds himself or herself.

#### **Criterion 6. Consideration of horizontal criteria of equal opportunities and environmental sustainability.**

*Balearic Marine Cluster* has contributed to the definition and dissemination of several good environmental practices and laws to protect the environment of the Balearic Islands. In particular, it has favoured the implementation of the protection order of Posidonia Oceanic sponsored by the Govern de les Illes Balears, which has been the first autonomous community in Spain to guarantee the conservation of the Oceanic Posidonia by means of a decree that, among other matters, prohibits and punishes the uncontrolled anchoring of its meadows.



With regard to the criterion of equal opportunities, it should be noted that, despite the fact that both the labour force and the staff employed in companies in the nautical sector are mainly male. The creation of *the Balearic Marine Cluster* is an opportunity to promote a gender approach in the nautical sector.



## Criterion 7. Synergies with other policies or instruments of public intervention.



The creation of the *Balearic Marine Cluster* is part of the promotion of industrial clusters of the Strategic Industrial Plan 2018-2025 of the Balearic Islands, which has, among its objectives, relaunching a cluster strategy as a tool to increase competition, collaboration and the informal link between companies and institutions of a given geographical environment, trying to take advantage of the competitive advantages of the territory.

The nautical sector is one of the sectors identified in the Plan as a priority, as it has high specialisation, added value, growth and internationalisation potential and a high industrial component.

*Una manera de hacer Europa*



**Fondo Europeo de Desarrollo Regional**