

Using Foresight to Advance Sector Cluster Development in Newfoundland and Labrador

By: David Stewart
Vector Aerospace Chair in Irish
Business Studies

Presentation Outline

- ✦ Thinking Long Term.
- ✦ An Example of Foresight.

Part 1

Thinking Long Term

Government's Dilemma

- ✦ Govt operates in the short, medium, and long term.
- ✦ Long term = The Future.

Crystal Ball Gazing

✦ Difficulties in Forecasting

✦ Two key events in 1969:

- ◆ Man walks on moon

- ◆ The Internet started

✦ Forecasting vs Managing for the Future.

Some Issues facing Govt

- ✦ Rural Development
- ✦ Decline of traditional industries
- ✦ Lack of broadly based Inward Investment
- ✦ Many Others

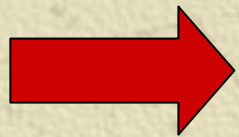
Issues in Common

- ✦ Not new or recent
- ✦ Multiple aspects
 - ◆ Economic, technology, political, social etc
- ✦ No one person has all the knowledge!

So What?

✦ Need an approach that:

- ✦ Is future oriented (long term)
- ✦ Integrates knowledge from various areas



Foresight



✦ Foresight offers these features

- ✦ Anticipating the future.
- ✦ Analysis through debate.
- ✦ Creates new social networks.
- ✦ Shared commitment to strategic vision.
- ✦ What to do today.

Foresight Uses

- ✦ South American countries -- a fisheries production chain
- ✦ BMW regions (Ireland) -- rural development issues.
- ✦ N. E. England - re-position Offshore sector by 2010.



Part 2

An Application of Foresight in
Cluster Development

1. Identify the Main Issues

Examples of Issues:

- What are appropriate objectives for a Cluster in Ocean Technology Sector in NL?
- What are the essential 'soft' supports required by an OT Cluster?

2. Select Panel Members

✦ Provincial and Federal Government

✦ Organisations

- ◆ Core OT firms.

- ◆ Supporting firms

- ◆ Soft Infrastructure

 - University, Research Institutions, Trade Associations, Unions.

- ◆ Hard Infrastructure

 - Roads ports, communications, water and waste disposal, etc.

3. Time Horizon

- ✦ Not too immediate
 - ◆ Strategic planning
 - ◆ vested interests
- ✦ Not too distant
 - ◆ Artificial
- ✦ 2015

4. Information Needs

Input for Panel(s):

✦ Industry / Sector Analysis

- ◆ Drivers of OT Sector?
- ◆ Trends, KSF.

✦ Typical Cluster Objectives.

✦ Characteristics of High Performance Clusters.

5. Develop Future Scenarios

- ✦ Developed/discussed by panel.
- ✦ Based on drivers from the OT sector.
- ✦ Normally 4 developed.

6a. Develop list of possible Cluster Objectives

1. Promote expansion of existing firms.
2. Attract new firms/skills to the region.
3. Promote exports from cluster.

6b. Develop list of "soft" supports

- ✦ Services required by cluster.
- ✦ Actual Organisations providing services.
- ✦ Isolate gaps.

7. Matching

Scenario
1

.....

Scenario
4

1: Promote expansion of existing OT firms

2: Attract new OT firms / skills to the region

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1. Improve regulatory policy

2. Promote expansion of existing OT firms

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8. Deliverables

✦ Expected outcomes

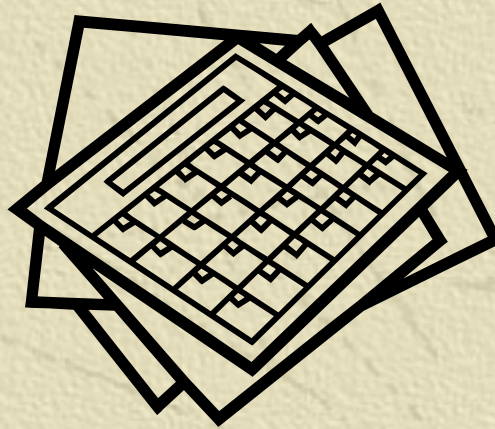
- ✦ Recommended Objectives for the Cluster.
- ✦ Recommended soft support structure.
- ✦ Strategy to achieve objectives.

✦ Establish lasting networks

Duration of Exercise

✦ One year

✦ Bimonthly meetings of panel



Conclusions

✦ Why Foresight in Cluster Development?

- ◆ All clusters are different.
- ◆ Need common vision/agreement on resources.
- ◆ Networking

✦ Why Foresight?

- ◆ Increasing role in public policy
- ◆ Think long term, but act now.



For more details on
Foresight

www.busi.mun.ca/vectorchair
