Οργάνωση και Λειτουργία του Τοπικού Ναυτιλιακού και Λιμενικού Cluster

Εισαγωγή

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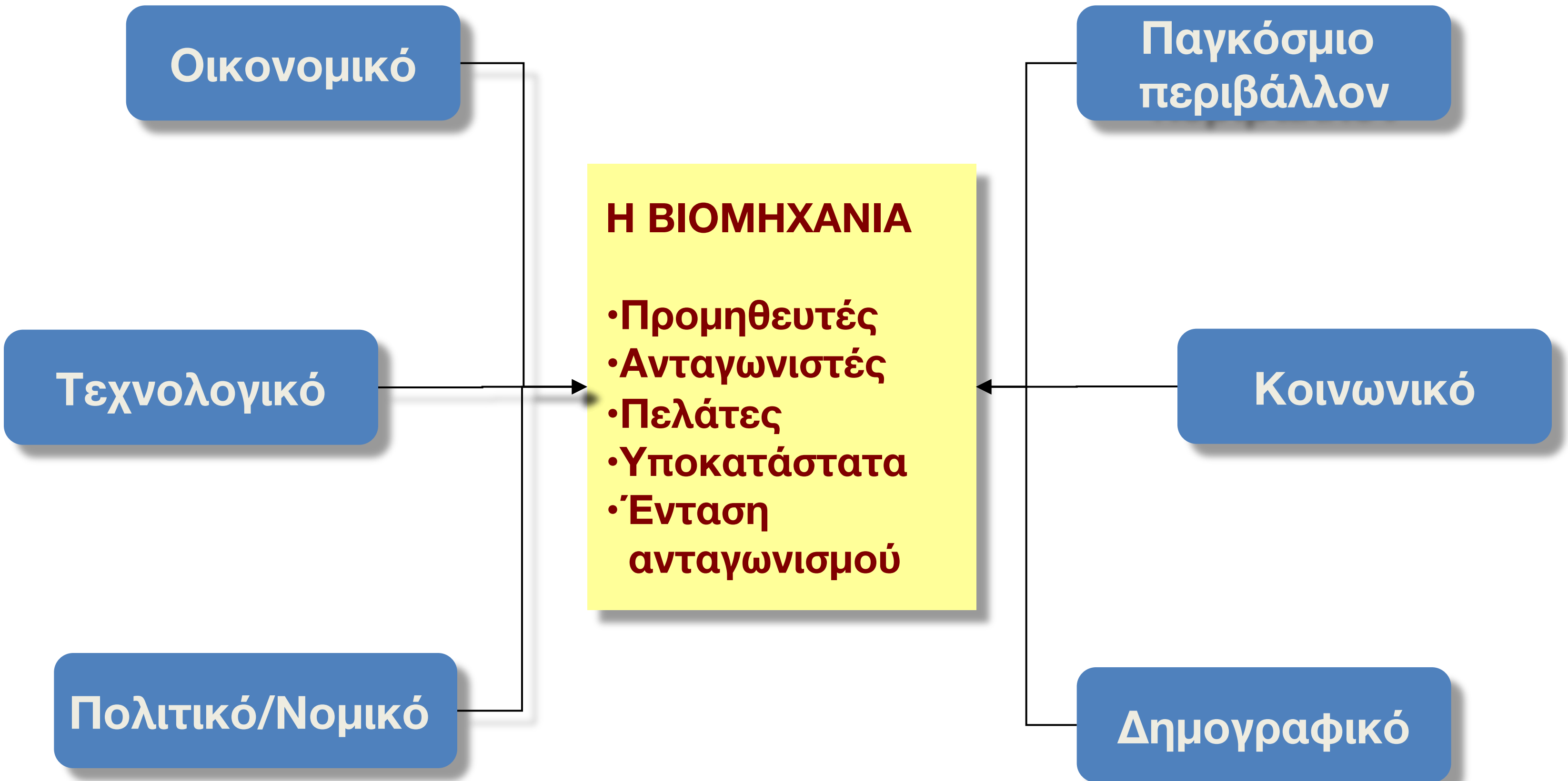
1.Μάκρο-περιβάλλον



PEST-DG

ΟΙΚΟΝΟΜΙΚΟ	ΤΕΧΝΟΛΟΓΙΚΟ	ΠΟΛΙΤΙΚΟ - ΝΟΜΙΚΟ
•Ακαθάριστο Εθνικό Προϊόν •Επιτόκιο •Προσφορά Χρήματος •Πληθωριστικές Τάσεις •Επίπεδο Ανεργίας •Έλεγχοι Μισθών/Τιμών •Υποτίμηση/Ανατίμηση •Διαθεσιμότητα και Κόστος Ενέργειας •Διάθεση Εισοδήματος	•Εθνική δαπάνη για έρευνα και ανάπτυξη •Δαπάνη της βιομηχανίας για έρευνα και ανάπτυξη •Εστίαση τεχνολογικών προσπαθειών •Προστασία ευρεσιτεχνιών •Νέα προϊόντα •Πρόοδος στη μεταφορά τεχνολογίας από το εργοστάσιο στην αγορά •Βελτίωση της παραγωγικότητας με αυτοματισμό	•Νομοθεσία κατά των μονοπωλίων •Νόμοι για την προστασία του περιβάλλοντος •Φορολογία •Ειδικά κίνητρα •Κανονισμοί εξωτερικού εμπορίου •Κυβερνητική σταθερότητα •Νόμοι για τις προσλήψεις και τις προαγωγές

ΚΟΙΝΩΝΙΚΟ - ΠΟΛΙΤΙΣΤΙΚΟ	ΔΗΜΟΓΡΑΦΙΚΟ	ΠΑΓΚΟΣΜΙΟ
•Αλλαγές στον τρόπο ζωής •Καριέρα •Δραστηριοποίηση των καταναλωτών •Μετακίνηση του πληθυσμού	•Ρυθμός αύξησης του πληθυσμού •Κατανομή του πληθυσμού κατά ηλικία •Ρυθμός γεννήσεων •Εκτιμώμενη μέση διάρκεια ζωής	•Νέες διεθνείς αγορές •Υφιστάμενες αγορές που αλλάζουν •Διεθνή πολιτικά δρώμενα •Διεθνή χαρακτηριστικά αγορών

Πηγή: Β.Μ. Παπαδάκης, (2002), *Στρατηγική Των Επιχειρήσεων,* Δ΄ Έκδοση, ΕΚΔΟΣΕΙΣ Ε. ΜΠΕΝΟΥ, Αθήνα.

Μοντέλο πέντε δυνάμεων - Porter

ΠΡΟΜΗΘΕΥΤΕΣ

- Αριθμός προμηθευτών
- Μέγεθος αγοραστή
- Διαφοροποίηση προϊόντων προμηθευτή
- Δυνατότητα υποκατάστασης προϊόντων προμηθευτών
- Δυνατότητα κάθετης ολοκλήρωσης προμηθευτών προς τα εμπρός

ΑΝΤΑΓΩΝΙΣΜΟΣ ΑΝΑΜΕΣΑ ΣΤΙΣ ΕΠΙΧΕΙΡΗΣΕΙΣ

- Ρυθμός ανάπτυξης αγοράς
- Χαρακτηριστικά ανταγωνιστών
- Υψηλά σταθερά κόστη και οικονομίες κλίμακας
- Προσπάθειες για αύξηση μεριδίου αγοράς
- Έλλειψη διαφοροποίησης προϊόντων
- Υψηλά εμπόδια εξόδου

ΝΕΟΙ ΑΝΤΑΓΩΝΙΣΤΕΣ

- Οικονομίες κλίμακας
- Απαιτήσεις σε κεφάλαια
- Κοστολογικά πλεονεκτήματα
- Διαφοροποίηση προϊόντος
- Πρόσβαση σε κανάλια διανομής
- Νομικοί περιορισμοί
- Φόβος αντίδρασης από Υπάρχουσες επιχειρήσεις

ΥΠΟΚΑΤΑΣΤΑΤΑ

- Ύπαρξη υποκατάστατων
- Επίδραση τιμής
- Τάση καταναλωτών προς υποκατάστατα

ΑΓΟΡΑΣΤΕΣ

- Αριθμός προμηθευτών
- Μέγεθος αγοραστή
- Κόστος της εταιρίας
- Ευαισθησία αγοραστών στη τιμή
- Χαρακτηριστικά προϊόντος
- Δυνατότητα κάθετης ολοκλήρωσης αγοραστών προς τα πίσω

Πηγή: Β.Μ. Παπαδάκης, (2002), *Στρατηγική Των Επιχειρήσεων, Δ΄* Έκδοση, ΕΚΔΟΣΕΙΣ Ε. ΜΠΕΝΟΥ, Αθήνα.

Στρατηγικές επίτευξης ανταγωνιστικού πλεονεκτήματος

Πηγές Ανταγωνιστικού Πλεονεκτήματος - Αλυσίδα Αξίας

M. Porter, *Competitive Advantage: Creating and Sustaining Superior Performance*, New York, Free Press, 1985,

Competitive Advantage

- Direct attack on relevance of conventional economics:
  - "Why do some nations succeed and others fail in international competition?
  - Yet … it is the wrong question… We must focus instead on another, much narrower one…
  - why does a nation become the home base for successful international competitors in an industry?...
  - why is one nation often the home for so many of an industry's world leaders?
    - How can we explain why Germany is the home base for so many of the world's leading makers of printing presses, luxury cars, & chemicals?
    - Why is tiny Switzerland the home base for international leaders in pharmaceuticals, chocolate…?"

Competitive Advantage

- Focus not on “natural endowment” (comparative advantage) & broadly defined industries (labour-intensive, capital intensive) but
  - Innovation & very specific industries
    - Luxury cars (Germany)
    - Ski boots (Italy)
    - Mobile phones (Finland!)
- Porter’s theory aware of recent economic trends:
  - “The long-dominant paradigm … is inadequate…
    - the rise of the multinational corporation … [has] weakened the traditional explanations of why and where a nation exports…” (2)
- Porter instead “seeks to isolate … the national attributes that foster competitive advantage in an industry…”

Competitive Advantage

- Dismisses other conventional explanations for trade
  - Good macroeconomic policies?
    - “Nations have enjoyed rapidly rising living standards despite budget deficits (Japan, Italy & Korea), appreciating currencies (Germany & Switzerland), and high interest rates (Italy & Korea)…”
  - Cheap labour?
    - “The ability to compete *despite* paying high wages would seem to represent a far more desirable national target.”
  - Natural resources?
    - Even “within nations such as Korea, the United Kingdom, and Germany, it is the resource-poor regions that are prospering relative to the resource-rich ones”
  - Government intervention?
    - “has occurred only in a subset of industries, and is far from universally successful even in Japan and Korea.”

Competitive Advantage

- Management style?
  - "What is celebrated as good management practice in one industry would be disastrous in another."
- Labour relations?
  - "Unions are very powerful in Germany and Sweden, with representation by law in management (Germany) and on boards of directors (Sweden)… both nations … contain some of the most internationally preeminent firms and industries of any country."
- Rejects characterisation of *nations* as competitive
  - "We must abandon the whole notion of a 'competitive nation'…"
  - And focus instead on "*specific industries and industry segments*…"

The background of Porter's theory

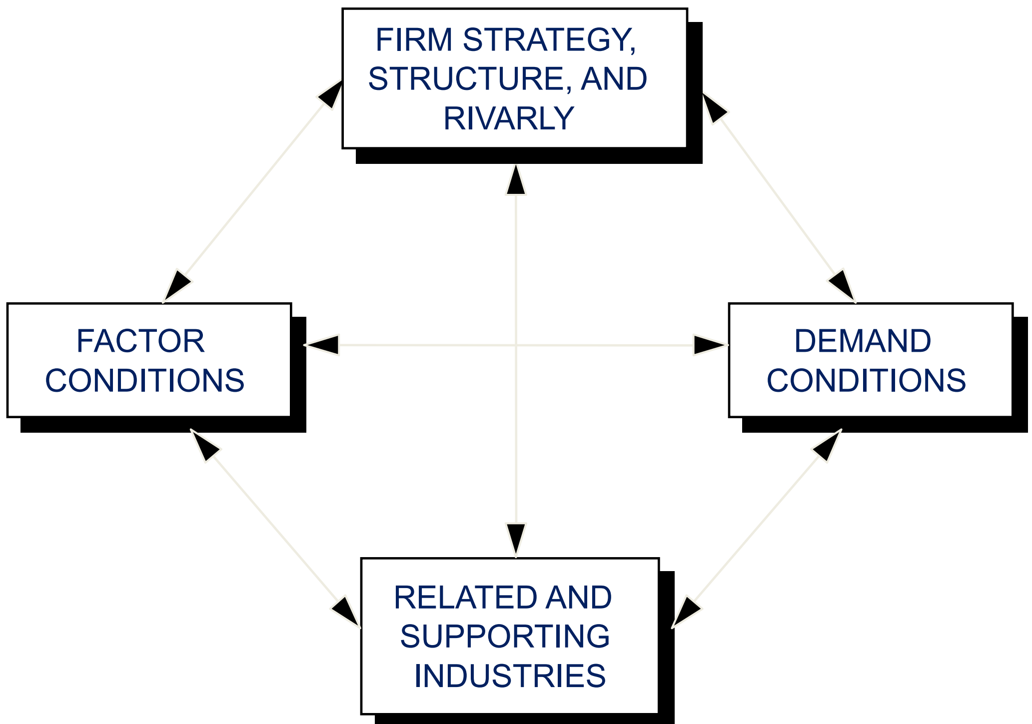
- Michael Porter departs from studies of firm strategies, particularly the question of how individual firms can compete internationally
- In the 1980s he started to study what makes a nation's firms and industries competitive in global markets. This research led to the theory of clusters, first national clusters (1990), then regional clusters (1998)
- The central idea behind the cluster theory is:

  a) that the national (or regional) *environment* is of central importance in stimulating firms' competitiveness ('Competitive advantage is created and sustained through a highly localized process'),

  b) that the environment influences the ability to succeed in *particular* industries or industry segments (nations become the *home base* for competitive firms in some particular industries, and most important is competitiveness in *sophisticated* industries),

  c) that the international successful firms in an industry constitute *systems* or *clusters* of firms, and

  d) that firms and industries become competitive by *continually* upgrading and *innovation* (and by developing new and sophisticated industries)



Πηγή: M.Porter, 1990, p.127.

- Factor endowments: nation's position in factors of production such as skilled labor or infrastructure necessary to compete in a given industry.
- Demand conditions: the nature of home demand for the industry's product or service.
- Related and supporting industries: the presence or absence in a nation of supplier industries or related industries that are nationally competitive.
- Firm strategy, structure and rivalry: the conditions in the nation governing how companies are created, organized, and managed and the nature of domestic rivalry.

Factor conditions

- Factor endowment (competitive advantage depends on how efficiently and effectively they are deployed)
  - Human resources
  - Physical resources
  - Knowledge resources
  - Capital resources
  - Infrastructure

Factor conditions …

- Hierarchy among factors
  - Basic factors
  - Advanced factors

- The most significant ones for competitive advantage

  - Generalized factors
  - Specialized factors

Factor conditions…

- Factors matter but may enhance competitive advantage *through their absence*:
  - “an abundance of factors may undermine instead of enhance competitive advantage. Selective disadvantages in factors, through influencing strategy and innovation, often contribute to sustained competitive success.”
    - *Opposite* of economic theory belief
      - Gives example of Holland’s advantage in flowers “despite its cold, grey climate”…
    - Positive role of selective disadvantage in stimulating innovation

Demand conditions

- Characteristics of composition of home demand
  - Segment structure of demand
    - Sweden: high voltage distribution equipment
  - Sophisticating and demanding buyers
    - Japan: consumers of audio equipment
  - Anticipatory buyer needs
    - Japanese vs Americans in energy efficiency

Demand conditions…

- Size of home demand
- Number of independent buyers
- Rate of growth of home demand
- Early home demand
- Early saturation
- Internationalization of domestic demand
  - Mobile or multinational local buyers
  - Influences on foreign needs

Related and supporting industries…

– Suppliers assist "*process of innovation and upgrading*…
– Suppliers help firms perceive new methods and opportunities to apply new technology."
– The full pattern of interlinking industries is very complex…

TABLE 3-1 Internationally Competitive Related Industries

Nation	Industry	Related Industry
Denmark	Dairy products, brewing	Industrial enzymes
Germany	Chemicals	Printing ink
Italy	Lighting	Furniture
Japan	Cameras	Copiers
Korea	VCRs	Videotape
Singapore	Port services	Ship repair
Sweden	Automobiles	Trucks
Switzerland	Pharmaceuticals	Flavorings
United Kingdom	Engines	Lubricants, antiknock preparations
United States	Electronic test and measuring equipment	Patient monitoring equipment

Firm strategy, structure and rivalry

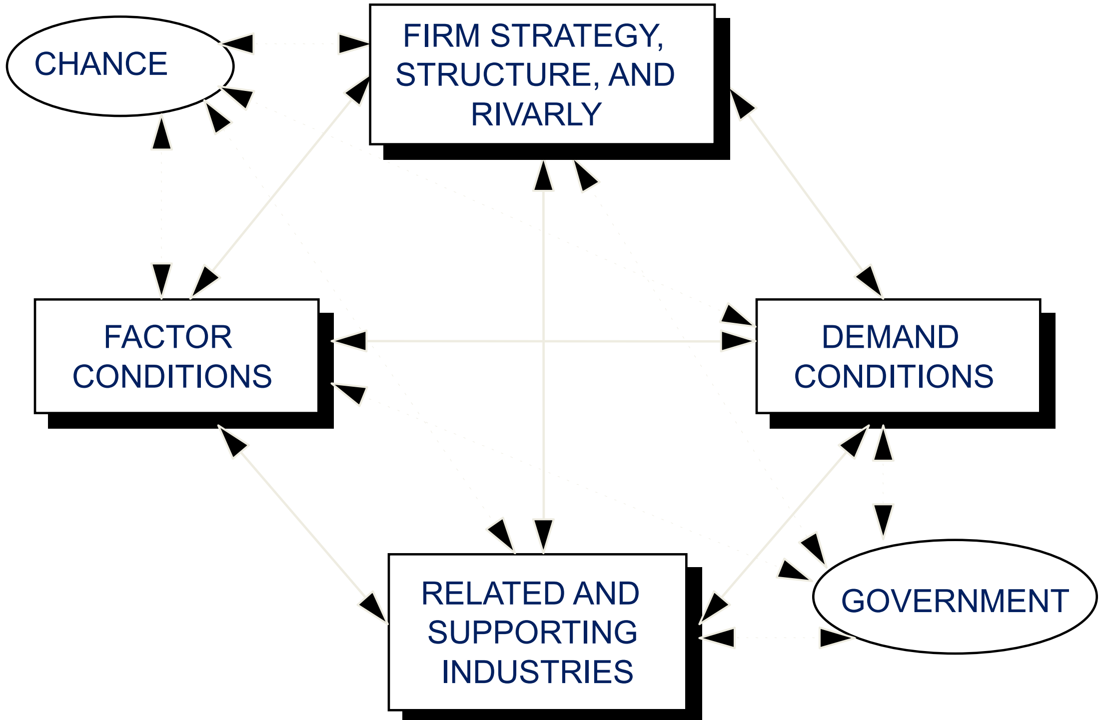
- Goals
  - Company goals
  - Goals of individuals
  - Influence of national prestige/priority on goals
  - Importance of sustained commitment
- Domestic rivalry
  - New business formation

The role of chance

- Chance events: occurrences that have little to do with circumstances in a nation and are often largely outside the power of firms (and often national government) to influence
  - Technological discontinuity
  - Significant shifts in world financial markets
  - Political decisions by foreign governments
  - Wars

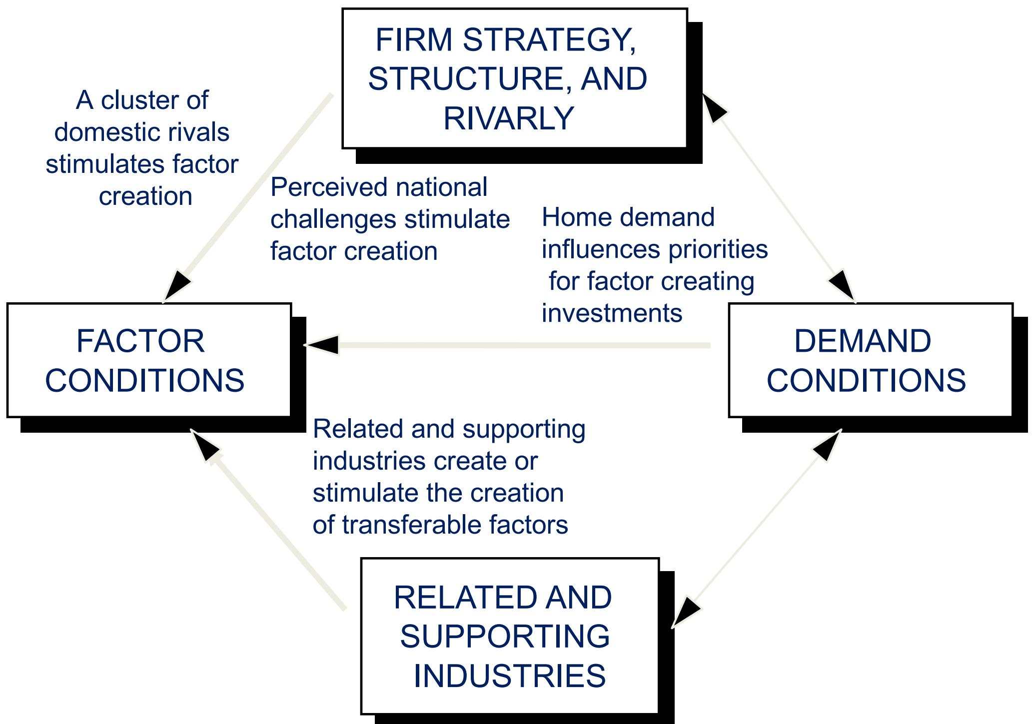
The role of government

- Government can influence (and be influenced by) each of the four determinants either positively or negatively



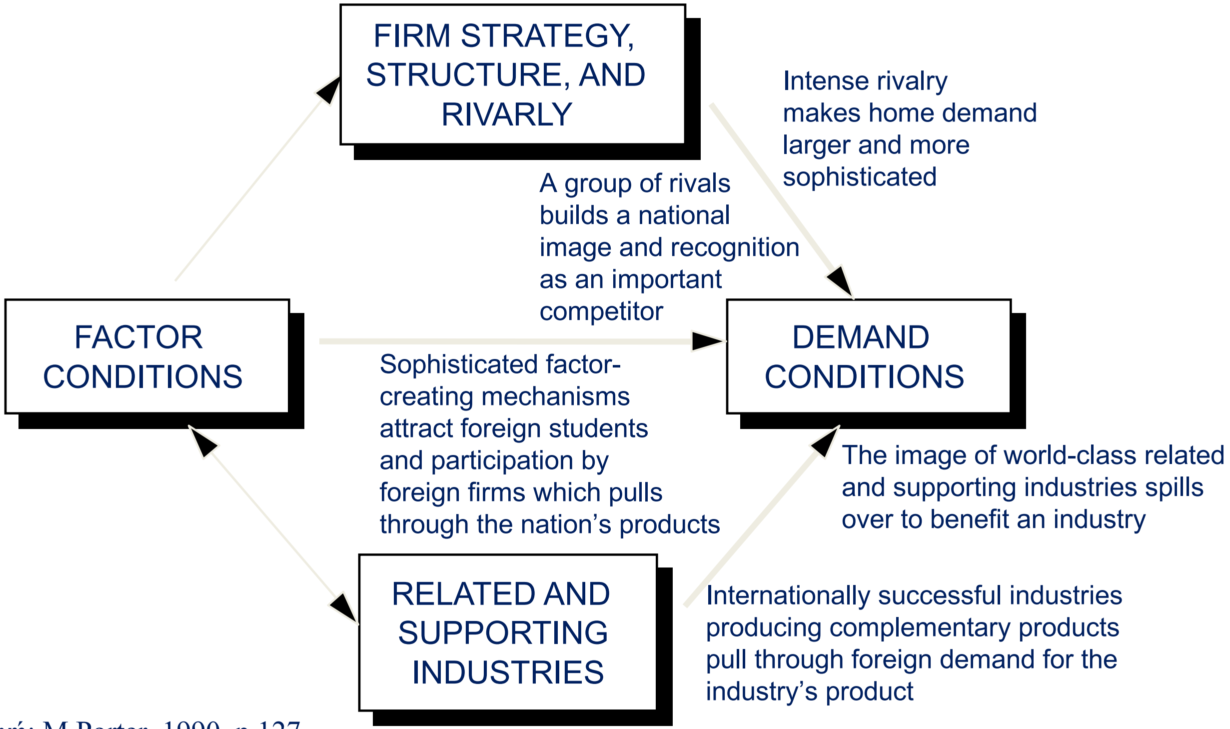
Πηγή: M.Porter, 1990, p.127.

Influences on factor creation



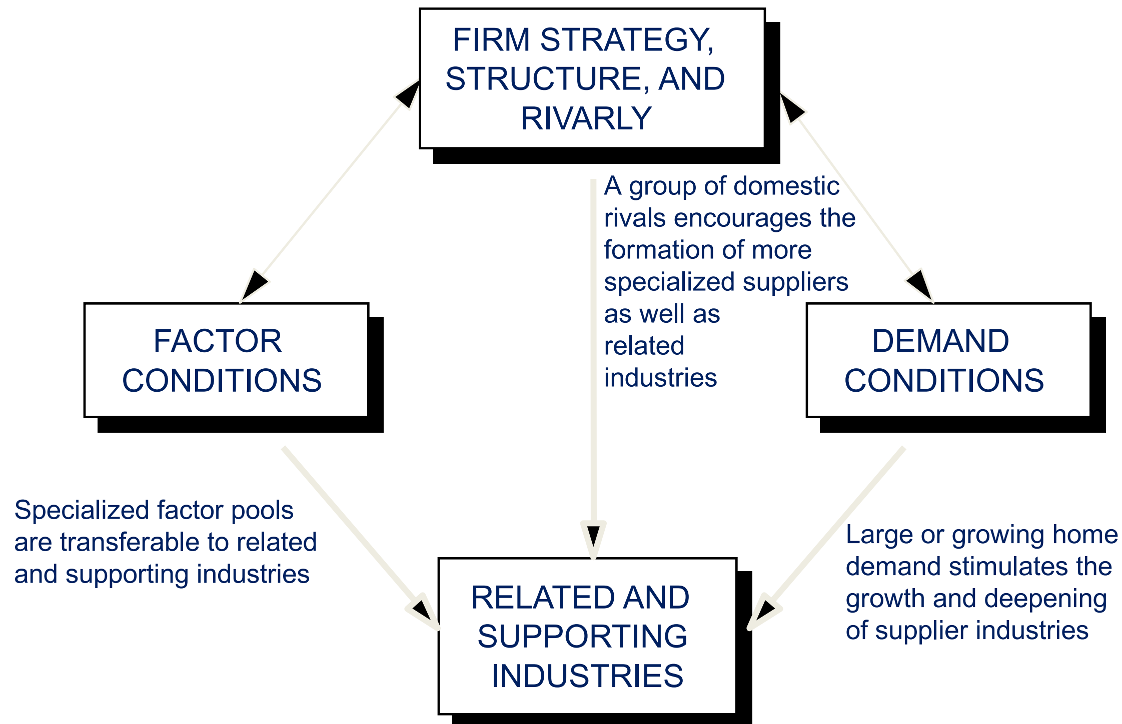
Πηγή: M.Porter, 1990, p.127.

Influences on demand condition and size



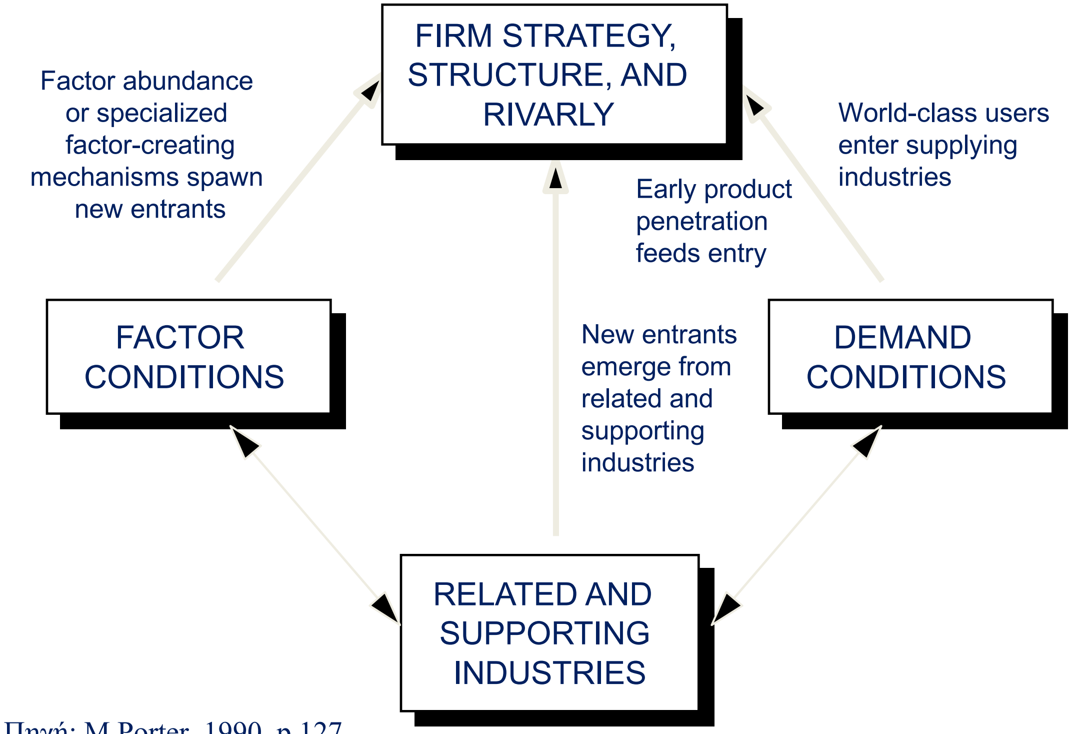
Πηγή: M.Porter, 1990, p.127.

Influences on the development of related and supporting industries



Πηγή: M.Porter, 1990, p.127.

Influences on domestic rivalry



Πηγή: M.Porter, 1990, p.127.