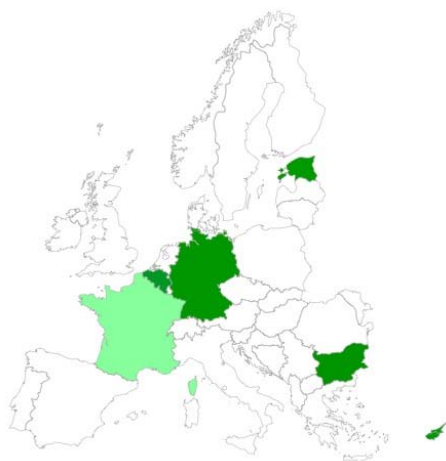




**eco-innovation** |   
WHEN BUSINESS MEETS THE ENVIRONMENT



## **EMAS Easy MOVE-IT !**

**IMAGINE : A FUTURE FOR THE CLUSTER  
APPROACH**

**International workshop  
Brussels 27th April, 2011**

**Heinz Werner Engel  
Eco-Conseil Entreprise  
hwe@mac.com**



## The project

- 1. Innovation : EMAS Cluster -regional Branding**
  - 2. Lower Transaction costs SME's**
  - 3. Replication EMASeasy approach**
  - 4. Adaptation Tourist sector**
  - 5. Better Integration of Market demand and consumer preferences**
  - 6. Not implementation project : new relevant Training and capacity building and support mechanisms**
- 100 SME 's 13 Clusters 35 Trainers 5 countries**



# Multiple certification demands





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HELP. INSPIRE. BUILD THE FUTURE.

## Cluster Focus

### **Health, well-being and Spa**

Cyprus – Pafos and Polis Chrysochous,  
Belgium – Meet in Spa,  
Bulgaria – Devin, Estonia

### **Cultural Heritage**

Cyprus – Troodos, Estonia  
Rural destination of excellence (Belgium – Durbuy)

### **Local and Internal value chain**

Belgium – Martin's Hotel Chain  
Germany – Menschel, Bad Sobernheim,  
Biosphere Reserve Swabian Alb, Bulgaria – Apriltsi)



# Menschel Vital Resort- Germany



co-innovation 

**Coach :** ECE + KATE-Stuttgart  
**Team leader :** Menschel Vital Resort  
**Cluster :** Supply Chain & regional agencies  
**Business partners**  
**7 SMEs**





# Apriltsi Cluster - Bulgaria



**Coach :** Time Foundation  
**Team leader :** Central Balkan National Park  
**Cluster :** Hotels, B&B, National Park, Tourist NGO,  
Shephers Union, Municipality, crafts  
**10 SMEs**





# Otepää "Winter Capital" Estonia



**Coach :** SEI-Tallinn  
**Team leader :** Pühajärve Spa and hotel  
**Cluster :** Hotels & SPAs  
Organic Farming  
12 SMEs





## Drivers



Competitive advantage    Peer pressure  
Regional Development Strategy  
Boost local supply chains  
Regional marketing & Support Branding  
Access to Public subsidies  
More Public recognition  
Membership criteria



## Cluster & SMEs towards EMAS



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HELP BUSINESS MEET THE CHALLENGE

### Some Strong points :

- Great Group dynamic

- Sharing best practices

- Direct implementation and good practice

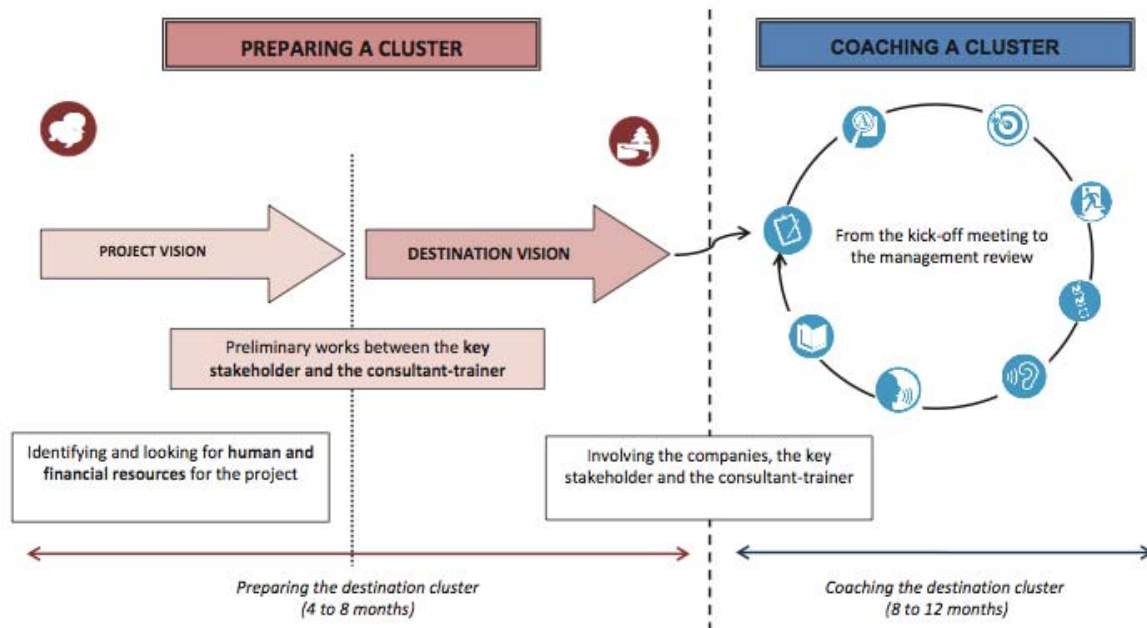
- Hands on

- Crossed internal audits

- Cost sharing & reduction

- Learning by doing

# Work flow

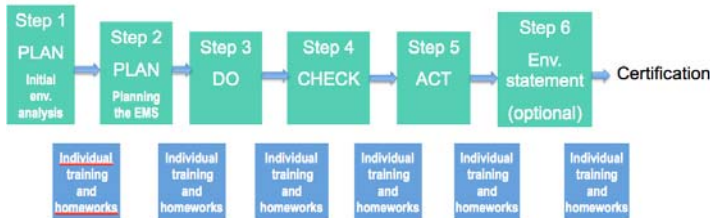
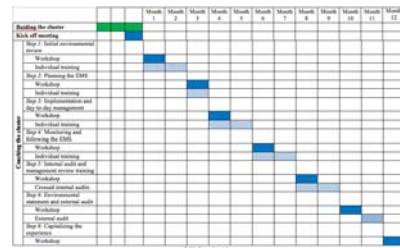




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HELP. INSPIRE. REALIZE THE CHALLENGE

# Coaching the cluster

**Cluster : 15 months**  
**EMAS in 12 months**  
**Step by Step**





## Framework conditions



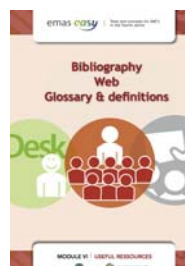
1. **Best timing to run a cluster : 15 months**
2. **Size of cluster 5-7 or more ?**
3. **Adequate Timing : (peak activity , holidays, etc)**
4. **Engagement of top management in the different SMEs**
5. **Clear definition of the efforts , deadlines, results**
6. **Combine group work and individual coachings**
7. **Create Social Trust and good climate in the group**
8. **Competences of the trainers**
9. **Hands on useful documents**
10. **Good infrastructure for the seminars**
11. **Communicate the success of the cluster**



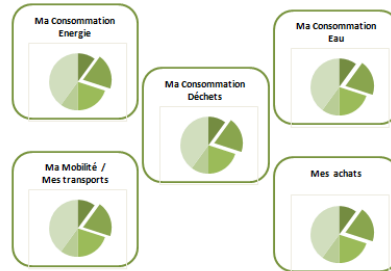
# Work based Learning



**Capacity building**  
**Blended Learning**  
**Face to Face**  
**E Learning**  
**Learning by doing**  
**Tools**



# Information & Indicators





# Conclusions



**Borders of certification still complex**

**1. In a row**

**2. Individual, but in a group process**

**3. Group certification**

**4. Future : Certification of a process ?**

**5. Certification of an attractive Package ?**

**Costs are still an issue**

**EMAS is not sexy and out ?**

**CSR is in ?**





## Contacts



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