FOUNDATION for CLUSTERS and COMPETITIVENESS
Fundació Clusters i Competitivitat

**Better Jobs with Cluster-based Policies**

**Understanding how sector-specific policies can create better and more sustainable jobs**

# Competitiveness Development Certificate 2026-27 Course

## Field project: AI-enabled peer-to-peer learning

Six online peer-to-peer sessions to discuss your field project analytics supported by our AI Agent

# Field project: Online peer-to-peer learning

**Session 1: Global Industry Analysis**
Each team shares and discusses the information the AI Agent has prepared about the industry they are working on

**Session 2: Country Level Analysis**
Each team shares and discusses the information the AI Agent has collected about the industry they are working on

**Session 3: Strategic Analysis – Ver. 1**
Each team shares and discusses its AI Agent-supported initial strategic segmentation

**Session 4: Strategic Analysis – Ver. 2**
Each team shares and discusses the revised strategic segmentation for its industry

**Session 5: Benchmarking and Areas to Improve for this industry**
Each team shares and discusses the identified gaps in their value chains

**Session 6: Implications for National-Level Policies**
Each team analyzes how the industry-level findings can help improve national-level policies

**Six online peer-to-peer learning sessions**
Each team will prepare a step-by-step analysis using our AI Agent and present it to a group of peers and an instructor in six two-hour sessions.

# Field project: AI-enabled peer-to-peer learning

**Session 1: Global Industry Analysis**
Each team shares and discusses the information the AI Agent has collected about the industry they are working on

| Sections | Content | Pages |
|---|---|---|
| **Description of the industry** | Traditional definition of the sector or industry subject of analysis, as well as the eventual related sub-sectors. | 2 |
| **The global supply** | Main data describing the industry by providing graphs or statistics and explaining them and their implications.<br>• Total world offer: how much is supplied at a global level and recent evolution.<br>• Supply per country and its evolution.<br>• Comments about the countries offer: is there a reason why those countries / regions are leaders?<br>• Export rates of main countries<br>• Main international players (companies) at a global level, including a short description about them (activity, turnover, employees, recent evolution)<br>• Industry description: how are the market and companies changing to respond to the changes in the characteristics of the product's demand? | 4 |
| **The global demand** | • The global markets: what countries are consuming the most?<br>• Evolution of the demand (of the main markets)<br>• What kind of products /services are sold today? | 3 |

# Field project: AI-enabled peer-to-peer learning

**Session 2: Country Level Analysis**
Each team shares and discusses the information the AI Agent has collected about the industry they are working on

| | | |
|---|---|---|
| **Our country supply (National level)** | • The situation of the supply in our country, and its evolution<br>• Comments about our country's situation<br>• Main geographical areas of production inside the country<br>• The markets: main market countries.<br>• Main companies in the country<br>• Ranking of our region/cluster regarding the rest of the regions/clusters of the country (volume, value, positioning)<br>• Do other clusters exist (in the same industry) in the country? Explain the differences among them. | 3 |
| **The industry (National level)** | • The industry cost structure and margins in our country<br>• The industry recent evolution: changes in the value chain structure, de-localization, specialization of companies, integration of steps, etc. | 3 |
| **Description of the value chain** | Description of its origins and its main activity, the evolution and what it is impacting (like regulations, market demands, etc.) | 5 |
| **Value Chain Numbers** | Total nº of companies, aggregated value, nº of jobs, exportation rates, description of the companies and typology, role of the foreign companies within the cluster, height of the cluster within the regional economy, height within the national economy, height within the national and international industry, % of the R+D investment of the companies, nº of patents, etc. | 2 |
| **Value Chain Mapping** | Represent the value chain, including the support institutions<br>Explain the relationship amongst the agents and how they work<br>For each category, give examples of companies/entities and a short description of them.<br>Distribution of agents in the territory, including a map | 5 |

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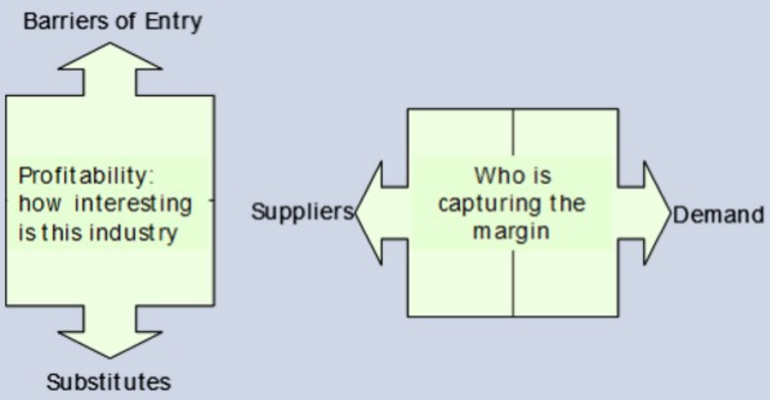
**Session 3: Strategic Analysis – Ver. 1**
Each team shares and discusses its AI Agent-supported initial strategic segmentation

| | | |
|---|---|---|
| **Industry trends** | • Demand trends: Consumption drivers and demand tendencies: what is the client consuming, product characteristics and recent evolution, etc.<br>• Supply trends: how the companies change to react to the market.<br>• Global trends. For instance, have there been any changes in the regulation that have affected the way companies carry on their business?<br>• Technological changes, impact or climate change… | 2 |
| **Strategic Segmentation** | Explain the results obtained with the segmentation | 2 |
| **Step 3. Segment Attractiveness Evolution** | Explain the attractiveness for each of the segments for t-10, t and t+10:  | 3 |

# Field project: AI-enabled peer-to-peer learning

**Session 4: Strategic Analysis – Ver. 2**
Each team shares and discusses the revised strategic segmentation for its industry

| | | |
|---|---|---|
| **Strategic Seg and 5 Forces** | Second improved version of same document above (v1) | 5 |
| **Advanced Buyer Purchase Criteria Analysis (BPC)** | For each one of the segments detail the advance buyer's purchase criteria to understand how the demand will evolve in the future.<br>Include a summary with the interviews as annex | 3 |
| **Strategic options to compete in this segment** | Given the BPC what is the most adequate Strategic Option to compete in this segment (local vs. global, product vs. multi-product | 3 |
| **Key Success Factors of the most innovative option (KSF)** | Describe the KSF to compete in that segment with the above Strategic option. The KSF are the characteristics that the company needs in order to compete in that strategic segment. | 3 |

# Field project: Online peer-to-peer learning

**Session 5: Benchmarking and Areas to Improve for this industry**
Each team shares and discusses the identified gaps in their value chains

| | | |
|---|---|---|
| **Benchmark against ideal Value Chain and Diamond** | Compare the present and the ideal Value Chain in the strategic segments chosen; identify gaps in activities, skills, common and public services, etc<br><br>Compare the present and ideal Diamond, and identify market failures, policy gaps, etc.<br><br>The benchmarking questions to be contrasted in Barcelona during the final week will be prepared in this session. | 4 |
| **Areas to improve** | Describe the areas to improve at the national policy level and actions on investments at the cluster level to achieve the desired positioning.<br><br>These policies can be improved or complemented by any learnings from the benchmarking visits that will take place in Barcelona during the final training week. | 4 |

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**Session 6: Implications for National-Level Policies**
Each team analyzes how the industry-level findings can help improve national-level policies