SoCool@EU

Sustainable Organisation between Clusters Of Optimised Logistics @ Europe

WP5 - Support activities relating to mentoring

Deliverable D5.1 Needs analysis / SWOT report

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List of Partners

Beneficiary no.	Partner	Country
1	Dutch Institute for Advanced Logistics (DINALOG)	NL
2	House of Logistics & Mobility (HOLM)	DE
3	Asociación Logística Innovadora de Aragón (ALIA)	ES
4	Lund University (ULUND)	SE
5	Mersin Chamber of Commerce (MTSO)	TR

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Executive Summary

Mersin is one of major nodes of sea transportation both for Turkey and for neighbouring countries in the hinterland. The Free Trade Zone in Mersin is the 4th largest in Turkey and it has significant contribution to the development of logistics and transport economy. However, the quick rise in freight movements in the region and especially related to heavy truck traffic has resulted in several challenges for the region. For the moment logistics is organized ineffectively and unsustainable. This has a negative effect on the economic and environmental position of the region with traffic congestions, inefficient use of urban space and pollution.

This report reflects on the potential of a logistics cluster initiative in the Mersin region. The objective has been to use the report, and the related process of establishing network activities, as a tool to take the next step to set up an accessible platform for the region of Mersin.

A SWOT analysis has been made from experiences assembled from (1) previous studies, (2) Input from D.2.1 Cluster Analysis Report and (3) regional workshops. The present situation is described as the strengths and weaknesses in the SWOT and the future scenarios are enlightened under opportunities and threats.

The SWOT analysis points at several strengths for instance a political willingness to support the logistics sector and the fact that a logistics platform already exists in the region today. A weakness is that the existing logistics platform is a voluntary organization organised only as a round table forum.

The SWOT analysis also shows that local businessmen are highly interested in regional projects and a future logistics cluster initiative could lead to an increase in cooperation between different associations and between companies and research institutions. One of the major threats that have been identified is a legal barrier. According to Turkish legislation public institutions are not allowed to be members of any association. The SWOT analysis indicates that the legal aspects have to be considered before establishing a sustainable logistics platform for the region.

One of the conclusions from the analysis is that round table discussion groups or voluntary organisations are short-term and a long termed cooperation is necessary for the Mersin region. The cluster management model (association, foundation, round table discussion group, institution) has to be considered at the same time as the different funding sources for managing the cluster initiative.

1. Background

The Mersin region is a major logistics centre in Turkey and its port, transportation and logistics activities, give rise to heavy truck traffic and freight movements in the region. Currently, these movements are organized ineffectively and unsustainably, and in Mersin City, growth in all transport modes is not in harmony. This affects the economic and environmental position negatively; traffic congestion, inefficient use of urban space and pollution. In addition to conventional management strategies for efficient handling and movement of goods, the concept of "green logistics" is applied for efficient use of land, adaptation of environmentally friendly technologies and materials, reduction of emissions, reduction of energy use, reverse logistics and similar efforts.

This report summarises the work done in the Mersin region in Task 5.1: perform a needs analysis to identify the strengths and weaknesses. The present situation is described as the strengths and weaknesses and the future scenarios are enlightened under opportunities and threats. The report also summarizes some thoughts on the cluster formation in the region of Mersin. The objective is to use the report as a tool in order to take the next step to set up an accessible platform for the region of Mersin.

Previous studies and projects concerning "Mentoring" are investigated in order to benefit from experiences of European regions. In the literature, there are various studies about cluster formations, motivation and mentoring. There are some specific studies which focus on the problems and barriers of the success of a cluster.

CLUSNET (Organising Clusters for Innovation Project) is a cluster cooperation project, aiming at innovation oriented cluster development has been financed through the Interregional Cooperation Programme INTERREG IVC, financed by the European Union’s Regional Development Fund, which has been set up to promote cooperation between Regions of Europe, and furthermore to share experience and good practice in the areas of innovation, the knowledge economy, the environment and risk prevention.

The final report of CLUSNET put emphasis on gaps of cooperation and collaboration in clusters and strategies to bridge those gaps.

> In real clusters, communication between different kinds of agents is massively flawed. Small firms who believe they have something new exciting to offer, have a hard time even to be allowed to meet with the right people at a large enterprise. Large enterprises searching for a new supplier are more likely to look for an established international supplier than to go searching among innovative SMEs located right under their nose. Policy makers have only vague ideas about what business really needs. Researchers are more interested in academic publishing than commercialising their new findings or talking to business people. Schools formulate their curricula oblivious to what skills the industry is calling for. Entrepreneurs find it difficult to persuade banks to invest in new innovative businesses. Many business people would laugh at the idea to approach the local university to see if they have some new technology or skill they could develop jointly. It is not difficult to understand that these connections will not just happen spontaneously. After all, the different types of actors have different roles to play in society. Universities are supposed to do research, not to serve R&D departments of companies. Policy makers have responsibilities that go far beyond serving companies with whatever they require. Education organisations have many other stakeholders than firms to oblige. And firms are in business to make a profit for themselves, not to provide altruistic support to each other. Even so, with some additional effort put into coordination and collaboration, large benefits could be reaped, which now remain neglected.

CLUSNET project identified 5 main gaps among regional actors: inside the cluster:

(1) The research gap, limiting interaction between firms and research organisations

(2) The education gap, limiting interaction between firms and education organisations

(3) The capital gap, limiting interaction between firms and education organisations

(4) The government gap, limiting interaction between firms and public bodies

(5) The firm-to-firm gap, limiting interaction among firms

CLUSNET project mentioned that cluster organisations also help build bridges externally, outside the cluster. They are:

(6) The cross-cluster gap, limiting connections between one cluster and another

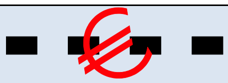
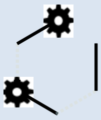
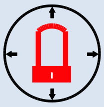
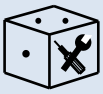
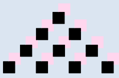
(7) The global market gap, limiting connections between a cluster and global markets

> The core activities of cluster organisations should be to bridge the seven innovation gaps and build a cluster identity. It is both about constructing bridges across the gaps, but it is also about creating traffic on those bridges. Such traffic involves organising meetings, seminars and other gatherings to stimulate exchange of ideas, and the setting up of joint innovation projects of all kinds. Such work takes a long time, and the cluster organisation should build a ”neutral” platform to work from. As long as a cluster organisation has a clear public status, a clear academic status, or a clear business status, it will face difficulties building bridges with intense traffic. Mixed financing, board representation and so on build legitimacy as a neutral actor.

Rosabeth Moss Kantor (1995, quoted in Rosenfeld, 2002) attributed economic success of clusters to three factors: concepts, connections, and competencies). Among them “connections” has significant role in the development of regions that need mentoring. Connections refer to networking and intermediaries:

> **Networking and Networks.** The single most important operating principle of competitive clusters is the ability to network extensively and form networks selectively. Networking is the process that moves and spreads ideas, information, and best practices throughout a cluster and imports them from other places. A "network", as used here, is the collaborative structure among small and mid-sized enterprises (SMEs) (Rosenfeld, 2002: 8).
>
> **Connections and intermediaries.** The limits or constraints to active participation in a successful cluster are largely a function of lack of “connections,” or deficits in social capital. Some of a region’s stock of social capital resides in its civic and Professional associations, and its economic value is deeply embedded in the functions of groups that bring people together to share ideas and knowledge. A variety of entities that work with clusters, including technology centres, NGOs, or skills councils, serve as gateways to information, knowledge, and labour and as linking agents. (Rosenfeld, 2002: 8)
>
> **Barriers Facing Clusters in Less Favoured Regions**:
>
> Various historic under-investments limit clusters in less favoured regions from gaining new, or holding onto existing, competitive advantages. Most can be traced to a weak infrastructure; lack of access to capital, technology, innovation, and capital; regional insularity and isolation; low educational levels and low skilled work force; absence of talent; and an overly mature or hierarchical industry structure. (Rosenfeld, 2002: 9)

According to Rosenberg the most common barriers are:

	Deficits in physical infrastructure
	Lack of access to capital
	Weak technology institutional structures
	Regional insularity and lock-in
	Lack of skills and opportunities to acquire them
	Cluster hierarchies

Rosenfeld stated that there is no single recipe for less favoured regions to follow that will meet the needs of all clusters, which embody many types of systemic relationships and kinds of industries. "But there is a menu of actions from which to choose. The choices regions make depend on many factors, including geography, stage of development, resource constraints, special societal needs, cluster priorities, market imperfections, and local preferences." (Rosenfeld, 2002: 11)

According to the Cluster Management Guide (2007), (prepared by Economic Development and Employment Division, Economic Policy and Private Sector Development Section of Republic of Croatia) clusters are a tool for the further development of existing regional or entrepreneurial strengths. They are not suitable as a short-term solution for structural weaknesses. An adequate number of supplementary and active businesses with at least a European level of competitiveness are a prerequisite for successful cluster development. A clear focus on core competences which are identifiable in practice is necessary. Clusters must have a common identity. Clusters need appropriate, lean and professional control and management structures. The authorities can provide decisive support for clusters through appropriate stimulating programmes, partnerships and innovative service models (such as the "one stop shop" model), but they cannot "build" clusters.

According to that report, obstacles to clusters and strategic alliances are:

(1) Lack of match between structures and cultures in the partner businesses

(2) Lack of legal or financial possibilities for cooperation

(3) Lack of entrepreneurial attitude or competence

(4) Lack of trust in alliance partners and involved institutions (shortcomings in the alliance culture)

(5) Lack of knowledge of partners

(6) Failure to involve partner employees in the network

(7) Lack of informal networking

(8) Vague or unrealistic expectations with regard to the strategic alliance

2. Method and Inputs from cluster analysis

The SWOT analysis made for the mentoring region is made from three sources of information:

(1) Literature and previous studies

(2) Inputs from SWOT Analysis D.2.1 Cluster Analysis Report

(3) Regional workshops

In this report the SWOT (strengths, weaknesses, opportunities and threats) analysis focuses on the cluster organisation and the set-up of an organisation rather than the industry. Cluster performance can be measured by management capacities, collaboration, networking, and hence efficiency of regional institutions. This report differs from D.2.1 (Deliverable 2.1 of SoCool@EU project) analysis in terms of focus area; however, findings of D.2.1 are used in order to better understand different cluster profiles. The qualitative part of the analysis comprises open expert interviews to find out relevant project trends in logistics in the clusters and for international cooperation between the clusters and the meta-analysis as literature research complementing the primary analysis with secondary data. An online-questionnaire further analyses the general competitiveness of logistics in the cluster regions. Public statistics give an insight into the approximate economic and innovation performance of the clusters along selected quantitative indicators. A series of strategies can be identified to meet expectations of regional cluster partners.

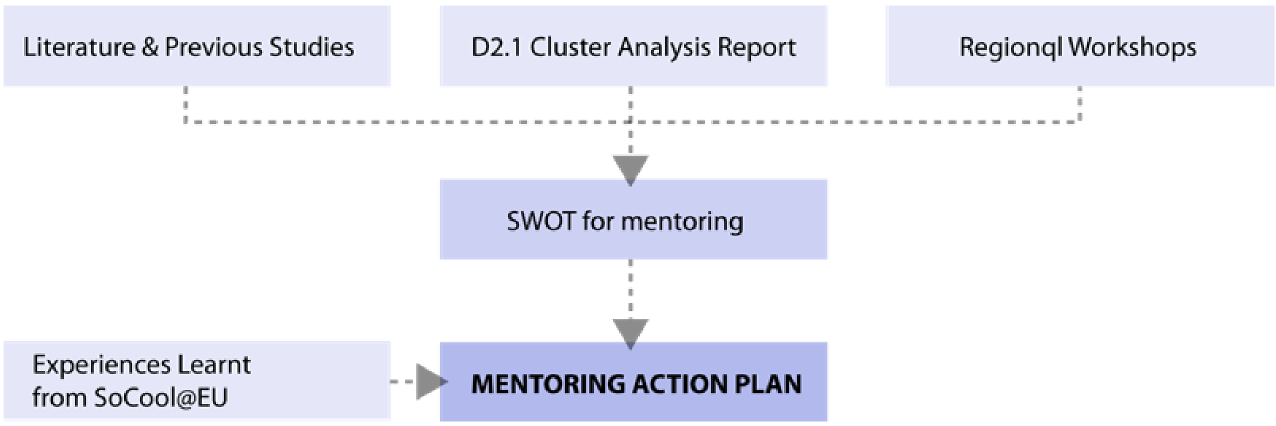


Figure 1 - Process of the determination the mentoring action plan

Initial studies for regional mentoring were conducted parallel to regional SWOT analysis. Previous experiences from SoCool@EU have been collected in order to contribute to the road map for the Mentoring Region. Regional information has been obtained from meta-analysis, statistical analysis, expert interviews and cluster workshops. In this part brief information about cluster structures, business environment, cluster motivation, and future trends is provided. The process is illustrated in Figure 1.

2.1 The Netherlands South-West & Flanders Cluster

The cluster members pay attention to physical infrastructure and digital landscape. ICT (Information and communication technologies) is a significant factor of business development.

There are both vertical and horizontal linkages among cluster members and partners. Attracting, retaining and developing current and future workers in logistics and especially supply chain management are central challenges for the cluster. Cross-border cooperation between port authorities, governments and businesses has been established (“Delta Logistics”). An overarching strategy of the government and the private sector for the further development of the complex area with its hinterland nodes, industrial activities and international links is missing up to now. There is a need for more integrated and coordinated initiatives. There still seems to be a gap between companies and universities, even though there is much potential for multinational efforts, as research activities have no geographical limitation. Similar to the networking within the cluster region, the regional cluster core maintains strong relationship intensity to the cluster core industries and business clients in other European regions. Yet, except for an average exchange with business networks and initiatives, there are no other significant linkages existing on European level.

2.2 Rhein-Main Region

Principal factors of the excellent positioning of the cluster are its function as an international gateway, grown multi-modal infrastructures and logistical processes and an excellent range of knowledge-intensive services with a logistics reference. Logistics locally co-develops with other highly developed logistics-related clusters, such as IT, finance, consulting, automation or chemistry and pharmaceuticals.

Especially the skilled labour is highly demanded and requires action. This picture reflects a general trend in logistics. There is a huge labour shortage that needs to be tackled in future. Rhein-Main is a location for advanced knowledge-intensive value-added logistics services. Basic research in logistics is driven by the above mentioned broad university landscape in logistics and logistics-related disciplines. Amidst this research infrastructure, the House of Logistics and Mobility (HOLM) has been created as a blueprint for an innovative knowledge infrastructure in the topic and as a new Institution for collaboration to bring together among others companies and research institutions for logistics research.

Rhein-Main starts from a good competitive basis with regard to this item and should further strengthen its competence factor of knowledge-intensive logistics services in future.

An improved public support with the creation of sector-specific initiatives is seen as a potential field of action by the respondents. Focusing on the support with the organization of sector-specific events and with the creation of sector-specific initiatives and networks, respondents are pleased with the developments in the cluster.

The cooperation between science and industry is more and more seen as vital in developing innovative logistics solutions:

HOLM is a neutral platform for interdisciplinary and applications-oriented project work, research as well as training and advanced instruction relating to logistics, mobility and associated disciplines. HOLM brings together different specialist fields of expertise under a single roof and its work is driven by intense collaboration between the worlds of business, politics and society. Concerning the related and supporting actors, the cluster core industries have intense relations to business clients and suppliers as well as to business networks and initiatives. They also work together with political administrative organizations and the educational sector; however, these relations are of average intensity only. The cooperation intensity of the regional cluster core with partners from

European business networks and initiatives, scientific and educational institutions and political administrative organizations is predominantly weak.

2.3 Aragón

There is a strong logistics tradition and the geostrategic location is further reinforced by significant investments in transportation and communications infrastructure. In the past years, the regional government has been encouraging logistics activities, as it has identified this sector as an important driver of competitiveness for the region.

When it comes to the availability of labour, all types of labour are evaluated positively. Especially the skilled labour force is seen as relevant for the company's success, unskilled labour force and temporary staff ranks last in terms of relevance.

There are several institutions, such as professional training institutes or business schools that offer education in logistics and transport.

The networking and support structure is perceived as slightly inferior to the other dimensions of the regional business environment. In general, Aragón has put an emphasis on creating a network of collaborations with the objective to build an interregional communication channel. Collaborative links between companies and other stakeholders in the form of clusters for open innovation have therefore been promoted by the Regional Government of Aragón to boost the global competitiveness.

Examples for cluster networks operating in the cluster region are ALIA, IDiA or CAAR. There is a high intensity of networking within the industries of land transport and postal and courier activities. Warehousing and water transport show an average intensity of networking inside their industry sectors. The air transport sector has strong ties to the water transport sector but only a weak intensity of networking within its own sector. There is an average intensity of networking between air transport and postal and courier activities. Besides, land transport and warehousing maintain high cooperation intensity. The other cluster core industries are only loosely connected to one another.

2.4 The Øresund

The cluster region is inter-connected by the Øresund Bridge and is the main gateway between Scandinavia and continental Europe for all modes of transportation, as well as a hub for distribution to Scandinavia and the Baltic rim. Concerning the support structure, there is a difference between the Danish and Swedish governance process that can be traced back to differences in governmental hierarchy. Whereas Sweden has a fairly flat organizational structure in the deciding governmental organisations, there is more of a traditional hierarchy in the Danish organisational equivalents. These differences cause some barriers between the two countries when it comes to harmonising decision processes and developing joint actions. Another barrier is different legislations.

2.5 The Mersin Region

The networking and support structure shows a consistent discrepancy between the relevance and the current quality and quantity of provision/availability.

Cooperation between the private and public sector seldom takes place, and contacts to research institutions are yet rare. Further, even within the public sector, regional institutions seem to lack interaction and a joint approach to logistics.

Mersin Logistics Platform aims to link local institutions with national and international actors and to enhance networking among the triple-helix at local, regional and national level. Research and Application Centre of Foreign Trade and Logistics at the University of Mersin should strengthen future collaboration between research and practice.

As for inter-industry linkages in the core, especially the land transport sector shows strong relations with companies from the warehousing and water transport industry, reflecting the most important hub activities connected to the Mersin port. The only further significant connections pertain to the water transport industry, which networks on average intensity with warehousing and air transport enterprises.

The regional cluster core in Mersin maintains strong networking connections not only to local customers, but also to business clients from European regions. Further, there appears to be some exchange with the core industries in other parts of Europe. Again, and similar to the networking within the cluster region, Mersin companies are so far hardly connected to the cluster periphery on European level. Other actors on European level, such as research and education institutes, policy actors or business networks and initiatives are also not the focus of Mersin's European cooperation activities. Lack or uncertainty of demand for innovations is the greatest hurdle for innovative activities. Further significant barriers arise through missing cooperation partners for innovation activities and a deficient level of information. Fairs and exhibitions are by far the most frequent source of innovative knowledge in the Mersin Logistics Cluster. R&D institutions and universities rank last and are evaluated as less relevant sources by the respondents of the online-questionnaire.

3. Profile of the Mersin regional cluster

3.1 The logistics industry and business environment

Mersin is one of major nodes of sea transportation both for Turkey and for neighbouring countries in the hinterland. The Mersin region has a long tradition as a commercial centre. Its geographical position between the Middle East, CIS countries, Europe and Africa as well as the proximity to international maritime routes predestines the cluster region as a gateway. 1,024,171 handled twenty-foot equivalent units in 2010 make the Mersin port the second largest container port in Turkey and 94th in the world (American Association of Port Authorities, 2010). The cluster region provides for a free-trade zone and represents a large hinterland entry point especially for the agricultural industry of south-eastern Turkey (Maestro Consultancy & Yıldıztekin, 2008). The port and the region are connected to the national railroad system, which also reaches into neighbouring countries, such as Syria and Iran.

The regional business world is apparently entangled in rigorous competition. In line with the fierce competition among companies, the region seems to feature strong start-up dynamism and thus business renewal.

Less intuitive, however, are the relatively average efforts to differentiate or to focus on cost efficiency, both being strategies that companies often implement to respond to competitive pressure. Contributing to a possible explanation, half of the questionnaire respondents are not entirely convinced that regional companies act according to a strategic plan. Less than half of the respondents believe that the ability of regional companies to react flexibly to changes is very good or good. Yet, more than half of the respondents are relatively confident about the quality awareness and the overall business conduct of actors in the region.

Except for a few large-scale international and national enterprises, most companies in the region are small and medium-sized. There is still potential for the settlement of further large logistics service providers. Small companies often lack professionalism in their business conduct and provide goods and services without registration (Maestro Consultancy & Yıldıztekin, 2008). According to interview partners, the lack of professional management is a significant problem.

According to respondents of the online-survey (conducted for SWOT analysis), there is overwhelming consent on both the current as well as the future importance of the cluster region for the logistics and logistics-related industry. In addition the international accessibility is considered to be good or very good. The Mersin port is the major determinant of the regional logistics industry and has been given priority in national hub development (Maestro Consultancy & Yıldıztekin, 2008).

The demand conditions in Mersin are central to the success of the regional business world. All factors have relevance above 90%. 88% of the respondents consider the current regional market attractive. Yet, according to 58%, there is significant potential for improvement in regard to market transparency (average rating of 3.4).

When labour profile is considered, the output of high schools and undergraduate programs apparently does not seem to be satisfying in some cases. In contrast, there are huge numbers of unskilled and unemployed persons in the region (Metin, 2010). Mersin University has established a Logistics Research Centre as well as vocational education and instructional programmes in order to develop skilled labour for the industry (Maestro Consultancy & Yıldıztekin, 2008; Sezer, 2007).

Still, universities in the region lack graduate programs. Further capacities in logistics master education are soon to be built up in cooperation with the private sector.

The availability of property and land is more important for the regional business world than the access to financial capital. The level of business expenses represents the most important factor condition for business success. Intellectual property and patent rights protection ranks lowest of all factor conditions both with regard to quality and relevance. Evaluations on regional research facilities are also strikingly weak.

Continued positive growth stimulus is expected from an increase in trade of Eastern Mediterranean and Middle Eastern regions. Container handling is one of the strengths of the Mersin port. Interview partners mention that Mersin plays a significant role in the long-term plans of the European Union to connect to the Middle East, the Caucasus and North African markets. In that, the port of Mersin has been accepted for the Sea Highway Project expansion plan of the European Union.

In an international context, most regional companies are not yet competitive. A further issue is the lack of real logistics service centres. At present, warehouses, stores, truck parks and similar facilities are dispersed all over the area. All the above factors often lead to dissatisfying service provision, high costs, time inefficiencies and ultimately to negative externalities for the image of the sector. There is huge further potential for an enhanced efficiency. For example, technology is not used up to its full potential, in part due to a lack of knowledge. Additionally, the cluster region does not feature a sophisticated consultancy industry in order to transfer knowledge on technical and other issues to regional logistics companies (Maestro Consultancy & Yıldıztekin, 2008).

Somewhat contradictory to the assessment of entrepreneurial activities, the strong ratings on business foundation are not accompanied by similar evaluations of the general climate of innovation. Interviewed company representatives name several reasons. For once, and partly contradicting findings known from the demand conditions, a significant barrier is a lack of demand for sophisticated logistics services. As customers generally ask for standard services, such as transportation or warehousing, the exemplifying company from the interview is mainly focused on just upgrading standard IT technologies, such as vehicle traceability, instead of moving further in, for example, innovative logistics services. According to several company representatives, a lack of capital and knowledge and the poor availability of human resources are the main obstacles for implementing innovative activities in their enterprise. Finally, the high financial risk of innovative projects has been named.

The actors involved in the industry aims to develop the city as a logistics hub for Eastern Mediterranean region. Mersin Free Trade Zone, the 4th largest free zone in Turkey, has significant contribution to the development of logistics and transport economy. Free Zone has an important function for logistics and trade companies to have a strong and competitive position in global logistics.

Relevant operators in the Mersin regional cluster are presented in Table 1.

Table 1 - Operators in the Mersin regional cluster

Research Institutions*	**Chambers**	**Associations**
Mersin University Centre for International Trade and Logistics	Mersin Chamber of Commerce and Industry (MTSO)	Mersin Road Transport Association (MND): Only truck operators are represented in this body.
Mersin University Graduate School of Logistics and Supply Chain Management	Mersin Chamber of Maritime (MDTO)	International Road Transport Association (UND): Is a national association, with office in Mersin
Mersin University Vocational School of Logistics		Logistics Association: It is a nationwide association, and they cooperate with Mersin regional industry in organising events and conducting training courses.
Mersin University Vocational School of Maritime		Mersin Logistics Platform (MLP): It is a voluntary initiative, and a kind of round table discussion platform. Members are from chambers, associations, companies and university. MLP is neither an association, nor an institution. In the last five years the platform have held conferences, developed projects and conducted training programs. The main objective of the platform is to transform the city into a logistics hub appealing to not only in a national scale but also to Middle Eastern countries and Commonwealth of Independent States. The platform does not have its own budget, MTSO and MDTO pays for all the expenses of the activities.
Çağ University Vocational School of Logistics		

* These research and education institutions are established in recent years. Their relation to industry was limited to organise conferences. Graduates are often employed in the industry.

3.2 Company visits and cluster workshops

SoCool@EU project team have visited 25 companies in Mersin Region in June 2012. Those companies will have leading roles in regional cluster formation and planned activities. In September 2012 Cluster Workshop was held in order to identify both SWOT of the region and

collaboration possibilities. Workshop participants are optimistic about the future of the industry, and they mentioned the necessity of a competitive, balanced and effective transport infrastructure, development of e-transportation, development of a data base for all transportation chains, and standardisation of service quality, development of freight villages (zones), adaptation of best practices, and sharing of experiences between logistics companies. The opinions of the government agencies and the chambers were focusing of long-termed and nationwide strategies, while companies are interested in improvement of the status of the logistics sector in the region and short termed solutions. In December 2012 a second cluster workshop of Mersin region was organised for discussing and validating the SWOT analysis results, as well as for receiving further recommendations.

Some companies (involved in the visits and workshops) are members of Road Transportation Association, while some of them are active in chambers. Company representatives, who participated to cluster workshop mentioned that there is a necessity for an umbrella organisation in order to bring together all companies and regional institutions. Association is motivated around lobbying activities, B2B (Business to Business) interaction. A multi layered/level interaction will have significant contribution to development of industry. However, association has limited capacity to manage whole cluster. Chambers are other important actors of the region, but they represent all sectors of the region, that there is no specialisation.

3.3 Networking and Network Structure

According to questionnaire respondents, the public authorities do relatively well when it comes to support with the organization of sector-specific events. This aspect of the support structure is also of the highest relevance for the local business community. Second in importance are support with export promotion and international market access as well as with the creation of sector-specific initiatives and networks. As the establishment of trustful cooperation bears potential for improvement and opinions about existing research facilities were also relatively negative, it is not surprising that with only 17% very good or good evaluation and an average rating of 2.5, *the cooperation between firms and research institutes is close to non-existent*. Yet, it is relevant for 61% of the respondents and needs to be improved in the future.

The interviewed industry experts and papers dealing with the cluster region in general confirm the findings from the questionnaire. Cooperation between the private and public sector seldom takes place, and contacts to research institutions are still rare. Furthermore, even within the public sector, regional institutions seem to lack interaction and a joint approach to logistics. Some important regional actors, such as a dedicated investment promotion and consultancy agency, are still to be established (Maestro Consultancy & Yıldıztekin, 2008). There have been calls for a platform connecting the local government, the industry as well as further actors, such as research institutes or NGOs on common issues (Oğuztimur, 2008).

The newly established Mersin Logistics Platform has been a step forward in this regard. As an outcome of an earlier regional innovation strategy financed by the 6th framework programme of the European Commission, the platform aimed to link local institutions with national and international actors and to enhance networking among the triple-helix at local, regional and national level. As a further outcome of the regional innovation strategy, the recently founded Research and Application Centre of Foreign Trade and Logistics at the University of Mersin should strengthen future collaboration between research and practice (Metin, 2010).

A strong networking intensity within their own industry is evident for four out of five cluster core sectors. As for inter-industry linkages in the core, especially the land transport sector shows strong

relations with companies from the warehousing and water transport industry, reflecting the most important hub activities connected to the Mersin port.

With regard to all peripheral industries of the cluster core, respondents indicate a complete lack of networking. Still, viewing the related and supporting actors, the cluster core maintains strong relationships to its customers and suppliers, an important prerequisite to formulate and implement innovative approaches to the existing logistics business. Further, some exchange exists between the core industries and business networks as well as the political sector.

The regional cluster core in Mersin maintains strong networking connections not only to local customers but also to business clients from European regions. Further, there appears to be some exchange with the core industries in other parts of Europe. Again, and similar to the networking structure within the cluster region, companies in Mersin are so far hardly connected to the cluster periphery on European level.

Other actors on European level, such as research and education institutes, policy actors or business networks and initiatives are also not the focus of Mersin’s European cooperation activities.

Online survey findings showed that maintaining or increasing their market share is the most important driver of innovation for companies. The entering of new markets on the second rank and the reduction of costs are considered to be very important by an even larger share of respondents.

As can be implied from the statement of an interview partner, more than half of the respondents agree on the lack or uncertainty of customer demand as being the greatest hurdle for innovation activities. Further significant barriers arise through missing cooperation partners and a deficient level of information. Funding does not seem to be a major obstacle.

In the online-questionnaire, respondents were asked to indicate how often they receive knowledge from different sources which is relevant for innovation. Fairs and exhibitions are by far the most frequent source of innovative knowledge in the Mersin Logistics Cluster. Political administrative organization and business clients follow, almost 40% and 30% of the respondents in the cluster region respectively always or very often receive information relevant for innovation from these two sources. R&D institutions and universities rank last and are evaluated as less relevant sources by the respondents of the online-questionnaire.

4. Strengths and weaknesses of Mersin Regional Cluster

4.1 Strengths

Strengths of Mersin Regional Cluster
- Many logistics companies that are located to the region are members of MTSO and MND - Turkey's largest seaport is located in the region and it assures the strong position of Mersin - There is a political willingness to support the logistics sector - A logistics platform already exists - Several research institutions in the region is focusing on transport and logistics

Today approximately 1400 transport and logistics companies are active in the region; however, almost 90% of them are small scale truck operators. Truck operators are both members of MTSO and MND and this provides good opportunities for cooperation. MDTO and MTSO are both very strong bodies in the region. Most events, projects, training courses and fairs are held by MTSO and MDTO.

Logistics is regarded as the pioneering industry of the region. Government pays attention to the development of this industry and provides funding for projects aiming at thematic clustering.

4.2 Weaknesses

Weaknesses of Mersin Regional Cluster
- “Research gap” between the business sector and the academic sector - Problems with traffic congestion and environment call for increased cooperation - The existing logistics platform is only a voluntary organization - Headquarters of the large scale companies are often in İstanbul or other countries - The need for collaboration is diversified at the companies

In principle, MDTO, MTSO and Mersin University have signed an agreement for cooperation. However, at individual level (researchers and businessman), its practical implication is limited. Businessman are not interested in indirect research projects, they expect direct economic benefit. Researchers reserve their time for instruction and are more interested in theoretical studies.

Headquarters of the large scale companies are in İstanbul or in other countries. Due to this fact it may not be possible to maintain coordination-partnership at regional scale. The need for collaboration is blurred; depending on company profile each one may need different method/topic of collaboration. This issue shall be identified clearly. While some companies are interested in cooperation for research at international scale, others pay attention to general issues related to industry structure. Research institutions and instructional programs are established in recent years. Cluster members, SoCool@EU partners may contribute to development of curricula of those programmes.

5. Opportunities and threats

5.1 Opportunities

Opportunities of Mersin Regional Cluster
- Opportunities for increased cooperation via MTSO and MND - Increased international cooperation and knowledge-sharing on for instance “green” initiatives - Cluster members could contribute to development of instructional programs - Local businessmen are highly interested in regional projects - Short termed cooperation between business and research could be fruitful

Local businessmen are highly interested in regional projects, and participate to project-based events, organizations, programs. Short termed cooperation opportunities may be more influential. It is hard to manage an established/institutionalized organization. For instance, associations are ineffective and are interested in their daily routine and do not pay attention to innovation and international cooperation. In the next period of the SoCool@EU project the partners in Mersin are planning to investigate research projects and master theses conducted by researchers, and expectations (specific needs) of businessman from research institutions. In this manner, project staff will visit companies and research institutions. SoCool@EU partners can share their experiences about this issue.

5.2 Threats

Threats of Mersin Regional Cluster
- Many small scale logistics operators hamper the possibilities to initiate RnD activities - Growth in traffic has negative affect on the economic and environmental position - Mersin logistics cluster is not represented by any institution or body - Turkish legislation do not allow public institutions to be members of any association - Associations will not be interested in innovation or international cooperation - No clear funding strategy for Cluster Platform

Mersin logistics cluster is not represented by any institution or body. Each body is responsible for its sub-category, and a holistic approach has not been adopted. Many events, training programs are conducted by nationwide bodies, and vertical organization of triple helix (business-research institution-association) may weaken the regional cluster organization. SoCool@EU partners may provide a solution for regional-national-and international cooperation strategies. Definition of the topics of thematic collaboration at three levels may be an input for mentoring action plan.

6. Possible cluster management models for the Mersin region

6.1 Current status

In the Mersin region the cluster formation (establishment, management and representation) in current state is problematic. According to Turkish legislation publics institutions cannot be members of any association or similar structure. Public institutions (universities, chambers, governmental bodies) can be partners of projects. This method, to some extent is sustainable, since for the last years regional cooperation is provided by project based agreements.

Mersin Logistics Cluster cannot be either an association or a governmental body, because its representative capacity may be limited. Associations are criticized for their "awkward-ineffective" structure. Cluster may be represented by MTSO or MDTO, this is an alternative, but other alternatives shall be discussed.

This issue will guide us to identify/develop a funding strategy. In the next meeting (cluster workshop for WP5) this issue may be one of major topics of discussion. SoCool@EU partners can present their experiences and approaches, and this may be a part of mentoring action plan.

In the cluster analysis, conducted in Mersin Region some major problems have been identified. In addition, when cluster formation and projects are considered, local actors have an optimistic approach on the future.

UND (International Road Transport Association:

"UND is a leading professional association in Turkey, established in 1974 by representatives from Turkish road freight transport sector, and has a Branch in Mersin. Collaboration and partnership must be improved between the smallest companies to get power for the biggest companies in the logistics sector (also for Mersin). According to the UND, government should provide some supports to the logistics sector such as tax discount, sectorial incentive. UND's expectation from the cluster is to implement the innovative project to contribute the regional's development on logistics sector such as education for human resource or investment projects. Other important expectation of UND is getting know- how from cluster to sharing their members around of Turkey"

MDTO (Mersin Chamber of Shipping):

"MDTO was established in 1989, in order to facilitate occupational activities, to develop maritime sector in accordance with the general interests, and to support professional ethics. The Chamber has 343 members which are active in the Mersin Region. Currently, the collaboration between research institutes, public authorities and companies are insufficient because of the subjective assessment. Relations with research institutions should increase, on the other hand; regional and national policies should have realistic, concrete, sustainable and development plans. European policies should not create unfair competition and should be productive. Mersin Chamber of Shipping can be a founder and operator of a project. A development project should be large-scale and competitive and respond to all types of logistics. The project could be financed for instance from the regions and public participation."

Çağ University:

"Mersin region has an important potential for logistics however the headquarters of the leading companies are in Istanbul, this is a disadvantage of Mersin. The rest of the companies have not enough capacity to support the research. Cağ University is open to contribute to projects with European partners. Cag University has an International Logistic Education department and Human Research training and lots of research projects which can attribute a cluster. Status analysis, future prediction and forecasting can dominate the sector and optimizations can be achieved for the benefit of logistics cluster."

Nokta Logistics:

"The company provides all types of transport and logistics services. The main goal of the company is to institutionalize and improve the current conditions. In the Mersin region Infrastructure, Technology, Research, and Networking must be supported and worked on it. The development of the cluster will provide some facilities to all sectors (logistics industry) in the Mersin region. Especially it will support to benefit from new developments."

6.2 Connection to other less favoured regions

The work and the process done in the Region of Mersin could be a model for other less favoured regions with need of mentoring. Less favoured regions could for instance be areas were resources are not used to their full socio-economic potential, with the result of a slower regional development than appropriate. The exact nature of the less favoured region could vary from case to case and also the need for supporting cluster initiatives. It is obvious that more cluster initiatives can be found in more developed regions, but even when comparing regions within advanced countries, the regions differs enormously both in number of cluster initiatives and in the region's capacity for innovation and in which areas of technology and business the most innovation occur. The same goes for less favoured regions.

As mentioned in section **Error! Reference source not found.** Stuart A. Rosenfeld points out six ifferent barriers. The importance of each barrier differs from region to region but they all hinder the less favoured regions from gaining new competitive advantages. These barriers are important to be aware of when trying to clone concepts from one region to another. By analysing the regions for instance via a SWOT analysis mayor pains can be identified and then targeted at a later stage.

Table 2 - Schedule for making a mentoring action plan

Tasks/ Activities		2012				2013				2014			
		1T	2T	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T
Task 5:1 Needs analysis,	Action												
	Derivable			Draft Repor	31/12 Repor								
Task 5:2 Mentoring actions -Disseminate best practices	Action												
	Derivable												
MENTORING ACTION PLAN (MAP)	Action												
	Derivable							MAP					
Theoretical research													
Inputs from regional companies													
Regional workshop							RW						
Inputs from regional actors (government, universities, chambers)													
Inputs from SoCool@EU partners													
Partners' Meeting for Planing													
ESTABLISHMENT OF REGIONAL CLUSTER	Action												
IMPLEMENTATION OF MAP	Action												
Task 5.3: Set up an accessible platform	Action												
	Derivable						Action plan						
Task 5.4: Company visits and seminars	Action												
	Derivable												
Task 5.5: Setting up awareness-raising	Action												
	Derivable												

7. Conclusion

Mersin's major competitive advantages is the international port enjoying the benefits of an active Free Trade Zone with its own pier, a relatively advanced transport infrastructure with a good international accessibility and significant potentials for proper transit carriages. The port is closely situated to the Middle East, such as to the Ports of Syria, Lebanon and Israel, and it serves as a transfer port with sufficient import and export loading capacity. The cluster features in its hinterland certain cities with foreign trade capacities, having effective links through both road and railway facilities and being granted with an exceptional climate enabling logistics activities in all seasons. Mersin accommodates a well-trained and well-equipped work force that is sufficiently oriented internationally and able to communicate at least in one foreign language. The area is host to an own university, Mersin University, with a Logistics Research Centre, which offers well-planned education and training programs adopted to provide the industry with qualified staff. The cluster capitalizes on the national and regional economic growth, with an increasing amount of export and import volumes and high availability of cheap labour.

The Mersin Logistics Cluster provides for an investor-friendly environment with a prospect to continue as such. A Logistics Village is planned to be established in Mersin and large parts of investments are expected to be made in the harbour. After the privatization of the Port of Mersin, a significant productivity increase is expected. An international airport, Çukurova, is furthermore planned to be constructed soon, along with a proposal for a new Free Zone Law as part of the political agenda. The regional open-mindedness with favourable and friendly attitudes welcomes all domestic and foreign investors.

Among the weaknesses is the low demand for logistics research leading to low levels of research-driven logistics innovation. The analysis has revealed that in many areas there was a lack of skilled labour force with an increasing difficulty to especially find experienced personnel for middle management level in the logistics sector. The absence of a culture of working together along with insufficient collaboration among institutions is a further weakness. With regard to infrastructure, the digital infrastructure is insufficient, as is the physical infrastructure of railroads and the signal system. In the current structure, the productivity of the Mersin Port is low, through old equipment, a lack of infrastructure, low automation rates, untidy port traffic and insufficient port storage fields. In similar dire is Adana Airport, suffering from insufficient loading and unloading equipments, capacity and warehouses. Also of competitive disadvantage are the relatively high business expenses, the envisioned restrictions by parts of the Mersin Free Trade Zone Laws (double taxation) and the low and slow customs operation services.

Further challenges are the availability of land and property as a threat for investment in the future, environmental and security issues with the growth of unplanned oil storage fields jammed in the Harbor Port of Entry and the harmonisation of city traffic with port traffic. Similarly, energy supply and cost for logistics are a challenge, as are the increase in the number of uneducated people because of extensive immigration flow and the difficulties arising with the compliance of regional, national and European law and regulations.

Finally, Mersin is confronted with the future challenge of long-term strategic cluster development in logistics and transport as mentoring region. Activities need to be initiated to make the Mersin Logistics Cluster tap into the knowledge of the other clusters in the project and across Europe. The dialogue and exchange need to be fortified in order to capitalize on the advantageous preconditions set in the cluster.

The SWOT analysis points at several strengths for instance a political willingness to support the logistics sector and the fact that a logistics platform already exists in the region today. However, the existing logistics platform is a voluntary organization organised only as a round table forum. It is considered that a long termed cooperation is essential for supporting the development of the logistics industry in the Mersin region. In the region of Mersin the formation of a long term cluster initiative is a challenge since Turkish legislation do not allow public institutions to be members of any association or similar structure. The legal aspects have to be considered before establishing a sustainable logistics platform for the region.

When a sustainable set-up for the cluster initiative is definite for the Mersin region it can serve as a role model for similar initiatives around Turkey.

The following issues will be concerned in Mentoring Action Plan:

(1) Objectives, priorities and motivation of the cluster formation varies according to regional profile, while a common understanding is developed, differences and unique characteristics of the regions shall be promoted.

(2) Case sensitive strategies shall be identified, (taking into account variety of the company profiles, scale, local institution, advancement level of the industry)

(3) Round table discussion groups or voluntary organisations are ephemeral and a long termed cooperation is necessary. Cluster members investigate long termed projects and cooperation strategies. This issue can be included in the mentoring action plan.

    Cluster management models (association, foundation, round table discussion group, institution). Mersin Logistics Strategy Plan, developed by stakeholders of the region suggested organisation of a Logistics Council to obtain a proper co-ordination and co-operation among companies, local authorities, institutions and current associations. The council is expected to provide an atmosphere for a consensus to create higher added value. This is one of management models to be examined in the mentoring action plan.

    The second model is establishment of a new association, which could be an umbrella organisation of all companies which are active in transport modes. The third alternative model is establishment of a non-profit company. A non-profit company can be established by public-private partnership and could manage cluster activities like a foundation.

(4) Funding sources for management of cluster organisation and event organisation

(5) International networking and cooperation opportunities

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Appendix I: Cluster organisations of the partner regions

	ULUND / EMUC, TÖF (The Öresund Region - DK)	**ULUND / CeLIT (The Öresund Region - SE)**
1. Specific target group for cluster imitative	Shipping, Maritime industry, logistics	Logistics companies, packaging, food industry
2. Number of members	143 members (EMUC)	43 companies and public authorities
3. Organisation of cluster initiative (association, foundation, round table organisation..)	Association	Association
4. Steering model (management model, steering committee...)	Board of directors (triple helix) and secretariat at two locations	Steering group and secretariat connected to Lund university/ Campus
5. Objectives of the cluster initiative	Services for members; for instance network activities, collect know-how, support the development of RnD in Maritime and Logistics industry, consultations	Regional network for support of the logistics industry
6. Collaboration agreements with public authorities	No specific agreements. Several project together with different types of public authorities	No specific agreements. Public authorities are members of the association

	ULUND / **EMUC, TÖF (The Öresund Region - DK)** (con.)	**ULUND /** **CeLIT (The Öresund Region - SE)** (con.)
7. Type of activities or events organised by cluster initiative	For instance: * Conferences * Workshops * Newsletter * Different development projects with members	Regular breakfast meetings for members. Newsletters Projects Consultation possibilities
8. Some suggestions for other clusters on keys to success	For instance: * Create regular events for members * Establish development projects with members, universities & authorities * Focus on open innovation processes with members	i) Close collaboration with universities in the region ii) Regular meetings with members and steering group iii) Participation in projects (for instance EU projects) iv) Collaboration with public authorities

	ALIA Note: In SoCool@EU, *Region of Aragón (ES)* is selected. ALIA, ZLC, ITA, AREX and Chambers are involved.	**Dinalog** Note: In SoCool@EU, *Netherlands South West & Flanders Cluster (NL/BE)* is selected. Dinalog, VIL, HOLM, REWIN and TU/e are involved.
1. Specific **target group** for cluster initiative	Logistics and industrial companies, consulting	shippers, LSPs, terminal operators, authorities, research/education organisations
2. Number of **members**	30 companies	network partners (no membership fee is charged): around 2,000 companies (around 200 are directly involved in Dinalog R&D & demonstration projects); around 66 research/education institutes (bachelor and master; more than 20 are involved in Dinalog projects, and/or intensively working together with Dinalog in various programmes and projects); around 30 regional and national authorities
3. Organisation of cluster initiative (association, foundation, round table organisation..)	Association	foundation
4. Steering model (management model, steering committee...)	General Assembly, Board of Directors and Technical Team with workshops.	Executive Board (of Dinalog); Dutch government (logistics is one of the nine national "top sectors" in NL)
5. Objectives of the cluster initiative	Supporting logistics sector and improving its competitiveness, through joint actions.	stimulate economic growth through logistics sector; create innovation in logistics; establish sustainable logistics
6. Collaboration agreements with public authorities	No specific agreements. Several projects are funded and supported by public authorities.	Dinalog is financed by public authorities

	ALIA (con.)	**Dinalog** (con.)
7. Type of activities or events organised by cluster initiative	Meetings for members, innovation and intermodality projects, internal and external communication (newsletters), professional training, workshops.	Various events of Dinalog (more than 600 per year), e.g. Dinalog Year Event, breakfast seminars, conferences, workshops, symposiums, knowledge cafés. Main activities: R&D projects (for industry and university), Demo projects (for industry), Masterclasses (for industry, authority), International Winter Schools (for PhD students), International Summer Schools (for PhD students), incubator (for SMEs), Dinalog Lab (for SMEs), convection factory (for industry), Dinalog experience (for industry, authority, university, public), Young Professionals (for bachelor and master students), participation in international projects
8. Some suggestions for other clusters on keys to success	Collaboration with public authorities (funding), support of our members, innovative projects.	i) Be active (to make logistics and your cluster visible) ii) Keep very good contact with industry, authorities, and research/education organisations, through collaboration and cooperation iii) Show tangible (short-term, mid-term, long-term) benefit to your network partners (or members) iv) Establish good contact with other clusters, associations, foundations, the EC, as well as media. v) Use good (or the right) people to work together to achieve the same goal. iv) Find funding channels

	HOLM	MTSO
1. Specific target group for cluster initiative	Triple helix of the regional logistics cluster and the national and international logistics community	Transport and logistics companies, chambers, university, associations, public authorities
2. Number of members	approximately 220	25 members
3. Organisation of cluster initiative (association, foundation, round table organisation..)	limited company (German GmbH)	round table discussion group
4. Steering model (management model, steering committee...)	HOLM Board of Directors and an Advisory Board	steering group of representative authorities (chambers, and public authorities)
5. Objectives of the cluster initiative	Network the logistics community in workshops and think tanks, initiate projects and market the logistics competence of the region in events	to develop a common understanding for industry, project initiation, lobbying for public investment, policy making.
6. Collaboration agreements with public authorities	Yes, the Federal State of Hessen and the City of Frankfurt am Main are the main proprietors/share holders of the HOLM GmbH (86.5% and 12.5% respectively)	no specific agreement, the platform has significant role in policy making in the region

	HOLM (con.)	**MTSO** (con.)
7. Type of activities or events organised by cluster initiative	Project workshops across the triple helix, networking events, expert circles, co-branding in external events, matchmaking.	conferences, meetings, press releases
8. Some suggestions for other clusters on keys to success	Lead the dialogue with all important stakeholders and convince of the importance of logistics in lobbying activities, e.g. with a study on logistics giving evidence to the importance of strategic cluster development in the area	regular meetings of different agents of the sector, holistic approach rather than bringing target groups of specific transport modes

Appendix II: Company visit

Note: This internal first company visit report was distributed on 15 August 2012 by MTSO to the Consortium.

On 10-25 April 2012, the Mersin team MTSO has visited 25 logistics companies, which were chosen from 60 companies taken by MTSO registry service. Our goal has been to enlighten and raise consciousness about the SoCool@EU project.

As a Mersin team, we mentioned about WP5 activities for the purpose, mission and attribution of the project to the logistics companies in the Mersin region. Each company was visited in their respective offices with their associated company names stated in the table below.

Since this is our first company visit, we aim to focus mainly on SoCool@EU initiatives such as providing information about project's activities and contribution of the project to the Mersin region and European countries. Also, Mersin logistics sector and various political issues about Turkey were discussed with each respective company's owner or staff. More specifically, when it comes to interaction with companies; our intention is to create a friendly and personable atmosphere by conducting our visits verbally without using any material.

Largely, most of the companies responded positively and stated that these projects were important for development of Mersin logistics sector. Also, the common idea of the interviewers is that this project SoCool@EU will be a good example of logistics sector for the other part of Turkey. Most of the companies' thoughts are that Mersin Logistics Cluster which will be set up under the SoCool@EU project will improve the current logistics sector with activities such as workshops, conferences, seminars and sectorial education to be held in the Mersin region.

This has provided us the opportunity of seeing future approaches to these companies. The companies have been amazed by the clustering and its activities such as creating national and international trade collaboration, and new application on logistics sector (innovation, know how, IT). Most of the companies offered for their next company visits to come together for round tables (dinner, café cakes) to discuss to clustering approaches.

We didn't take notes specifically for each company during the visits, because this was the first visit and we needed to provide information about our project. However, some general important notes could be taken in Turkish. During the next company visits, notes will be taken for each company's view about our project to assist us in our evaluation. The aim of the second CV program is gathering feedback from each company in regards to what will be held or done during the project. When we talked with companies about their expectations from the SoCool@EU project, common conclusion all of appointments was that the project will increase their international trade network and getting new trade opportunities via settled logistics cluster in the region.

In conclusion, most of the interviewers were enthusiastic to support and partake in all activities which will take place under the SoCool@EU project.

Table A - List of companies

No	Company Name	Name / Sir Name	Appointment Date	Appointment Time
1	Açıkgöz Group	Mr.Mustafa AÇIKGÖZ	10 April 2012	09:30 - 11:00
2	Ahmet Yigit Transportation Co	Mr.Ahmet YİGİT		14:00 - 15:30
3	Arkas Logistics Co.	Mr.İbrahim KİTAPÇI	11 April 2012	10:30-12:00
4	Atako Logistics.Co.	Mr.Jozef ATAT		15:00-16:30
5	ATF Jas Forwarding Co.	Mr.Filip TAHİNCİ	12 April 2012	09:00-10:30
6	At-Ko Logistic Co.	Ms. Melike SİNCER		13:00-14:30
7	Barko Shipping Co.	Mr.Cem GONEN	13 April 2012	10:30-11:30
8	Barsan Global Lojistik A.Ş	Mr.Zafer KARAKAŞ		14:30-15:30
9	Boutros Maritime and Logistics Co.	Mrs. Patiricia Muradi	16 April 2012	09:00-10:00
10	Butros Logistics Co.	Mr. Tamer Erdal		13:00-14:00
11	Ceynak Logistics Co.	Mr.Halit BEZEK		15:30-16:30
12	Cezayiri Logistics Co	Mr.Adem GÜLER	17 April 2012	09:30-10:30
13	Duru International Transportation Co.	Mr.Algan DURU		14:00-15:30
14	G&C Shıppıng Forwarding Co.	Ms.Gül ERTURHAN	18 April 2012	09:15:11:00
15	Global Logistics Co	Mr.Adem DUYGU		15:00-16:30
16	Hareket Ağır Nakliye	Mr.Onur Cakir	19 April 2012	10:30-12:00
17	İMİSK Logistics Co.	Mr.Özgür CÜCE		15:30-16:30
18	İntercombi Logistics Co.	Mr. Bora GÜNER	20 April 2012	09:30-11:00
19	Lokmanoğlu Lojistik	Mr.Danny		14:30-16:00
20	Martaş Logistics Co.	Mr Cumhur ŞANLI	23 April 2012	10:30-11:30
21	MIP Port	Mr.Nuri PEKER		14:00-15:30
22	Önder Gumrukleme	Mr.Kaan ÖZDEMİR	24 April 2012	09:15-11:00
23	Schenker Arkas	Mr.Tolga ÖZDEŞ		13:30-15:00
24	Tria Logistics	Mr.Cem ALTINİŞ	25 April 2012	10:00-11:30
25	Nokta Logistics Co.	Mr Huseyin GÖKTEN		14:30-16:00

Table B - General profile of companies

Company Name	Participant Name	Web Page	Company Size	Type of Services
Açıkgöz Group	Mr. Mustafa AÇIKGÖZ	www.acikgoztasimacilik.com.tr	Medium	International freight transport by road. Warehousing (cold weather) services. Customs clearance services.
Ahmet Yigit Transportation Co	Mr. Ahmet YİGİT	www.ahmetyigitnakliyat.com.tr	Medium	International and national freight transport by road (Heavy transport services).
Arkas Logistics Co.	Mr. İbrahim KİTAPÇI	www.arkas.com.tr	Large	Integrated logistics services.
Atako Logistics.Co.	Mr. Jozef ATAT	www.atako.com.tr	Large	Integrated logistics services.
ATF Jas Forwarding Co.	Mr. Filip TAHİNCİ	www.jas.com	Large	Forwarding company with own vehicle. National and international transportation by road. Custom clearance and warehousing services.
At-Ko Logistic Co.	Ms. Melike SİNCER	www.at-ko.com	Small	Forwarding company. Shipping agency, Custom clearance services.
Barko Shipping Co.	Mr. Cem GONEN	www.barko.com.tr	Medium	Shipping agency and forwarding company.
Barsan Global Lojistik A.Ş	Mr. Zafer KARAKAŞ	www.barsan.com	Large	Integrated logistics services.
Boutros Maritime and Logistics Co.	Mrs. Patiricia Muradi	www.boutros.com.tr	Small	Shipping agency and custom clearance.
Butros Logistics Co.	Mr. Tamer Erdal	www.boutros.com.tr	Medium	Shipping agency and warehousing services. Also forwarder.
Ceynak Logistics Co.	Mr. Halit BEZEK	www.ceynak.com.tr	Large	Integrated logistics services.
Cezayiri Logistics Co	Mr. Âdem GÜLER		Large	International and national freight transport by road.
Duru International Transportation Co.	Mr. Algan DURU	www.alganduru.com	Small	Forwarding company.

Company Name	**Participant Name**	**Web Page**	**Company Size**	**Type of Services**
G&C Shıpping Forwarding Co.	Ms.Gül ERTURHAN	www.gcshippingforwarding.com	Small	Shipping and forwarding company.
Global Logistics Co	Mr.Adem DUYGU	www.gls.com.tr	Small	Shipping and forwarding company.
Hareket Ağır Nakliye	Mr.Onur Cakir	www.hareket.com.tr	Medium	International and national freight transport by road (Heavy transport services).
İMİSK Logistics Co.	Mr.Özgür CÜCE	www.imisk.com.tr	Medium	Integrated logistics services.
İntercombi Logistics Co.	Mr. Bora GÜNER	www.intercombi.com	Large	Integrated logistics services.
Lokmanoğlu Lojistik	Mr.Danny	www.lokmanoglu.com	Small	Shipping agency.
Martaş Logistics Co.	Mr Cumhur ŞANLI	www.martasgroup.com	Medium	Integrated logistics company.
MIP Port	Mr.Nuri PEKER	www.mersinport.com.tr	Medium	Port management
Nokta Logistics Co.	Mr Huseyin GÖKTEN	www.noktalojistik.com/en/	Medium	Integrated logistics company.
Önder Gumrukleme	Mr.Kaan ÖZDEMİR	www.ondergumrukleme.com	Medium	Custom clearance services. And urban transport services.
Schenker Arkas	Mr.Tolga ÖZDEŞ	www.arkas.com.tr	Large	Integrated logistics services.
Tria Logistics	Mr.Cem ALTINİŞ	www.cemkonteyner.com.tr	Small	Shipping agency and forwarding services.

Appendix III: Cluster Workshop I in Mersin Region

Note: This workshop plan was distributed on 16 August 2012 by MTSO to the Consortium.

Objectives of the workshop

Inform about the SoCool@EU project, and logistics cluster models to the regional logistics companies, authorities, academicians and discuss cluster models according to the given samples for Mersin region with participants. Also result of the SWOT and Needs Analyses will be shared with participants during the regional work shop by Mersin project team.

Date

20 September 2012

Location

Mersin Chambers of Commerce and Industry, Ataturk cad. Çankaya Mah. MTSO Hizmet Binasi kat: 2 Akdeniz\Mersin

Contact Person

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Draft agenda of the cluster workshop

13.30-16.15	Presentation Session
13.30-14.15	Opening speech (WP5 Leader, Mersin Logistics Platform President, PO)
14.15-14.45	General information about the SoCool@EU project by project coordinator (Meng Lu).
14.45-15.15	General information about the WP5 (Fikret Zorlu).
15.15-15.30	Break
15.30-16.15	Inform about the cluster model (especially western model) by the each partner to the regional logistics companies, authorities, academicians good samples of logistics cluster establish (how, what are the steps, advantages & disadvantages of a logistics cluster)
16.15-17.00	Discussion and evaluate session. This session aims to provide a common agreement on the identified discussions; show potential solutions for the presented problems or concern about logistics cluster establishment. Evaluate the logistics cluster models for Mersin region by all participants (Western models). Discussion, critics and sharing ideas. Suggestions and advices (All participants)
17.00-17.30	Conclusions
19:30 - 22:00	Dinner at Iskele Marin Restaurant

All participants will fill an evaluation form at the end of the workshop or send via email their thoughts about if the workshop useful or not. Also that form will include the suggestion section, so participants may share their ideas.

Participants

All logistics companies, and regional authorities, academicians' members of Mersin Logistics Platform, Mersin Chamber of Commerce and Mersin Chamber of Shipping.

List of invited participants from industry

#	Company	Name	#	Company	Name
1	Açıkgöz Group	Mr.Mustafa AÇIKGÖZ	16	Global Logistics Co	Mr.Adem DUYGU
2	Ahmet Yigit Transportation Co	Mr.Ahmet YİGİT	17	Hareket Ağır Nakliye	Mr.Onur Cakir
3	Arkas Logistics Co.	Mr.İbrahim KİTAPÇI	18	İMİSK Logistics Co.	Mr.Özgür CÜCE
4	Atako Logistics.Co.	Mr.Jozef ATAT	19	İntercombi Logistics Co.	Mr. Bora GÜNER
5	ATF Jas Forwarding Co.	Mr.Filip TAHİNCİ	20	Lokmanoğlu Lojistik	Mr.Danny
6	At-Ko Logistic Co.	Ms. Melike SİNCER	21	Mağdenli Ağır Nakliye	Mr.H.Ozkan
7	Barko Shipping Co.	Mr.Cem GONEN	22	Martaş Logistics Co.	Mr Cumhur ŞANLI
8	Barsan Global Lojistik A.Ş	Mr.Zafer KARAKAŞ	23	MIP Port	Mr.Nuri PEKER
9	Boutros Maritime and Logistics Co.	Mrs. Patiricia Muradi	24	Mitaş International Forwarding Shipping Agency and Commerce Ltd	Mr.Misel ŞEŞATİ
10	Butros Logistics Co.	Mr. Tamer Erdal	25	Nokta Logistics Co.	Mr Huseyin GÖKTEN
11	Ceynak Logistics Co.	Mr.Halit BEZEK	26	Önder Gumrukleme	Mr.Kaan ÖZDEMİR
12	Cezayiri Logistics Co	Mr.Adem GÜLER	27	Schenker Arkas	Mr.Tolga ÖZDEŞ
13	Duru International Transportation Co.	Mr.Algan DURU	28	Tria Logistics	Mr.Cem ALTINİŞ
14	Erman Logistics Co.	Mr.Mehmet DENİZ	29	Turkon Demiryollari	Mr.Ozcan Salkaya
15	G&C Shıppıng Forwarding Co.	Ms.Gül ERTURHAN	30	Ufuk Logistics Co.	Mr.Ufuk MAYA

List of invited participants from education and research organisation

#	University	Name
1	Mersin Universty	Dr.Ender GÜRGEN
2	Çag Universty	Dr.Koksal HAZIR
3	Maltepe Universty	Dr.Mehmet TANYAŞ
4	9 Eylül Universty	Dr.Okan TUNA

List of invited participants from non-governmental organisation (N**GO)**

#	Name of NGO	Name
1	Mersin Chamber of Shipping	Halil DELIBAŞ
2	Mersin Chamber of Commerce And Industry	Ercan AKIN
3	International Road Union	Şemsettin BEY

List of invited participants from public authorities

#	Public Authority	Name
1	Mersin Capital Munacipality	Vefa SUCULARLI
2	Çukurova Development Agency	Serdar KAYA

Appendix IV: Cluster Workshop II in Mersin Region

Note: This workshop plan was distributed on 8 January 2013 by MTSO to the Consortium, and more detailed information was provided on 28 January 2013.

Main goal of the workshop

Discussion and validation of the SWOT analysis results.

Date

26 December 2012

Participants List

Most participated logistics companies, and regional authorities and academic organisations are members of Mersin Logistics Platform, Mersin Chamber of Commerce and/or Mersin Chamber of Shipping.

List of invited participants from industry

#	Company	Name	#	Company	Name
1	Arkas Logistics Co.	Mr.İbrahim KİTAPÇI	8	Global Logistics Co	Mr.Adem DUYGU
2	Atako Logistics.Co.	Mr.Jozef ATAT	9	İMİSK Logistics Co.	Mr.Özgür CÜCE
3	Ceha Logistics	Tolga ÖZDEŞ	10	C.Steinweg Levant	Mr. Bora GÜNER
4	Barsan Global Lojistik A.Ş	Mr.Zafer KARAKAŞ	11	MIP Port	Mr.Nuri PEKER
5	Butros Logistics Co.	Ms.Naciye ÖZCAN	12	Nokta Logistics Co.	Mr Huseyin GÖKTEN
6	Ufuk Logistics Co.	Mr.Ufuk MAYA	13	Önder Gumrukleme	Mr.Kaan ÖZDEMİR
7	Trans Akdeniz	Mr.Güneş MAYA	14	Tria Logistics	Mr.Cem ALTINİŞ

List of invited participants from non-governmental organisation (NGO)

1	Mersin Chamber of Shipping	Mr.Halil DELİBAŞ	3	International Road Transport Union	Mr. Şemsettin KURTAY
2	Mersin Chamber of Commerce and Industry	Mr.Kadir DÖLEK			

Memo

The second cluster workshop of Mersin was organised by the Mersin project team to validate the SWOT analysis results. This memorandum also reflects that the regional logistics community is willingly to contribute to the logistics activities and to the Mersin logistics sector in the future. To

establish a successful logistics cluster for the region of Mersin will be the significant movement. It will not only benefit the Mersin region, but also other Europe countries.

Regional logistics companies, authorities, academic institutes, Mersin Logistics Platform, Mersin Chamber of Commerce and Mersin Chamber of Shipping have been involved. In general, the participants are very positive and agreed to further support the activities of the SoCool@EU project.

The participants had a discussion about the draft report of the SWOT and Needs Analyses, prepared by the Mersin project team. The project team introduced the method and the inputs from logistics clusters in The Netherlands, Belgium, Germany, Spain, Sweden and Denmark as good samples. The participants realised that the legal gap in Turkey might have negative effect on the establishment of logistics cluster.

Participants drew a conclusion that Mersin has advantages to establish a successful logistics cluster, especially due to its unique location. With support of the authorities, R&D institutes and industry partners and networks, the logistics cluster will be strengthened. The cluster could contribute to the development of logistics and transport economy. It will be valuable to share the outcomes of the SoCool@EU projects with the Turkish central government bodies, in order to regulate the legal infrastructure for establishing logistics clusters in Turkey.

The Mersin project team presented the SWOT analysis results. Generally the participants have agreed on the report. Some additional comments and suggestions are provided as follows:

Strengths	**Weaknesses**
1. Closeness to the international marine routs 2. Being a gate to the Middle East 3. Handling all kinds of freight capabilities of Port of Mersin 4. Having Connections to the railroads of Mersin Port 5. Having Railroad connections to Syria, Iran, and Turkic Republics 6. Being close to the Adana Airport and the airport's capability of departure/arrival of all kinds of airplanes 7. Existence of Mersin Free Trade Zone and its feature of having a port inside 8. Existence of Taşucu Port which can be used for supporting logistics activities (although it is used for transportation to the Northern Cyprus) 9. Existence of oil storage fields in Karaduvar region 10. The 1/3 of the truck fleet of Turkey is located in Mersin 11. Knowledge accumulation and intense human resource because of Logistics/Transportation sector has been very active for a long time 12. Wide range of hinterland of the Mersin Port (Mersin, Adana, Konya, Kayseri, K.Maraş,	1. Insufficient physical infrastructure of railroads (only one-way and insufficient signal system) 2. Insufficient loading/unloading equipments, capacity and warehouses of Adana Airport 3. Absence of culture of working together 4. Insufficient collaboration among institutions 5. Lack of institutional corporations 6. In the current structure, Mersin Port's productivity is low, equipment is old and insufficient, lack of infrastructure, cannot be switched to automation, untidy port traffic, draft problem, insufficient port storage field 7. Restrictions by Mersin Free Trade Zone Laws (double taxation) 8. Uneasy to find experienced middle level personnel for logistics sector

Hatay, G.Antep and South-East of Turkey cities) 13. Plenty of storage and fields to support the logistics activities 14. Availability of current infrastructure for intermodal-multimodal transportation	
Opportunities 1. Closeness to the Ports of Syria, Lebanon and Israel; The Port of Mersin can be used as an transfer port because of enough import/export loading 2. The Port is able to serve to the GAP (South-East Anatolia Project) 3. A proposal of new Free Zone Law is on agenda 4. Mersin Logistics Centre	**Threats** 1. Growth of unplanned oil storage fields (In terms of environmental and security threats) 2. Jammed in the Habur Port of Entry 3. Managerial confusion after privatization of the Mersin Port 4. Increase in the number of uneducated people because of extensive immigration flow 5. Expensive energy 6. Current capital accumulation cannot be appraised/managed 7. The city traffic is threaten by the port traffic 8. The difficulties from the law, multi-headed management