

# Innovation clusters and national culture

Influence of Dutch and Moroccan culture on the horticultural cluster in Sous-Massa

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## Problem

- Moroccan agriculture 14% of GDP and 40% of labour force
- Unsustainable production, e.g. high water use, chemical control
- Development of horticultural sector needed
- Moroccan-Dutch collaboration
- Enhancing knowledge transfer, technology adoption, R&D
- Innovation clusters: success factors
- National culture and innovativeness
- Aligned cultural values are necessary for learning and innovation

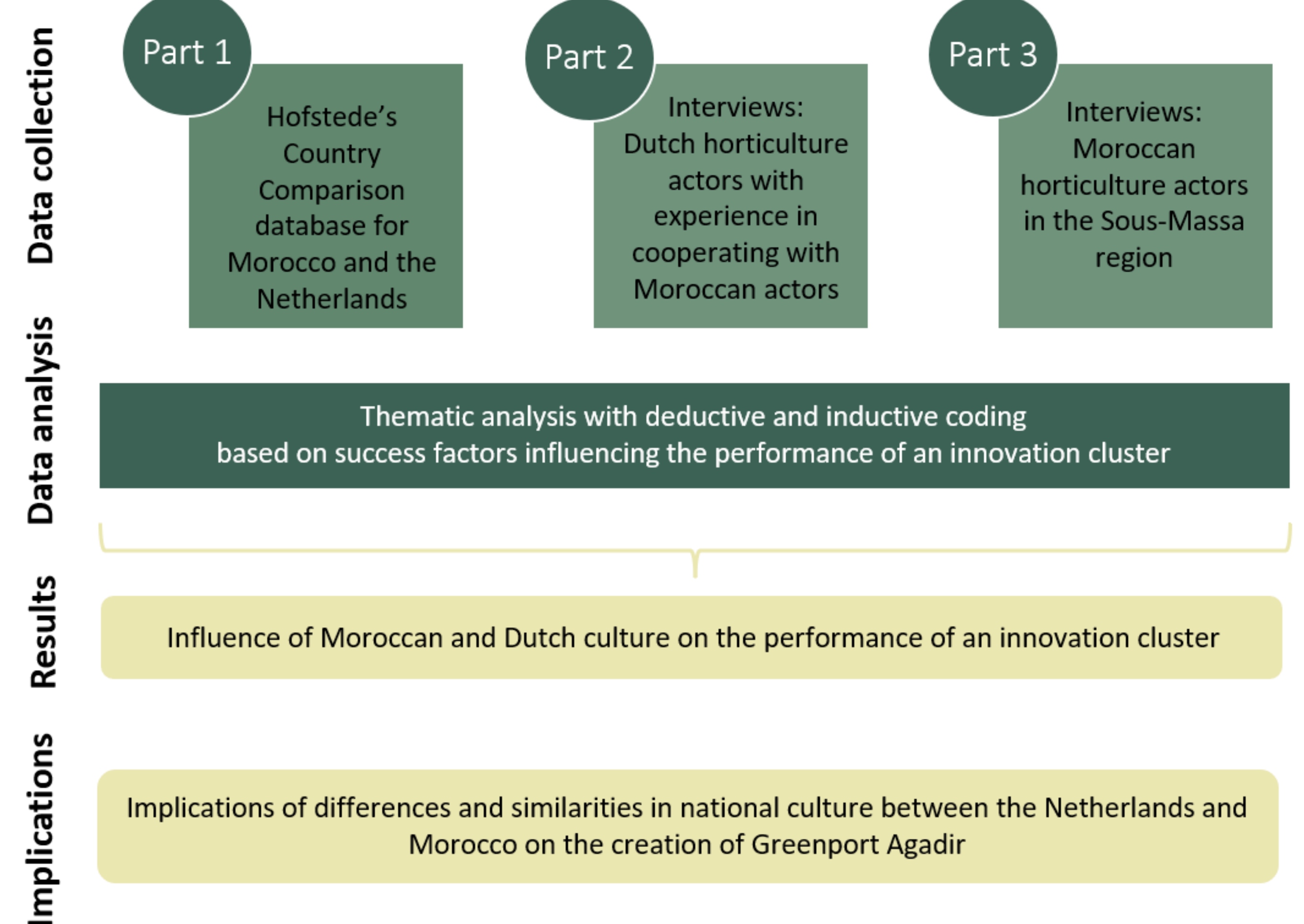
### Knowledge gap

Culture and innovation clusters & innovation clusters in developing countries

### Research Question

What is the influence of national culture on the performance of an innovation cluster and what are implications for the Moroccan-Dutch Greenport Agadir?

## Research design



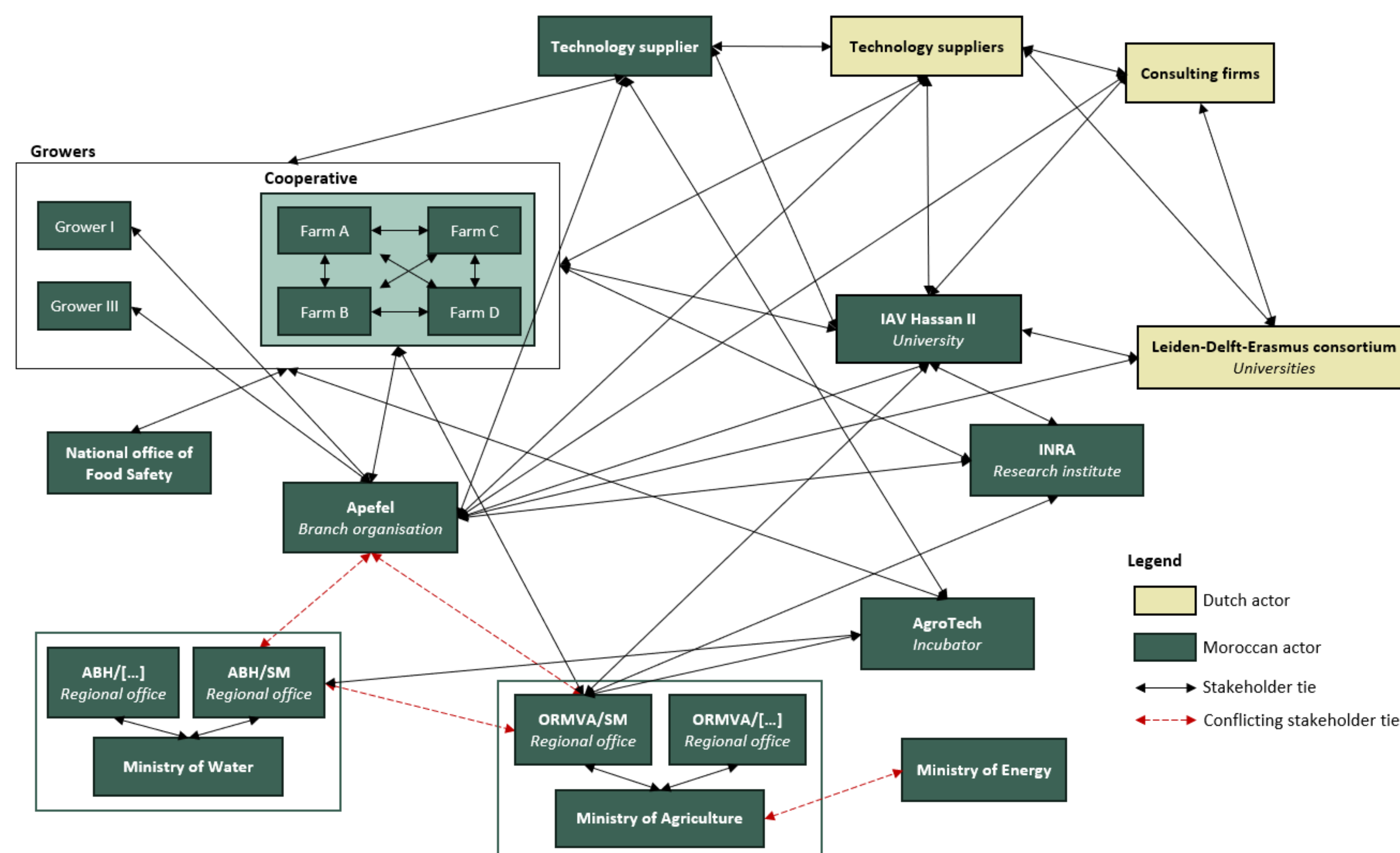
## Strategic advice Greenport Agadir

- Include more stakeholders in the program, like AgroTech, INRA and governmental agencies
- Be aware of the high power distance in Morocco. Employees in lower organisational levels might not be aware of the decisions made at the top-level. Give all employees the opportunity to develop and share their opinions and ideas.
- Show an open attitude, respect and patience towards cultural differences in working relations.

Emphasise grower's individual benefits when sharing knowledge with competing stakeholders. Moreover, the Greenport Agadir program should stimulate a social-centric feeling among stakeholders.

Dutch actors should help Moroccan actors in making a roadmap and implementing monitoring activities to achieve their already defined shared vision.

## Horticultural cluster Sous-Massa



## Culture in cluster Sous-Massa

- High power distance**  
Hierarchical organisational structure & top-down management.
- Collectivism within, individualism outside cooperatives**  
Social centric feeling within cooperatives stimulating knowledge exchange. Other actors focus on individual needs.
- Masculine tendency**  
No or little knowledge sharing and collaboration with competing stakeholders.
- Mainly short- some long-term oriented actors**  
Growers and Apefel are mainly focused on ad-hoc problems. Some actors have a long-term vision, but a roadmap on reaching the vision is missing.
- Low punctuality**  
Less strict in time and appointments.
- Language**  
Most growers only speak French, especially elderly. Some people speak English, but aren't always comfortable in speaking English.

## Influence of national culture

- Power distance** - Degree to which social groups expect and accept unequal distribution of formal power.
- Individualism/Collectivism** - Degree to which social groups are independent and ego-centric or connected and socio-centric.
- Masculinity/Femininity** - Degree to which social groups are more goal-oriented and competitive or person-oriented and cooperative.
- Long- vs short-term orientation** - Degree to which social groups are future-oriented, valuing planning, hard work and achieving goals or present-oriented valuing tradition, personal stability and mutual social obligations.
- Punctuality** - The extent to which actors share the same tendency to strictness in time and agreements.
- Language** - The extent to which actors are unable to understand the same language.

