

EUROREGION AS A NATURAL CLUSTER – THE EFFECT OF INTEGRATING CONDITIONS ON THE DEVELOPMENT AND MANAGEMENT POSSIBILITIES OF THE REGIONAL STRUCTURES

Marianna GRETA^{1*}, Jacek OTTO²

¹ Lodz University of Technology, Faculty of Management and Production Engineering;
marianna.greta@p.lodz.pl, ORCID: 0000-0003-2804-4841

² Lodz University of Technology, Faculty of Management and Production Engineering; jacek.otto@p.lodz.pl,
ORCID: 0000-0002-4729-3627

* Correspondence author

Abstract: The study concerns a natural cluster that arises as a consequence of the development of Euroregion. Each Euroregion has a "form" of a cluster "inscribed" into the philosophy of its functioning, which in turn creates a new management structure for the area covered by Euroregion. To document the above statement, the study attempted to compare the characteristics of Euroregion and a cluster, to describe mutual dependencies and convergences between them, which was included, among others, in the form of synthetic tables (Tables 4 and 5). Euroregion itself is a cluster, and it manages its subordinate area through Euroregional institutions. The term "natural" stems from the fact that Euroregion as a region bears the signs of naturalness, as it is created from the bottom up due to natural causes and motives, which through formalisation take on a specific shape of the structure with its institutions. Euroregion itself (a natural cluster), in addition to its management capabilities over the region, is also managed by the institutions representing it (described here is the Association of European Border Regions – AEBR). As a result, Euroregion as a natural cluster manages on its own and is subject to being managed.

Keywords: European integration, region, cluster, region management.

1. Introduction

Since the beginning of the creation of the European Communities (European Coal and Steel Community, EUROATOM, European Economic Community), the development and improvement of post-war integration structures has begun, continuing to the present day with prospects for the future. This development is accompanied by the creation of Euroregions, which have become a permanent part of the philosophy of EU integration, and their beginning

is associated with EUREGIO - a German-Dutch Euroregion (1958). Integration conditions have influenced and significantly affected the development and management capabilities of regional structures, as the region is a basic integration level, additionally documented in the Maastricht Treaty as the basis for multi-level integration, i.e. region → national state → supranational state.

In this situation, Euroregion as a special favoured region is also subject to this development and management evolution. Its special privilege comes from the German support of Euroregion as a form of integration and communal approximation of European nations from different points of view, e.g. as:

- a basis for broader integration,
- a region supporting local entrepreneurship and eliminating peripheral states of development,
- a special type of territorial self-government,
- a region for the development of special cultural ties and overcoming national prejudices,
- an example of a naturally shaped management and decision-making structure in local and integration conditions.

In this paper, the authors want to draw attention to the construction of Euroregion as a natural cluster, which is the result of the influence of integration conditions on its "historical" evolution. Therefore, the aim of the study is a comparative analysis of Euroregion and a cluster and its development (Euroregion) towards management evolution as a special regional structure. Formulating the above objective requires taking into account many issues, some of which will be indicated here as a basis for further analyzes and studies.

Issues related to Euroregion are multithreaded and multifaceted, for example due to the fact that Euroregion is a part of the so-called multi-level EU management system. Therefore, we will briefly discuss this element of analysis and further talk on the philosophy of Euroregion and a cluster. In more detail, the agenda is as follows:

- the essence of multi-level governance in the European Union (EU),
- Euroregion as a structure subject to management,
- Euroregion as a management structure,
- Euroregion - a "natural cluster" as a management structure.

2. Multi-level management in the European Union – a place for Euroregion

The European Union is perceived and described as a multi-level governance system (MLG), a system in which actors of various institutional levels (community, national, regional, local) meet and at the same time participate in management and decision-making processes.

In this multi-level approach, the EU has two characteristic features, which are emphasised in the literature on the subject (Brunazzo, 2005, p. 111, and others):

- national governments do not have a monopoly in making decisions at EU level and the principle of decision and management subsidiarity is respected at every stage, the governments of the Member States sign treaties (primary law), determine the functioning of community policies, discuss the main development issues in the EU bodies (this applies mainly to the co-managing triad, namely the European Commission, the European Parliament and the Council of the European Union);
- The EU as a multi-level governance system (community, national, regional, local) means that decision areas are closely related and not clearly separated, which allows lower-level entities, namely regions or Euroregions to promote their own interests at European level, first through their own governments, and through lobbying in European institutions through specialised structures such as the SERG, acting on behalf of and for the benefit of cross-border regions, mainly Euroregions.

In this way, if on the one hand the national level remains important in expressing the interests of national governments, then the multi-level governance model also gives opportunities for various levels of stakeholders to express their interests. The components of multi-level management in the EU are described in the table below (Table 1).

Table 1.

Components of EU multi-level management

No.	Elements of the multi-level management	Features
1	National and regional entities in EU integration	Country – government administration Regional and local institutions, including Euroregions
2	Decision-making process in the EU	– Arrangements between the three levels: regional, national and Community; – Regionalisation of Community programmes (e.g. Europe 2020 Strategy); – Community policies (economic union, monetary union in perspective - the political union)
3	European institutions	EU bodies, advisory bodies, decentralised institutions (agencies)
4	National decision-making process	The national plane in the context of cooperation in the EU forum, the lower level national entities operate at the national and supranational level while being involved in integration, including, inter alia, European law, treaty agreements and Community policies
5	Inter-state relations	The stress is on the relations between the Member States, as well as between many other entities existing in the countries and in the supranational structure.

Source: own work on the basis of: „Le regioni italiane e l’Unione Europea. Accessi istituzionali e di politica pubblica” by M. Brunazzo. Carocci, Roma 2005, p. 15.

The description contained in the table above documents the previously identified two characteristics of the EU multi-level governance, which includes the EU and national institutions as well as decision-making processes in the EU forum (including Community policies) and in the Member States. Member States are an integral and very important part of

the EU (including the division into regions and Euroregions), but they are not the only keystone for national and regional activities, they participate (but are no longer monopolists) in controlling activities that take place in their territories and they are involved in cooperation, co-decision and EU co-ordination by the EU institutions and Community policies.

Due to the participation in EU integration processes, Member States experience an increase in the importance of regional (Euroregional) institutions, decentralisation of activities and implementation of the principle of subsidiarity. States, together with their regions (Euroregions), build a multi-level management system actively participating in it, which may be illustrated as follows (Figure 1):

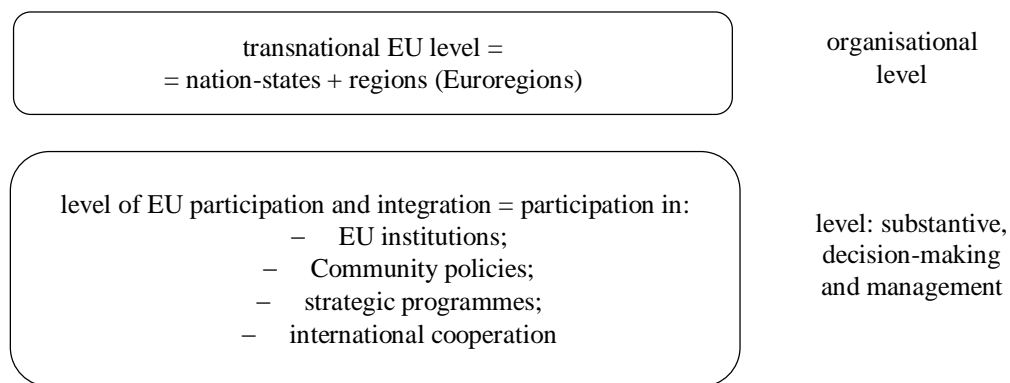


Figure 1. EU multi-level management. Own work on the basis of: Table 1.

In multi-level EU governance, Euroregion "exists and falls" in national and regional entities in the EU in the EU decision-making process, as well as in European institutions (Table 1) and is both a structure subject to management by the authorities representing it, and creates a management structure in many areas of local activity (the issue will be discussed in the further part of the study).

3. Euroregion as a structure subject to management

Analysing Euroregion in its various roles, one should, among others, highlight the philosophy of creating the structures that are inseparably connected with EU integration and constantly accompany it. Euroregion is the "fruit" of mature cross-border cooperation, which goes beyond the framework of establishing good neighbourly bonds sealed by signed agreements. Euroregionalisation is about more than concluding agreements, namely through these good neighbourly agreements, institutionalisation of ties across the borders and the establishment of permanent structures, i.e. Euroregions, takes place. Euroregions mark their presence and activity not only locally (although this is not the most important) in a different

way. The process of approaching Euroregion from cross-border cooperation perspective is illustrated in the figure below (Figure 2).

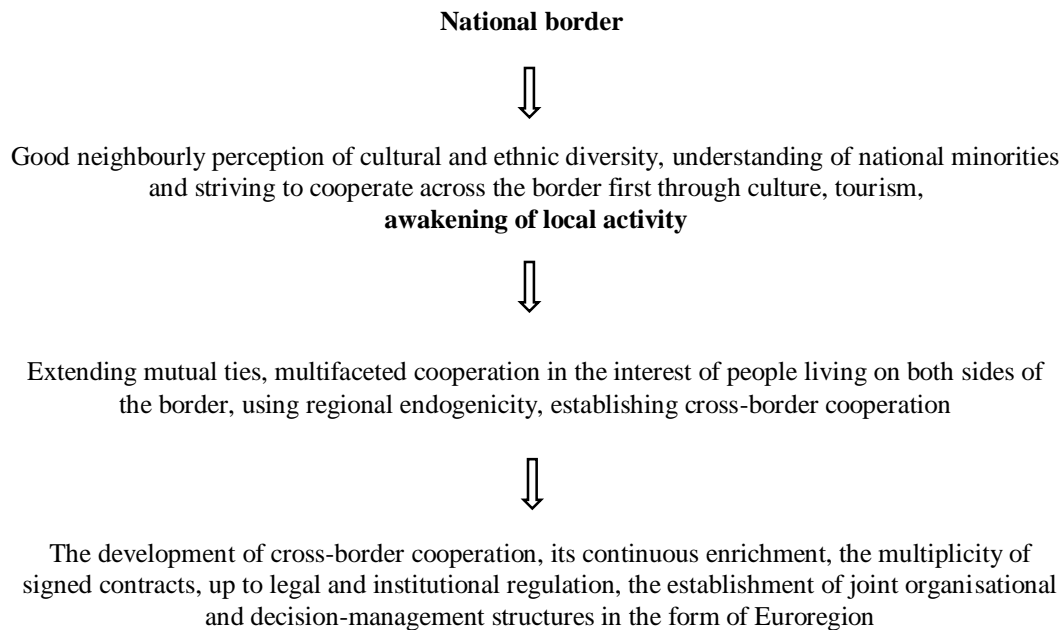


Figure 2. From cross-border cooperation to Euroregion. Own work on the basis of empirical research conducted by authors in Polish Euroregions.

Euroregion is thus an institutionalised structure, which enables making decisions and management within the framework of the competences ascribed and implemented in practice, as will be discussed later in this report. However, in this passage we would like to draw attention to the fact that Euroregion, being an organised structure, is managed as part of integration. On the one hand, this concerns, for example, the Committee of the Regions, which represents all regions in the EU forum, but, on the other hand, it concerns only the Euroregional organisation, i.e. the AEBR. Euroregion as an organised management structure "falls" and is subject to the activity of the AEBR, which has its own organisational structure. Therefore, the question arises how the AEBR works.

The Association of European Border Regions (AEBR) has been operating since 1971 with headquarters in Gronau (Germany), serving Euroregions and lobbying for them in the EU forum. The association was established for the following purposes:

- determination of Euroregional problems, their opportunities and threats,
- representing the interests of Euroregions towards national and supranational authorities and institutions (EU forum),
- development of both single and joint operational programmes, including, inter alia, the use of EU structural assistance,
- initiating, developing and coordinating interregional cooperation, including the creation of modern forms in this field, e.g. creating networks of Euroregions or clusters,

- exchange of developmental experiences for overcoming problems as well as displaying and broadly taking into account endogenous factors of economic growth (Greta, 2013, pp. 74-75).

Through the above-mentioned objectives, the AEBR manages Euroregions, but, in order to do it effectively, the Association is organised, i.e. it has the right institutions that are managing precisely Euroregions. Among them there are, among others, General Assembly of the AEBR and Executive Committee. More information about the AEBR institutions for managing Euroregions is included in the table below (Table 2).

Table 2.
AEBR organisational structure

AEBR organisational structure	Goals, tasks and impact on Euroregion
General Assembly	It is the highest authority of the AEBR, with the chairman elected by the Executive Committee. It deals with general and representational tasks, makes decisions about Euroregional membership or insertions, and sets Euroregions' obligations to the organisation (including membership fees).
Executive Committee	Has a chairman and several deputies (usually the first deputy plus three additional ones), a treasurer and a minimum of twenty members representing the functioning of cross-border cooperation. Deals with ongoing activities to define organisational, managerial and substantive Euroregional goals, develops the AEBR's position as Euroregional on key issues, cooperates on the EU forum and with other pan-European organisations, whose activities concern broadly understood cross-border cooperation. Also elects the General Secretary.
General secretary	Represents the AEBR and its Euroregions outside, among others towards the EU, as well as other organisations and associations.
Scientific Committee for Cross-Border Cooperation	Is responsible for the qualitative dimension of Euroregions and cooperation between them, for the importance of Euroregions, for the social and economic development of the country of residence, adheres to and ensures the proper management of Euroregions and flows of interregional information.

Source: own work on the basis of: "Euroregiony polskie w procesie integracji europejskiej oraz w przewyżczeniu peryferyjności i dysproporcji regionalnych" by M. Greta. 2013 Łódź: Wydawnictwo Uniwersytetu Łódzkiego, p. 78; "Transborder Cooperation, Euroregion and EU Regional Policy in the Context of Lisbon Strategy (Selected Examples of Polish Euroregions)" by M. Greta. 2008 Lodz: Technical University of Łódź, pp. 31-47.

Institutions described here (Table 2) give the Association a compact and coherent construction, thanks to which it is possible to efficiently control and manage Euroregional structures, which are more and more frequently becoming a kind of development engines in the countries of residence, while overcoming the negative effects of peripherality of areas furthest from development centres. Through its institutions, the AEBR is professionally fulfilling the functions assigned to it, i.e. representation, network and consulting. The functions "from above" from the AEBR are also extended to the development and professionalization of the structure created by Euroregion, and the progress in integration supporting Euroregions meant that Euroregion can currently be considered not only as a region successfully applying for EU funding, which the authors will pay attention to in the next the point of the part of the study.

4. Euroregion as a management structure

Euroregion, as the European border region of "special care" was created (as already signalled) simultaneously with the post-war European integration, which today is developing in the form of economic and monetary union and has already initiated the development of political union. Therefore, Euroregion, fulfilling the principle of subsidiarity and special support as well as understanding of integration processes, had an impact on EU integration, but, on the other hand, European integration shaped and modified Euroregional structures to manage cross-border areas. Therefore, the next part will be devoted, among others, to the impact of integration on Euroregionalisation, in which Euroregion can be compared to a natural cluster stimulating local entrepreneurship. This fundamental theme of the authors' study is preceded by the presentation of Euroregion as a management structure in the context of region management.

4.1. Euroregion as a management structure – construction of Euroregion, institutions and tasks

An attempt at a definitive approximation of Euroregion has already been made in point 3 of this study, when it referred to Euroregion as a structure subject to management. There was presented, among others, the process of going from cross-border cooperation to Euroregion. Defining Euroregion usually draws attention to the following elements, which at the same time differentiate it from the ordinary region (Greta, 2003, pp. 71-76; Greta 2013, pp. 33 et seq.):

- Euroregion is a formalised structure of cross-border cooperation between areas across borders from at least two countries;
- Euroregion is a formalised good neighbourly relationship between the authorities and local communities;
- Euroregion is an agreement between neighbouring areas and linking them with Euroregional institutions;
- Euroregion is a local institutionalisation of cooperation involving peripheral border areas, with full recognition of state borders and laws of countries participating in the construction of Euroregion;
- Euroregion is a cross-border organisation whose operation is determined by common problems arising from the neighbourhood, from a peripheral location, from the desire to cooperate with local units separated by state borders.

Euroregion as an organised region has its own institutions, i.e. the Council, the Presidium, the Secretariat and Thematic Working Groups, which have their pre-allocated functions. Information on this subject is included in the table below (Table 3).

Table 3.
Euroregional institutions and their functions

Euroregional institution name	Functions of Euroregional institutions
Council	It is the highest authority of Euroregion, which defines the main development areas and areas of mutual cooperation across borders. Therefore, it sets strategic goals, as well as the order in which they are made in practical implementation. It performs the role of coordinator, managing the entirety of cooperation, its coherence and development, that is, it manages substantive cooperation. On the other hand, it organises the acquisition of funding sources for enterprises. It also adopts the statute and regulations of Euroregion and is responsible for the membership and functioning of other Euroregional structures. In those Euroregions where the Presidium is not present, the Council plays the representative role of Euroregion, especially in the AEBR.
Presidium	It is the superior executive body that takes over the implementation and execution of development tasks defined by the Council (if Euroregion does not have the Executive Committee, the executive functions are concentrated directly in the Working Groups). It ensures continuity of work in Euroregion (during breaks of the Council's work), supervises the proper development of financial resources in accordance with the development needs of areas.
Thematic Working Groups (Commissions)	They are direct executive, as well as advisory structures for the development of the borderland, they deal with the thematic problems of the development of Euroregion and its cooperation both inter- and extra-Euroregionally. Each of these groups consists of experts in the field, which it represents, prepares projects and joint ventures and executes the instructions of other Euroregion authorities, which ensures the cohesion and coherence of Euroregion as a whole. The number of groups in Euroregion depends on the number of areas of cooperation that Euroregion includes. Euroregion is more heterogeneous in its "developmental" mission, it has more specialised working groups.
Secretariat	It plays an administrative role, runs office affairs and organises the work of other Euroregional institutions. It is responsible for the preparation of reports, resumes and other documents for the Council or Presidium, and organises meetings of these bodies. In addition, it organises conferences and meetings of various practical or scientific nature, coordinates the work of working groups and cooperation between external partners, including other Euroregions.

Source: own work on the basis of empirical research conducted by the authors on Polish Euroregions, as well as on the basis of the statutes of these Euroregions.

The institutions of Euroregion make it "assume" organisational, decision and management functions over the area it covers. In practice, this institutionalisation and management function of Euroregion results in more national and international links, specific character of creating economic and social ties, as well as receiving impulses from the EU, developing subsidiarity and partnership, obtaining structural assistance in special cross-border programmes (e.g. European Territorial Cooperation Program (ETC) or OP Eastern Poland). The impact of integration on Euroregions, for which they are a priority, has created different types of Euroregional specificity, as they can be both more general and specialised. The endogenous abundance of Euroregion and the current development directions of the areas that are "subordinate" to the management function of Euroregions also play an important role here. The specificity of development and management of Euroregions enabled the identification of similarities between Euroregion and a cluster, which the authors will try to elaborate on in the further part of the study.

4.2. Euroregion as a natural cluster in the context of the management structure function

The evolution of the EU integration processes has a multidirectional impact on the entities involved in it. And such "flexible to integration" entities are regions in general, including Euroregions in a special way. Euroregions (although created and institutionalised) have the characteristics of a natural region, i.e. of a naturally existing one, and institutionalisation only discovers and formalises them in the direction of participation and influence on integration. Euroregions show significant similarities to clusters, and since they are natural regions, thus Euroregion – cluster will be a regional and natural cluster (in the opinion of the authors of the study). To document the claim that Euroregion is a cluster and thus forms a Euroregional-clustered management structure for regional processes in the area that it encompasses and institutionalises, one should search for similarities between a cluster and Euroregion. They may be found both in the definitions of these structures, as well as in the stages of their creation and functioning (Table 4).

Table 4.
Regional cluster and Euroregion – a comparison attempt

Cluster	Euroregion
Geographical concentration of interdependent companies, the use of local environment and human capital, clusters constitute the environment facilitating innovation and competitiveness of companies.	Euroregional endogeneity creates a natural concentration of subjective interdependence, including companies that benefit from the local environment and human capital. Euroregion is a natural environment for stimulating innovation.
They are a spontaneous creation, a geographical concentration of companies developed as a result of entrepreneurial activity, they have active channels for business transactions, dialogue and communication, thus creating local production and social system.	Euroregion is also a natural, bottom-up creation established on the initiative of the cross-border population. Euroregion also has active channels, especially for dialogue and communication, which is inscribed in its essence and operating philosophy.
There are two basic criteria for determining regional clusters: 1. Territorial environment criterion, i.e. they are limited geographic territories with a large number of companies and employees in several related sectors. Therefore, economic, technological and entrepreneurial activity is focused on certain areas. 2. Enterprises in regional clusters may cooperate with enterprises or institutions operating in different locations as part of the local network in which they are located. Such cooperation may involve subcontractors or be horizontal between companies in the same production phase. Companies are merged on the basis of technology, training or related to raw materials. Innovation network or the regional innovation system constitute more complex forms of cooperation.	These criteria are verified in Euroregions as well: 1. Euroregions also have specific territorial characteristics, encompassing cross-border areas defined for cooperation, where companies operate in various sectors, but Euroregion "builds" their connections, which results in their geographical focus. 2. Euroregional enterprises cooperate with companies from Euroregion, as well as from the ones located outside its territory, which may also involve cooperation of subcontractors or between companies in the same production phase. The merger of Euroregional companies in their cooperation relates to technologies, training, as well as the raw material base. Improving cooperation also leads to the creation of an innovative network or Euroregional innovation system.

Source: Own elaboration based on: "Euroregiony polskie w procesie integracji europejskiej oraz w przewyżnianiu peryferyjności i dysproporcji regionalnych" by M. Greta. 2013 Łódź: Wydawnictwo Uniwersytetu Łódzkiego, p. 150; „Klasy na świecie” by B. Mikołajczyk, A. Kuczevska, J. Fila. 2009 Warszawa: Difin, pp. 13 et seq.; "Clusters and the new economics of competition" by M. Porter. 1998. Harvard Business Review 11-12, p. 78; "Bringing Business Clusters into the Mainstream of Economic Development" by S.A. Rosenfeld. 1997. European Planning Studies, 5, p. 10.

The presented cluster – Euroregion comparison in the tabular format shows the large convergence of the features possessed by the above structures, which concern:

- geographical concentration;
- spontaneity of creation;
- natural channels of dialogue and communication;
- criteria for determining, i.e. territorial restriction and local network.

In a simplified way, one may say that Euroregion itself becomes a cluster when the statute begins to be formed, whereas a cluster is created in the region. The concentration of mutual similarities also occurs when we follow the stages of creating and developing these structures. This issue has been described in the table below (Table 5).

Table 5.

Stages of clusters development in the context of Euroregions development

No.	Stage of development	Cluster context	Euroregion context
1	Genesis (birth) of a cluster/ Euroregion	The birth of a cluster refers to the specific knowledge accumulated in research and development institutions, customer needs, locations of enterprises implementing technological innovations that stimulate the growth of knowledge of other companies. The genesis of clusters may be analysed by following the history of events that led to their mass appearance in recent years. This stage leads to the development of new enterprises, resulting in the geographical concentration of companies almost at the same stage of production. Then, there is increased local concentration, which is an important stimulator for innovation and entrepreneurship (Porter 1998, p. 197).	The birth of Euroregion refers to tradition, historical conditions, restoring old unity to cross-border areas divided by various historical events and conflicts. This stage leads to the renewal of cross-border ties, to familiarising with the socio-economic potential of the areas. There is also increased local concentration, which is a stimulator for innovation and entrepreneurship.
2	Development through the growth of companies, and in Euroregions, the formalisation of cooperation	It follows the formation of a cluster of companies and is characterised by growing positive external effects. These initially include the creation of a network of specialised suppliers and service companies, as well as the formation of a specific labour market (Stopper, Walker, 1998). These effects consist in reducing common costs, outlays, thanks to which both the suppliers and the recipients will benefit from the savings resulting from the reduction of production costs.	The beginnings of creating and formalising cross-border cooperation also give rise to the recognition of the area for, among others, endogenous potential of companies to further expand the cooperation network. The effects of these activities include also, among others, changes on the local labour market, cooperation between local entities on a cross-border basis.
3	Shaping the cooperation environment	It involves creating organisations that will support companies in the growing cluster. These can be educational institutions, training institutions, business organisations, etc. that support local cooperation, the learning process and diffusion of knowledge, as well as the creation of specific knowledge among managers in local enterprises.	It involves creating an organisation and undertaking cross-border projects that will support, among others, enterprises in the developing cluster. These institutions are educational, training, business, etc. and support local Euroregional cooperation, the learning process and the diffusion of knowledge specific to local enterprises.

Cont. table 5.

4	Positive externalities of a cluster/ Euroregion resulting from their full functioning	Positive externalities are growing and, consequently, organisations that increase the prestige and attractiveness of a cluster appear. It leads to acquiring companies and qualified workforce from neighbouring areas, which further increases attractiveness and creates a more favourable ground for the emergence of new enterprises.	Positive effects are growing inside and outside Euroregion, measurable effects, as well as increasing prestige and attractiveness (e.g. AEBR) appear.
5	Maturation of business coordination – a mature cluster/ Euroregion	Creating a non-market relationship that favours the circulation of information and knowledge on the way - for example informal cooperation and assistance in the coordination of economic activity. Thus, the mature regional cluster includes a set of specific diverse relations between individuals and organisations. Communication that involves the flow of specific knowledge requires more frequent people-to-people contacts, which are stimulated by the closeness of persons, enterprises and organisations (Storper, 1997).	Euroregion itself is, by definition, a formalised cross-border cooperation, but its maturation leads to a special neighbourly coordination of economic activities and the development of interpersonal relations and communication. This social-knowledge element becomes meaningful after forming the foundations of cooperation.
6	Growth and differentiation of communication channels and interpersonal relationships	End stage for clusters, although they may be successful for decades and co-create new clusters (sooner or later they enter into the fall stage), because the regional socio-economic development may be closed in its own socio-economic environment, which once was a force. Clusters can fall into the trap of rigid specialisation. The development of clusters is sometimes characterised by the implementation of old proven solutions and the suppression of new ideas, which may pose a threat to the existence of clusters in the situation of changes taking place in the global economy (Grabher, 1993).	This stage for Euroregions refers to the co-creation of new structures of this type in the neighbourhood of non-Euroregionalisation communes. We are not dealing with the collapse of Euroregions, because their development does not cure in their own socio-economic environment, which is regenerating and there is no trap of rigid specialisation. The development of Euroregion, being an element of integration and fostering its development, meets the changes taking place in the global economy.

This six-stages process of creating, developing, maturing and functioning of clusters enables referring to Euroregion as a natural cluster. However, the last stage, namely the fall, which may accompany typical clusters when they fall into the rigid specialisation trap, does not occur for Euroregion. Therefore, it may be concluded that the natural cluster that constitutes Euroregion overcomes this problem (stage 6 described in the table above). Perhaps it is caused by the fact that organising Euroregion with the help of institutions additionally affects this durability. In Euroregion – the natural cluster has dual decision-making and management. First of all because of Euroregion as a formalised cross-border structure, and secondly because of a cluster creating a natural network of connections in Euroregion and on the basis of Euroregion. Within Euroregion, several clusters specialised in specific areas may operate. A certain culmination of the analysis carried out in point 4.2 as a continuation of the analysis of the material collected in the study (points 2, 3, 4.1) is also the diagram below (Figure 3),

which depicts Euroregion as a structure subject to management, as well as a superior structure, i.e. management structure.

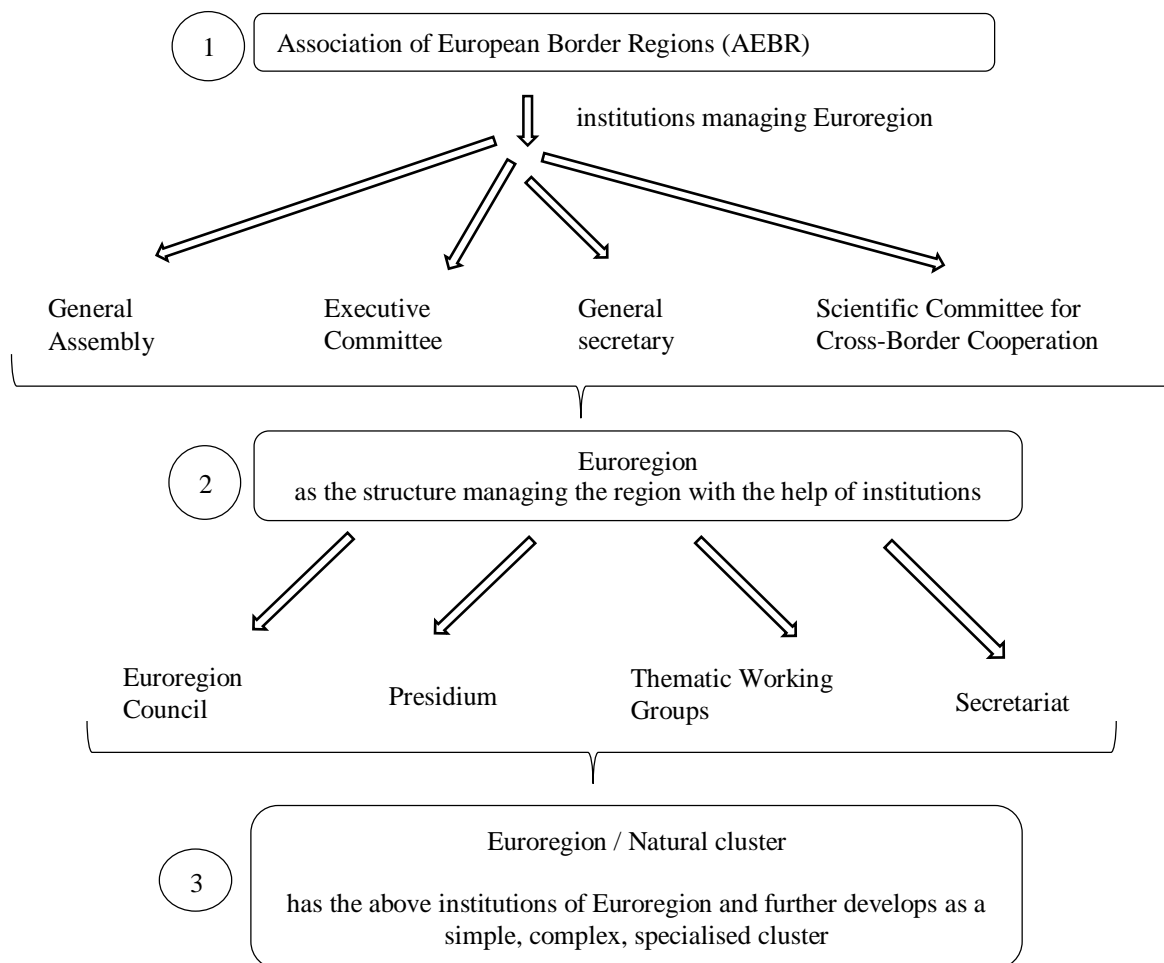


Figure 3. Euroregion/cluster in the management structure. The diagram results from the summary of the material analysed in points 2,3,4 of this paper.

5. Conclusion

Referring to the title of the study and its aim, the main place is occupied by Euroregion, which may be treated as a natural cluster. The route from Euroregion to perceiving it in the context of a natural cluster was led by the development of integration conditions, within which various forms of cooperation, especially of local communities, are sought for. These thoughts may be accompanied by a simple scheme (Figure 4).

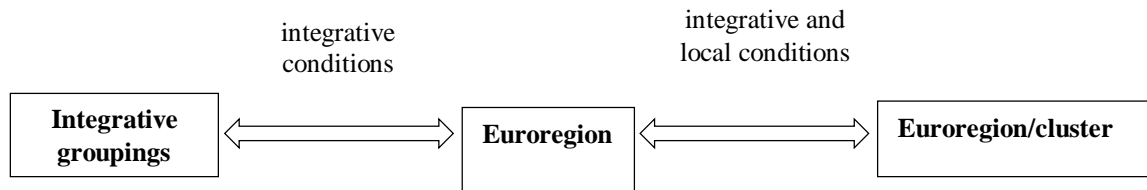


Figure 4. Euroregion as a natural cluster – influence of integrative conditions.

Virtually every Euroregion is a cluster – simple, complex, more general or specialised one, which depends on the nature of the area covered by Euroregionalisation, the richness of this region in developmental endogeneity. Euroregion as a natural cluster is a specific regional structure distinguished by the management of regional structures. In a cluster, if there are favourable development conditions, the developmental interdependence that promotes their flourishing increases. However, in Euroregion, developmental interdependence exists from the very beginning because it is inscribed in the philosophy of Euroregionalisation. Interdependence in Euroregion is not about creating it (it is present from the beginning), but about its activation and proper use. From the interdependence of Euroregions, which is deeply rooted historically, territorially and results from interpersonal relationships, it may be easier to build economic interdependence (cluster domain), which is further manifested in the natural cluster or Euroregion – cluster. Euroregion has a "dual identity", i.e. Euroregion and a natural cluster, with a favourable management structure that is also complex.

References

1. Brunazzo, M. (2005). *Leregioni italiane e l'Unione Europea. Accessi istituzionali e di politica pubblica*. Roma: Carocci.
2. Grabher, G. (1993). The weakness of strong ties. The lock-in of Regional Development in the Ruhr area. In: G. Grabher (Ed.), *The embedded firm. On the socio-economics of Industrial Networks*. Londyn, New York: Routledge.
3. Greta, M. (2003). *Euroregiony a integracja europejska. Wnioski dla Polski*. Łódź: Wydawnictwo Uniwersytetu Łódzkiego.
4. Greta, M. (2008). *Transborder Cooperation Euroregion and EU Regional and Policy in the Context of Lisbon Strategy (Selected Examples of Polish Euroregions)*. Łódź: Technical University of Łódź.
5. Greta, M. (2013). *Euroregiony polskie w procesie integracji europejskiej oraz w przewyżczeniu peryferyjności i dysproporcji regionalnych*. Łódź: Wydawnictwo Uniwersytetu Łódzkiego.
6. Mikołajczyk, B., Kuczevska A., Fila J. (2009). *Klasy na świecie*, Warszawa: Difin.

7. Porter, M. (1998). Clusters and Competition: New Agenda for Companies, Governments and Institutions. In: M. Porter (Ed.), *On Competition*. Boston: Harvard Business Review Book.
8. Porter, M. (1998). Clusters and the new economics of competition. *Harvard Business Review*, 11-12, 78.
9. Rosenfeld, S.A. (1997). Bringing Business Clusters into the Mainstream of Economic Development. *European Planning Studies*, 5, 10.
10. Storper, M. (1997). *The Regional World: Territorial Development in a Global Economy*. New York: The Guilford Press.
11. Storper, M., Walker, R. (1989). *The Capitalist Imperative. Territory, Technology and Industrial Growth*. New York: Basil Blackwell.