Cluster Booster Academy

Training Day 1
December 01, 2022
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.30 – 10.00</td>
<td><strong>Welcome and introduction to the workshop</strong></td>
</tr>
<tr>
<td>10.00 – 10.10</td>
<td>Overview: Steps to develop a cluster strategy</td>
</tr>
<tr>
<td>10.10 – 10.30</td>
<td><strong>Step 1:</strong> Trends – identification and management of present movement</td>
</tr>
<tr>
<td>10.30 – 10.40</td>
<td>Virtual coffee chat in break-out groups</td>
</tr>
<tr>
<td>10.40 – 11.10</td>
<td><strong>Step 2:</strong> Cluster and member needs (incl. survey results of study)</td>
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<tr>
<td>11.10 – 11.45</td>
<td><strong>Self-reflection &amp; break-out room step 1 &amp; 2:</strong> Trends and resulting needs</td>
</tr>
<tr>
<td>11.45 – 12.15</td>
<td><strong>Step 3:</strong> Vision, mission, objectives of a cluster</td>
</tr>
<tr>
<td>12.15 – 12.45</td>
<td><strong>Self-reflection step 3:</strong> Vision, mission, objectives of your cluster</td>
</tr>
<tr>
<td>12.45 – 13.30</td>
<td>Lunch break</td>
</tr>
<tr>
<td>13.30 – 14.00</td>
<td><strong>Step 4:</strong> Competency assessment for cluster and cluster management</td>
</tr>
<tr>
<td>14.00 – 14.40</td>
<td><strong>Self-reflection step 4:</strong> SWOT analysis and solving of needs</td>
</tr>
<tr>
<td>14.40 – 15.10</td>
<td><strong>Step 5:</strong> Development and improvement of service portfolio</td>
</tr>
<tr>
<td>15.10 – 15.40</td>
<td><strong>Self-reflection Step 5:</strong> Categorization of services into the portfolio analysis matrix</td>
</tr>
<tr>
<td>15.40 – 16.25</td>
<td><strong>Break-out room step 5:</strong> Service offerings among participants</td>
</tr>
<tr>
<td>16.25 – 16.30</td>
<td><strong>Step 6:</strong> Communication strategies for clusters</td>
</tr>
<tr>
<td>16.30 – 17.45</td>
<td><strong>Keynote:</strong> Speech on communication strategies + Q&amp;A</td>
</tr>
<tr>
<td>17.45 – 18.00</td>
<td><strong>Wrap-up and Q&amp;A</strong></td>
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<tr>
<td>Time</td>
<td>Session</td>
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<td>-------------------------------------------------------------------------</td>
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<tr>
<td>10.00</td>
<td>Short recap day 1 and welcome day 2</td>
</tr>
<tr>
<td>10.15</td>
<td><strong>Business Model:</strong> Business model canvas introduction and explanation</td>
</tr>
<tr>
<td>10.30</td>
<td><strong>Self-reflection business model of my cluster:</strong> defining business model canvas for own cluster</td>
</tr>
<tr>
<td>11.00</td>
<td><strong>Inspiration:</strong> financing (financing situation in clusters, financing risks and desired development)</td>
</tr>
<tr>
<td>11.30</td>
<td><strong>Keynote:</strong> Speech on cluster business models</td>
</tr>
<tr>
<td>12.30</td>
<td>Lunch break</td>
</tr>
<tr>
<td>13.30</td>
<td><strong>Self-reflection recap business model of my cluster:</strong> desired business model in 5 years</td>
</tr>
<tr>
<td>14.10</td>
<td><strong>Break-out session developing an action plan to advance and improve your current business model</strong></td>
</tr>
<tr>
<td></td>
<td>– Establishing ideas for business model advancements and improvements</td>
</tr>
<tr>
<td></td>
<td>– Pitching and further developing the ideas</td>
</tr>
<tr>
<td></td>
<td>– Forming an action plan to validate the idea</td>
</tr>
<tr>
<td>17.10</td>
<td><strong>Final Q&amp;A, feedback and closing of the training</strong></td>
</tr>
</tbody>
</table>

- **Beginning/Ending**
- **Break**
- **Italics** Interactive session
Please introduce yourself and state your expectations for today’s training

About yourself

Name

Affiliation

Why are cluster strategy and business model advancements and improvements important to you?

Your expectations and objectives

What are your learning objectives for this course?

Is there anything else, which could help to make this course a success to you?
Your key learnings of this training...

Cluster Strategy Review

Learn how to analyze trends and define the most important ones for your cluster

Determine the needs within your cluster and among the members

Explore the existing and desired competencies within your cluster

Find inspiration for new services and service portfolio optimization

Gain insights on how to communicate with members and towards the public from a cluster management perspective

Business model advancements and improvements

Develop an individual action plan to advance and improve your cluster’s business model

Learn from peer experiences & through interactive sessions

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The training consists of a theory section followed by an interactive application part.

Through insights gathered from cluster strategy review, business model advancements and expansions can be identified.

Training Theory

1. Trends
2. Member and cluster needs
3. Vision, mission, objectives
4. Competency assessment
5. Service Portfolio
6. Communication

Training – Theory Application

- Business Model set-up
- Financing Inspiration
- Business model improvements & action plan

Application: focus day 2

Final output

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Step 1: Trends
Not fully understanding global trends has put even national industries at risk.

1. Understanding global trends

- **1960s:** Optical systems
- **1970s:** Automotive industry
- **1980s:** Consumer electronics
- **1990s:** Shipbuilding
- **2000s:** Semi-conductors
- **2020s:** Automotive industry?

Source: IMP³ROVE
Identifying trends and challenges consists of strategic foresight towards developments ...

Innovation initiation has altered over time

- Increasing attention towards green and circular economic activities
- Increasingly converging technologies
- Changing roles for intellectual property and data protection
- Growing innovation complexity goes beyond most companies’ technological capacity
- Rising number of innovations is created through combination of different technologies/industries
- Moving of processes towards digital formats and creation of digital networks across borders

The complexity requires clusters to act via strategic foresight

Clusters are the partner for bridging competences and members capacity gaps

Strategic foresight tasks for clusters include being:
- Equipped with state-of-the-art knowledge on a regular base
- Aware about industry needs
- Familiar with trend and development scenarios for cluster-related technologies, value chains and needs

Knowledge generated from strategic foresight needs to be integrated into services

Source: GIZ Cluster Development Guide 2021, IMP³ROVE
... and execution of an active change and innovation management

Strategic change and innovation management describes the ability and will to derive the future from the future and not from the past.

When organizing an active change and innovation management, cluster managers should consider:

- Existence of **differences among members** such as size; especially with regard to **operationalization**, **structure** and **standardization** of innovation management.

On **different levels**, clusters can **enforce and position themselves** as active drivers of change and innovation management.

<table>
<thead>
<tr>
<th>Level</th>
<th>Cluster-related positioning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Innovation strategy</strong></td>
<td>Road mapping, portfolio analysis, international determination of position, cluster strategy, framework of SME strategy</td>
</tr>
<tr>
<td><strong>Internal conditions</strong></td>
<td>Advanced training options, connection of industry and research, working groups, innovation labs, open innovation arenas</td>
</tr>
<tr>
<td><strong>Operative innovation management</strong></td>
<td>Strengthen contacts with cooperation partners, innovation matchmaking, technology transfer</td>
</tr>
<tr>
<td><strong>External conditions</strong></td>
<td>Joint purchasing platforms, recruitment of qualified personnel, contact with public authorities and multipliers</td>
</tr>
<tr>
<td><strong>Transfer of results</strong></td>
<td>Common brands or processes, innovation packages</td>
</tr>
</tbody>
</table>

Source: GIZ Cluster Development Guide 2021, IMP³ROVE
### Tool utilization:
It is crucial to address relevant macro-environmental factors in a structured way

#### Understanding external influences (PESTEL analysis incl. examples)

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Political</strong></td>
<td>Tax policy, labor law, environmental law, trade restrictions, tariffs, political stability&lt;br&gt;Goods and services which the government wants (merit goods) and those that the government does not want to be provided (demerit goods)&lt;br&gt;Influence on the health, education, and infrastructure of a nation</td>
</tr>
<tr>
<td><strong>Economic</strong></td>
<td>Economic growth, interest rates, exchange rates, inflation rate</td>
</tr>
<tr>
<td><strong>Social/cultural</strong></td>
<td>Cultural aspects, health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety</td>
</tr>
<tr>
<td><strong>Technological</strong></td>
<td>Ecological and environmental aspects, such as R&amp;D activity, automation, technology incentives and the rate of technological change</td>
</tr>
<tr>
<td><strong>Environmental</strong></td>
<td>Weather, climate, and climate change</td>
</tr>
<tr>
<td><strong>Legal</strong></td>
<td>Discrimination law, consumer law, antitrust law, employment law, health and safety law</td>
</tr>
</tbody>
</table>
Talking about trends (examples)

**Online retail**
Price, followed by promotion and delivery at low/no cost are the top choices for consumers to choose online FMCG retailers (source: Kantar)

**Animal wellbeing**
>50% of German consumers are looking at the animal welfare label when buying groceries (source: BMEL)

**Automotive industry**
Self-driving vehicles will disrupt the business of at least one-third of industries in the developed world (source: Gartner)

**Food industry**
~15% of grocery products in Denmark are labeled as organic, making it the top market in Europe (source: Statista)

Source: BMEL (2021), Gartner (2022), Kantar (2022), Statista (2022)
# Present movements on challenges and trends in sustainability, digitalization and resilience

## Sustainability

- **51% of consumers say environmental sustainability is more important to them today than last year** – **49% say they’ve paid a premium for sustainable products** (source: IBM)

## Digitalization

- **The execution of a holistic digital transformation is a top-priority for 56% of global companies** with investments in digital transformation expected to quadruple to 6.8 Trillion $ by 2023 (source: Statista, Flexera)

## Resilience

- **The Covid-Crisis drastically changed the labour environment** putting jobs at risk and shifting skills needed with as many as **25 more workers forced to switch occupations** than before the pandemic (source: Bloomberg)

## Additional Notes

- Total **global capacity and production of renewable energy doubled** throughout the last 8 years, especially **hydropower gains importance** (accounts for 16% of total global energy use) (source: IRENA)

- **Artificial Intelligence is one of future’s mega-trends** as **61% of employees say AI helps to improve work productivity** And **54% of organizations report an improved decision process** as a result of AI implementation (source: SnapLogic, Addepto)

- Recent international conflicts in addition to the highest inflation in 30 years led to **energy price rises of more than 100% compared to 2021** and are thereby affecting almost all international economies (source: Statista)

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**Sources:** Addepto (2022), Bloomberg (2021), Flexera (2021), IBM (2022), IRENA (2022), SnapLogic (2021), Statista (2022)
Coffee Break
Step 2: Member and cluster needs
Identifying key cluster members and attributing attention to their demands assists in a “need relevance analysis”

Identifying key members and their corresponding needs

Not every member has the same relevance to the cluster.

Hence, it is important to:

1. Identify key members
2. Identify needs of key members
3. Attribute a higher relevance to key members’ needs in a following analysis

Rank members according to importance and identify needs

<table>
<thead>
<tr>
<th>Name of member</th>
<th>Importance to cluster</th>
<th>Top needs</th>
<th>(Potential) measures to keep member engaged</th>
</tr>
</thead>
</table>
| Member A       | High                  | – Joint procurement via cluster
               |                                             | – Filling knowledge gaps on product innovation
               |                                             | – Inform member on all purposeful joint procurement actions
               |                                             | – Launch trainings on product innovation |
| Member B       | Medium                | – …                                           | – …                                        |
| Member C       | Low                   | – …                                           | – …                                        |
| …              | …                     | …                                              | …                                          |

Identifying importance of members

Identifying member importance depends on the assessment of the corresponding cluster managers as the cluster’s individual environment ought to be considered. Exemplary components to consider and weight accordingly are:

– Amount of membership fees, company/organization size, member level of activity

Source: IMP³ROVE
Being capable of grouping member needs and deriving service-optimizing actions supports in gaining commitment.

Relevance of understanding cluster members’ needs

Cluster understands needs of key members and can prioritize them in their work, leading to remaining commitment of members over time and throughout cluster development processes.

Prioritizing the members’ needs

Not every need has the same importance to cluster members, and these may vary among members. Ranking format can assist in identifying most relevant and shared needs.

- Consider to terminate services revolving around these need.
- Corrective actions needed.
- Unintended effects.

Importance of expectations

<table>
<thead>
<tr>
<th>Number of members sharing this need</th>
<th>Unintended effects</th>
<th>Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Consider to terminate services revolving around these need</td>
<td>Corrective actions needed</td>
</tr>
<tr>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td></td>
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</tbody>
</table>

Source: GIZ Cluster Development Guide 2021, IMP³ROVE
We conducted a survey on the most relevant needs among clusters.

The survey covered topics on the following:

- Cluster Management Skills
- European growth model priorities (identified by EU commission):
  - Digitalization-
  - Sustainability-
  - Resilience

Related Skills

Source: IMP³ROVE
The survey on mgmt. skills shows that the most relevant topics center on member engagement, services and funding.

**Key mgmt. skills clusters would like to expand**
- Increasing members' engagement: 65%
- Funding schemes available to clusters: 63%
- Development of service portfolio: 55%

**Key challenges faced in 2022**
- Developing new service offers: 63%
- Securing new funding sources: 61%
- Recruiting and securing new members: 47%

**Top strategic priorities clusters want to achieve**
- New funding sources: 37%
- More partnerships & collaborations: 34%
- Development of new & attractive service portfolio: 33%

Source: IMP³ROVE
The survey on the European growth model priorities shows a variety of challenges within the three focused fields:

**Main challenges digitalization**
- Impl. digit. aspects into existing bus. models: 38%
- Driving adoption of new IT tools and processes: 35%
- Budget restrictions for digital transformation: 30%
- Turning digital capital into economic value: 30%

**Main challenges green transformation**
- Engaging members in impl. of sust. driven aspects into bus. models: 56%
- Finding sustainable finance instruments: 50%
- Raising awareness to sustainability & its impact for members: 42%

**Main challenges strengthening resilience**
- Supporting impl. of bus. process innovations: 57%
- Impl. new technologies in value chains: 54%
- Attracting new talents for further up-/reskilling: 42%
Self-reflection & break-out room (40 minutes)

Which current trends are striking for your cluster and members? (10 minutes individual reflection)

What kind of needs could result from those trends? (20 minutes break-out room)

Categorize needs into need matrix (5 minutes individual reflection)
### Self-reflection and break-out session: working template

#### Brainstorming long-list on Trends

<table>
<thead>
<tr>
<th>~10 minutes</th>
<th>The 3 most relevant trends for your cluster</th>
<th>~20 minutes</th>
<th>Needs resulting from trends</th>
</tr>
</thead>
<tbody>
<tr>
<td>–</td>
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</tbody>
</table>

#### Individual task

- Please brainstorm trends influencing your cluster

#### Individual task

- Please identify from the trend long-list the 3 most relevant for your cluster

#### Break-out room (2-3 persons)

- Please talk about each one’s most relevant trends and resulting needs (please list multiple needs)

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**Break-out room discussion** with other cluster managers is supposed to provide you with potential out of the box thinking.

**Best-practice for break-out room:**

- Each one briefly introduces their cluster (max. 1 min.)
- Starting cluster manager illuminates the top three trends identified for the cluster and debates with the other participants on the needs that could result from these trends (split remaining time evenly)

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Source: IMP³ROVE

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Prioritizing needs

Please reflect on the identified trends and specifically the needs...

... subsequently, categorize the three identified needs into the matrix below

Please exchange the word placeholder by your identified and need and categorize it into the matrix

- Placeholder
- Placeholder
- Placeholder

An initiative of the European Union
Step 3: Vision, mission, objectives
To be capable of developing a cluster strategy, the vision, mission and objectives must be set

**Vision & Mission**

- **Definition & understanding** where the cluster wants to go (vision) and what the it desires to stand for (mission)

**Objective Setting**

- **Defined objectives** which are precise, measurable and leave room for future transformations and evolutions within the cluster

Source: IMP³ROVE
Vision and mission are general principles that define what the cluster stands for and where it wants to go.

<table>
<thead>
<tr>
<th>Definition</th>
<th>Vision</th>
<th>Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>“The dream”</td>
<td>“The what and why”</td>
</tr>
<tr>
<td></td>
<td>Defines the optimal desired future state of what a cluster wants to achieve over time</td>
<td>Defines the cluster’s business, its objectives and its approach to reach those objectives</td>
</tr>
</tbody>
</table>

**Purpose**

- Guide management's thinking on strategic issues
- Help define performance standards
- Guide employee decision making
- Help establish a framework for ethical behavior

**Internal**

- Create closer linkages and better communication with members
- Promote external support

**Success Factors**

- Understood and shared by all employees and potentially members
- Broad enough to encompass a variety of perspectives
- Easy to communicate to a broad audience
- Inspiring and uplifting
- Concise and inclusive for clear understanding
- May be "action-oriented" or "outcome-oriented"

Source: IMP³ROVE
Depending on strengths and desires, all types of organizations define visions and missions for themselves

**Visions**

- **Harvard University**
  
  “… to educate the citizens and citizen-leaders for our society. We do this through our commitment to the transformative power of a liberal arts and sciences education.”

- **Tesla**
  
  “… to accelerate the world’s transition to sustainable energy.”

- **Cluster Energía**
  
  “… to position the ACE as a benchmark for Basque businesses in the energy sector, leveraging its ability to revitalize partnerships and promote the visibility of the sector both locally and internationally.”

**Missions**

- **Harvard University**
  
  “… to set the standard for residential liberal arts and sciences education. We have committed to creating and sustaining the conditions that enable all Harvard College students to experience an unparalleled educational journey that is intellectually, socially, and personally transformative.”

- **Tesla**
  
  “… to create the most compelling car company of the 21st century by driving the world’s transition to electric vehicles.”

- **Cluster Energía**
  
  “… to improve competitiveness in the Basque energy sector, particularly in SMEs, by means of inter-company cooperation and public-private partnerships. With this in mind, the Cluster brings added value to its members in the fields of technology, internationalization, talent, innovation and sustainability.”
It is essential for cluster managers to comprehend how objectives are set and what follows from them

Management by Objectives

Clear objectives are essential for:

– Universal understanding of upcoming tasks and work
– Preparing and executing measures

Trusting and transparent collaboration within clusters builds on a clear objective setting process

Cluster managers ought to consider the following when setting objectives:

1. Objective setting is an integer part prior to strategy development

2. Objectives should be:
   – Formulated and noted down precisely
   – Not too broad (ensuring cluster specialization opportunities)
   – Measurable and analyzable

3. Open room for cluster transformation and evolvement
Once a cluster has defined a role for itself, specific objectives can be scoped

**Typical objectives cluster services (exemplary)**

- Promoting alliances
- Export promotion and new market development
- Training/skill development
- Lobbying
- Promoting innovation
- Collective marketing
- Joint procurement/sourcing
- Leveraging member synergy potentials/economies of scale

**Typical objectives internal cluster organization (survey)**

- Sustainable financing
- Collaborative tech. development
- Internationalization
- Acq. of R&D funds
- Public relation
- Increasing # of members

Source: GIZ Cluster Development Guide 2021, Institute for Innovation and Technology Berlin 2009, IMPROVE
Self-reflection & group discussion (30 minutes)

What could be the mission, vision and objectives of my cluster?

20 minutes individual work
10 minutes sharing of results in main room
Self-reflection and break-out session: working template

Please reflect 1 minute on your trend analysis

Subsequently move on and think about your clusters vision, mission and objectives

Vision

Please define the optimal desired state of what your cluster wants to achieve in the next decade....

Mission

Please define the way you want to do business and the process to reach your vision/ targets....

Objectives

Please name the most important service and internal objectives for your cluster....
Step 4: Competency assessment
Developing or being aware of core competences yields several advantages for clusters

Relevance of core competences

Core competences are...

1. ... Giving clusters the opportunity to better allocate resources

2. ... Helping in developing a specific image/brand and presence among members or within the “cluster universe” (something the cluster is known for)

3. ... Leading to commitment among cluster members – key skills members can rely on
By using a SWOT-matrix, clusters can conduct a status-quo analysis of their competences

**SWOT analysis**

An analysis of a cluster’s **strengths, weaknesses, opportunities and threats (SWOT)** enables managers to **determine an accurate status-quo** and **derive competency action fields**

<table>
<thead>
<tr>
<th>What are your cluster’s <strong>Strengths</strong>?</th>
<th>What are your cluster’s <strong>Weaknesses</strong>?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are your cluster’s <strong>Opportunities</strong> for your cluster?</td>
<td>What are your cluster’s <strong>Threats</strong> for your cluster?</td>
</tr>
</tbody>
</table>
Case – SWOT analysis: Automotive supplier cluster

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Strong regarding number and diversity of members (mix between family businesses, large players, startups)</td>
<td>– Strong dependence on OEMs, high fraction of cluster members depend on foreign OEMs</td>
</tr>
<tr>
<td>– Members’ known for cutting edge technology</td>
<td>– Clear focus of members lies on automotive; only very few serve other related industries (e.g., aviation industry)</td>
</tr>
<tr>
<td>– Good ties and collaborations between companies and R&amp;D facilities (universities or other research institutes)</td>
<td>– Competition among several members hinders cluster development; further competition expected due to horizontal expansion plans by multiple members</td>
</tr>
<tr>
<td>– Joint business activities between members (e.g., frequently joint procurement actions via cluster management)</td>
<td>– New members within cluster occasionally face issues integrating themselves (missing support by other members and time issue among cluster managers)</td>
</tr>
<tr>
<td>– Strong ties to cluster management and commitment to organization (all members are somehow active)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Cluster members’ business focus frequently lies in assistance systems; positive impact expected by e-mobility shift</td>
<td>– China’s zero covid strategy causes supply chain issues and numerous members cannot serve demand (risk of being substituted)</td>
</tr>
<tr>
<td>– Technological capabilities within members yields high potential to adapt products to other related industries</td>
<td>– Increasing tensions between China and Taiwan may cause further supply issues in the future (multiple members’ technology is dependent on microchips from Taiwan)</td>
</tr>
<tr>
<td>– Supply chain issues can be used to establish a new procurement network independent from China</td>
<td>– Global competition heats up; specifically Korean automotive supplier are catching up technology-wise</td>
</tr>
</tbody>
</table>

Source: IMP³ROVE
Clusters should develop competences in multiple fields to act as an effective partner for all its members

**Fields of competences to develop:**

- **Technical knowledge** (e.g., sector/industry/market knowledge, tech. expertise)
- **Methodological skills** (e.g., project mgmt. tools, communication/PR/moderation, intercultural competence)
- **Strategic management skills** (e.g., consultancy know-how, strategy development, modeling, leadership)
- **Process management & controlling skills** (e.g., financial modelling, quality mgmt. tools)
- **Knowledge on cluster-related policies and funding programs** (e.g., regional policies, subsidies, promotion programs)
- **Language skills** (e.g., business English)

Source: GIZ Cluster Development Guide 2021, IMP³ROVE
Core competences are defined as areas of high capability which are important for keeping the competitiveness

**Competence Matrix**

<table>
<thead>
<tr>
<th>Importance for competitiveness</th>
<th>Competence level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>Improve competence level</td>
</tr>
<tr>
<td>Very low</td>
<td>Do nothing</td>
</tr>
<tr>
<td>Very low</td>
<td>Minimize investment or raise importance</td>
</tr>
<tr>
<td>Very high</td>
<td>Core competence: Exploit competence level and maintain</td>
</tr>
</tbody>
</table>

By utilizing the “Competence Matrix”, skills within a cluster can be mapped into four levels.

Source: IMP³ROVE
Case – Competence Matrix: Glass production cluster

Competence Matrix

Very high

Core competence: maintain competence level and exploit

Improve competence level

Do nothing

Minimize investment or raise importance

Very low

Importance for competitiveness

Very low

Competence level

Very high

Competence Matrix

Source: IMP³ROVE

Exemplary

Exemption

Technology knowledge

Brand reputation

Flexible supplier structure

Market flexibility

Market knowledge

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Source: IMP³ROVE

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Preview preparation physical training: competence matrix

Competence Matrix

<table>
<thead>
<tr>
<th>Importance for competitiveness</th>
<th>Competence level</th>
<th>Core competence:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very low</td>
<td>Very low</td>
<td>Minimize investment or raise importance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exploit competence level and maintain</td>
</tr>
<tr>
<td>Very high</td>
<td>Very high</td>
<td>Improve competence level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Do nothing</td>
</tr>
</tbody>
</table>

Preview: Work in between online and physical training

Please keep the competence matrix in mind as determining the position of your competences will be an integer part of the preparation for the physical training in 2023.
Self-reflection (20 minutes)

Part 1/2

Please conduct a SWOT analysis on your cluster (20 minutes)
**Self-reflection: working template**

**Part 1/2**

Please use this template to list your cluster’s strengths, weaknesses, opportunities and threats.

<table>
<thead>
<tr>
<th>Strengths?</th>
<th>Weaknesses?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities?</th>
<th>Threats?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Self-reflection (20 minutes)

Part 2/2

Focus field: utilizing your strengths

Do you remember your trends and needs analysis?

The SWOT analysis helps in identifying competences

Please reflect on the following:

How can your strengths assist in solving the members’ needs?

What competencies would you like to develop to solve the needs?
### Self-reflection: working template

#### Part 2/2

<table>
<thead>
<tr>
<th>3 most relevant trends for your cluster</th>
<th>Needs resulting from trends</th>
<th>Strengths (you have) that help you in solving that need</th>
<th>Strengths (you want to develop) to help overcome threats, weaknesses</th>
<th>Strengths (you want to develop) based on opportunities</th>
</tr>
</thead>
<tbody>
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</tr>
</tbody>
</table>

Source: IMP³ROVE

Content from step 2

Content to work on in this session

An initiative of the European Union

Source: IMP³ROVE
Step 5: Service portfolio
Clusters can follow a structural five-step approach to map and assess the portfolio and update it according to member needs.

Service portfolio update process

1. **Status-quo analysis**
   - Listing services
   - Identifying need-based fields among members

2. **Systematic inventory**
   - Mapping of existing services (structural field allocation)
   - Identifying of portfolio gaps based on members' needs

3. **Profitability**
   - Evaluating profitability of existing services
   - Comparing effort of services and expected recognition of cluster members (self-assessment)

4. **Member feedback**
   - Setting up workshops with members
     - Capturing satisfaction with offered services and prioritizing member expectations
     - Comparing self-assessment (step 3) with member feedback

5. **Update services in portfolio**
   - Terminating or changing existing services (if necessary)
   - Initiating new services (if necessary)
   - Closing gaps according to profitability (step 3) and member feedback (step 4)

Source: GIZ Cluster Development Guide 2021, IMP³ROVE
**Status-quo service mapping (exemplary)**

<table>
<thead>
<tr>
<th>Regional developer/ community/ policy</th>
<th>Ecosystem-oriented</th>
<th>Ecosystem &amp; business-oriented</th>
<th>Business-oriented</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Long-Term</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td></td>
<td>New products, technologies, business models, innovative solutions</td>
<td>Service</td>
</tr>
<tr>
<td>Service</td>
<td></td>
<td></td>
<td>Service</td>
</tr>
<tr>
<td>Service</td>
<td></td>
<td></td>
<td>Service</td>
</tr>
<tr>
<td><strong>Short-Term</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td></td>
<td>Skills formation/ human resources</td>
<td>Service</td>
</tr>
<tr>
<td>Service</td>
<td></td>
<td></td>
<td>Service</td>
</tr>
<tr>
<td>Service</td>
<td></td>
<td></td>
<td>Service</td>
</tr>
<tr>
<td><strong>Primarily intended for</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional developer/ community/ policy</td>
<td></td>
<td></td>
<td>Members/ firms</td>
</tr>
</tbody>
</table>

Source: GIZ Cluster Development Guide 2021, IMP³ROVE

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Existing services can be mapped and categorized via a dashboard, giving the cluster a systematic overview.
Case example: A profitability analysis assists in making the right service portfolio adaption choices

Profitability portfolio analysis – example of an energy cluster in Germany in 2018

Cluster managers mapped and reviewed services into profitability matrix:
Several services causing high efforts were included in membership fees
Three services were turned into fee-based services

Procedure
Expectation on service effort and current satisfaction level are compared in self- and member-assessment
- Enables final validation on service priority and adaption of portfolio on member needs

Step 3, 4, 5 of service portfolio update process

Services
1. Company visits
2. Project mgmt.
3. Regional marketing
4. Tailor-made matching
5. Talent-pool
6. Trade fairs
7. On the spot
8. Innovation support measures
9. Product/innovation development
10. User-supplier matching
11. Company visits

Acknowledgment by cluster members
- High
- Low

Fee-based services
- High
- Low

Check discontinuation
Services covered by membership fees
Exclude or offer for free

Efforts
- High
- Low

Background – results of analysis
Cluster managers mapped and reviewed services into profitability matrix:
Several services causing high efforts were included in membership fees
Three services were turned into fee-based services

Source: GIZ Cluster Development Guide 2021, IMP³ROVE

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Best practice example: Developing new services (structured target setting) – Cluster Menara, Morocco

Needs-based vision

Set-up an Innovation Technological Development Center for the agri-food and cosmetics sector for the Menara cluster (80 members)

Objective

- Creating a non-profit innovation center delivering high-quality and non-technical services relevant to businesses and being moderate regarding costs
- Offering paid as well as subsidized innovation services enhancing financial and operational sustainability of members
- Supporting product development, strengthening creation of new jobs within members and companies associated with value chain

Desired outcomes

- (SMEs) Creating innovative and competitive products through technology transfer and access
- Establishing links between cluster members and research/academic community
- Preserving existing occupations inside members and shaping new jobs driven through product development/technological access

Source: GIZ Cluster Development Guide 2021, IMP³ROVE
Break-out room and presentation (50 minutes)

Break-out room:
Please discuss your most unique services with peers?
(30 minutes)

Main room:
Please present the most interesting/ unique services gathered within the group discussion in the main room
(20 minutes)
### Homework: Template

Please use this template for your homework – in the prioritization section, please state the services that you identify as the most unique ones.

<table>
<thead>
<tr>
<th>Long-list of services</th>
<th>Prioritize: The most unique services in your portfolio</th>
<th>Why are you proud of these services?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- ....</td>
<td>- ....</td>
<td>- ....</td>
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<td>- ....</td>
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<td>- ....</td>
<td>- ....</td>
<td>- ....</td>
</tr>
</tbody>
</table>
Break-out room: Template

Please use the content you have worked on as your homework

Please present the most unique services in your portfolio to break-out group

In the next step, please (as a group) use the template below to record the results and note down the most interesting services overall. Be ready to present these in the main room later.

<table>
<thead>
<tr>
<th>Long-list of unique services</th>
<th>Prioritize: The 3 most unique services gathered throughout your debate</th>
</tr>
</thead>
<tbody>
<tr>
<td>- ....</td>
<td>- ....</td>
</tr>
<tr>
<td>- ....</td>
<td>- ....</td>
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<tr>
<td>- ....</td>
<td>- ....</td>
</tr>
<tr>
<td>- ....</td>
<td>- ....</td>
</tr>
</tbody>
</table>
Self-reflection: service portfolio analysis (30 minutes)

Please reflect on your service portfolio and categorize each service into the portfolio analysis matrix.
Self-reflection: diagram template

Service Portfolio Analysis

A substantial part of the cluster strategy is the portfolio development. Mapping your service portfolio may help you in generate monetization ideas.

Please take a list of existing services within your portfolio.

Consider for each service the effort and acknowledgement by members.

Categorize the services into the matrix.

Diagram:

- High Efforts
  - Fee-based services
  - Services covered by membership fees
  - Check discontinuation
  - Exclude or offer for free

- Low Efforts
  - High
  - Low
Step 6: Communication strategy
The importance of communicating a brand: a cluster brand can yield several benefits for multiple stakeholders

Good branding creates long-term visibility

Developing a brand consists of combining values and attributes (e.g., USP, what to stand for, etc.)
- To foster member commitment and consistency, branding should be in line with members

Once brand is developed, communication objectives for target groups must be set to guide choice of tools and timing

Exemplary goals of branding:
- Strengthening commitment of members and attracting new ones
- Anchoring and establishing cluster strategy
- Increasing visibility beyond regional borders
- Fostering cross-cluster and border collaboration

Best practice example: Prosecco Cluster Italy

Background:
The Italian cluster of prosecco in Veneto, Italy is a self-contained ecosystem. The local wine production caused the evolvement of many connected activities. Heterogenous actors are involved in the system and in 2003, the area was recognized as the first sparkling wine district of Italy.

Cluster positioning:
The key focus of brand strategy is the region. Brand value focuses on:
- Quality of product due to long tradition and certified labelling
- Association of the sparkling wine with luxury, pleasure and well-being
- Regional link to heritage (noble castles, landscapes and century long tradition in prosecco production)

Key message:
- Relating to location is for (some) clusters reasonable to strengthen brand of members (further win situation for local government)
- Region-based branding can translate into strong commitment of numerous stakeholders (e.g., members, public administration, inhabitants)

Source: GIZ Cluster Development Guide 2021, IMP³ROVE
Feedback
For further information please do not hesitate to contact:

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EWIV, Dreischeibenhäus 1, D-40211 Düsseldorf

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manuel.seuffert@kearney.com  
info@improve-innovation.com  
www.imp3rove.de

The IMP³ROVE - European Innovation Management Academy, non-profit www.imp3rove.de/ offers innovation management support services to enterprises, consultants and intermediaries. It also provides financial actors, policy makers and academia with consulting support and technical assistance related to innovation and innovation management. The services include innovation management benchmarking for enterprises, training and certification in innovation management, research on innovation management issues and promotion of best practices in innovation management. With its global network, the IMP³ROVE Academy has set the standard for innovation management assessment. The IMP³ROVE-European Innovation Management Academy emerged from the European Commission's flagship program "IMP³ROVE". It was supported by the European Commission's Competitiveness and Innovation Framework Programme and receives continued support by Horizon2020.
Agenda
Virtual Training (Day 2)

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.00 – 10.15</td>
<td>Short recap day 1 and welcome day 2</td>
</tr>
<tr>
<td>10.15 – 10.30</td>
<td>Business Model: Business model canvas introduction and explanation</td>
</tr>
<tr>
<td>10.30 – 11.00</td>
<td>Self-reflection business model of my cluster: defining business model canvas for own cluster</td>
</tr>
<tr>
<td>11.00 – 11.30</td>
<td>Inspiration: financing (financing situation in clusters, financing risks and desired development)</td>
</tr>
<tr>
<td>11.30 – 12.30</td>
<td>Keynote: Speech on cluster business models</td>
</tr>
<tr>
<td>12.30 – 13.30</td>
<td>Lunch break</td>
</tr>
<tr>
<td>13.30 – 14.10</td>
<td>Self-reflection recap business model of my cluster: desired business model in 5 years</td>
</tr>
<tr>
<td>14.10 – 17.10</td>
<td>Break-out session developing an action plan to advance and improve your current business model</td>
</tr>
<tr>
<td></td>
<td>– Establishing ideas for business model advancements and improvements</td>
</tr>
<tr>
<td></td>
<td>– Pitching and further developing the ideas</td>
</tr>
<tr>
<td></td>
<td>– Forming an action plan to validate the idea</td>
</tr>
<tr>
<td>17.10 – 17.30</td>
<td>Final Q&amp;A, feedback and closing of the training</td>
</tr>
</tbody>
</table>

Beginning/Ending
Break

*Italicics* Interactive session

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The training consists of a theory section followed by an interactive application part.

Through insights gathered from cluster strategy review, business model advancements and expansions can be identified.

- Input factors
- Output factors, facilitated as response to input factors

Input factors
Output factors, facilitated as response to input factors

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Business Model
The Business Model Canvas enables a one-page view of a cluster’s structure.

The Business Model Canvas offers managers the opportunity to structure and document their existing ones. The framework is widely regarded as the most famous one to display business models.

<table>
<thead>
<tr>
<th>Business Model Canvas cluster version</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Business Model Canvas offers managers the opportunity to structure and document their existing ones. The framework is widely regarded as the most famous one to display business models.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key stakeholders &amp; partners</th>
<th>Cluster activities</th>
<th>Cluster value proposition</th>
<th>Member engagement</th>
<th>Cluster members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key ecosystem &amp; clusters</td>
<td>Cluster resources</td>
<td>Public funding</td>
<td>Channels</td>
<td>Potential cluster members</td>
</tr>
<tr>
<td>Cost structure</td>
<td></td>
<td>Private funding</td>
<td>Funding partners</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project funding</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE
### Case example: Ocean tech cluster

#### Business Model Canvas applied

<table>
<thead>
<tr>
<th>Key stakeholders &amp; partners</th>
<th>Cluster activities</th>
<th>Cluster value proposition</th>
<th>Member relationship</th>
<th>Cluster members</th>
</tr>
</thead>
<tbody>
<tr>
<td>120 identified so far</td>
<td>Industry Transformation</td>
<td>The world’s leading ocean tech cluster</td>
<td>Too transactional</td>
<td>165 members, from the Pentagram, including 9 VCs</td>
</tr>
<tr>
<td></td>
<td>Tech development</td>
<td>Helping our members transform into new business areas in the global ocean space</td>
<td></td>
<td>Identified 2,300 companies in the relevant ocean sectors</td>
</tr>
<tr>
<td></td>
<td>Market development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Scale ups</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key ecosystem & clusters**

- Ocean Autonomy Cluster (NO)
- COAST (CAN)
- Maritime Singapore (Sin)
- Blue Maritime (US)

**Cluster resources**

- 3 staff
- Network
- Innovation groups

**Cluster activities**

- Industry Transformation
- Tech development
- Market development
- Scale ups

**Cluster value proposition**

- Helping our members transform into new business areas in the global ocean space

**Member relationship**

- Too transactional

**Channels**

- Events
- Social Media (Clubhouse)

**Funding partners**

- EU
- Research council
- National cluster program

**Potential cluster members**

- 165 members, from the Pentagram, including 9 VCs

**Identified 2,300 companies in the relevant ocean sectors**

**Cost structure**

- Staff Salaries FTE, part-time 65%
- Operations 10%
- Projects 25%

**Public funding**

- 40% National Cluster Program
- 5% city

**Private funding**

- 20% memberships
- 5% program & member activities

**Project funding**

- 30% project funding, mostly from EU

---

Source: GIZ Cluster Business Model Guide 2021, IMPROVE
Self-reflection: Business Model Canvas (30 minutes)

Please sketch the business model canvas for your cluster
### Business Model Canvas cluster version

Please use the template below to document the Business Model Canvas for your cluster organization.

<table>
<thead>
<tr>
<th>Key stakeholders &amp; partners</th>
<th>Cluster activities</th>
<th>Cluster value proposition</th>
<th>Member engagement</th>
<th>Cluster members</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Key ecosystem &amp; clusters</th>
<th>Cluster resources</th>
<th>Channels</th>
<th>Funding partners</th>
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</thead>
<tbody>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost structure</th>
<th>Public funding</th>
<th>Private funding</th>
<th>Project funding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Business development related**

**Financing related**

---

Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

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Optional: Please sketch your proportional funding sources into a pie chart and state your key-takeaways.

<table>
<thead>
<tr>
<th>#</th>
<th>Takeaway</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>….</td>
</tr>
<tr>
<td>2</td>
<td>….</td>
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</tbody>
</table>
Inspiration financing
Developing a sustainable financing situation is frequently classified as an important internal objective by clusters.

Financing share in cluster organizations (EU + Norway average)

- **Public funding**: 44%
- **Membership fees**: 26%
- **Chargeable services**: 14%
- **In-kind contributions**: 12%
- **Other private funding sources**: 4%

**Further Takeaways**

**Public funding issue:**
A high fraction of clusters were established with substantial public support.

**Public financing is:**
- Frequently **limited in time**
- Not reliable (potential reduction or cancellation with new governments/new persons in office)

**Solution: Financing diversification**

Mix of multiple **income source** is best way to sustainable financing and a sustaining business model.

**Substitution** of public financing requires excellent cluster management, inter alia via **selling useful chargeable services to members**.

---

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Source: European Secretariat for Cluster Analysis 2018, IMP³ROVE
Case example: change of cluster financing over time – from government dependence towards diversified financing

Cluster financing evolution map

<table>
<thead>
<tr>
<th>Year</th>
<th>Total budget</th>
<th>Financial stress</th>
<th>Target next year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>€100,000</td>
<td>High</td>
<td>€125,000</td>
</tr>
<tr>
<td>2020</td>
<td>€300,000</td>
<td>Medium</td>
<td>€350,000</td>
</tr>
<tr>
<td>2025</td>
<td>€800,000</td>
<td>Low</td>
<td>€850,000</td>
</tr>
</tbody>
</table>

Source: Strategy Tools & The Global Community 2021, IMPROVE
Case example: sustainable financing cluster financing Kunststoff-Netzwerk Franken e.V. (2017)

Financing spread (revenues)

- Membership Fees: ~75%
- Revenues from events and the provision of services: ~25%
- Receipts from funded projects (not part of operational business): 0%
- No public funding needed
- Private funding

Services

The Kunststoff-Netzwerk is a fully self-financed cluster organization in Germany. No governmental funds are needed for the cluster’s activities.

Innovative Business Model Feature – membership fees:

Cluster incorporates two types of memberships:

- Full membership:
  - Fixed fee, independent of company size (reason: no member should hold position of financial dominance)
  - Entitled to vote at general assembly

- Supporting membership:
  - Fee differentiation, dependent on company size
  - Interest groups which perceive the cluster as a platform with access to potential customers are only allowed supporting membership
  - Not entitled to vote at general assembly

Application to become supporting members are selectively chosen and only accepted if purposeful technological exchange or other contributions can be expected.

Source: BMWi 2010, IMPROVE

No public funding needed

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Case example innovative financing ideas: Health Valley Netherlands

About the cluster

Founded: 2006 by government, academia and corporates
Employees: 8 FTE
Area of activity: medical devices & robotics, person. medicine and digital health
Partners: >200 partners from education, healthcare and government

Cluster strategy in 3 points

1. Connect
2. Inspire
3. Facilitate

Innovative financing idea

Aim: Gain independence from public funding and increase member engagement (in first years of cluster 90%/ 10% ratio of public to private funding)

1st Action: Reassessment of partnership model

1st Outcome: Imbalance in price asked and services offered (price level left room for non-engagement – value perceived by partners did not reflect the value inherent in network)

Final action:

Increase in membership fees

Inauguration of 4 different membership levels (based on FTE size (fee for large corporations ten-folded))

Final outcome:

Some loss of partnership numbers, however, substantially more engagement of members (e.g., members frequently voiced expectations from activities, etc.) and less dependence on public financing

Source: Strategy Tools & The Global Community 2021, IMP³ROVE
Case example innovative financing ideas: Queensland Robotics Australia

About the cluster

Founded: 2019 by network of robotics companies in Queensland
Area of activity: Industrial robotics
Partners: >50 partners from academia, industry, government

Cluster strategy in 3 points

1. **Establishing the foundations**: Build confidence, capability, capacity and connections within cluster
   
   - **Accelerated growth**: Leverage key relationships within the state, nationally and internationally to grow the cluster and members (opportunities for jobs, revenue, commercialization)
   
   - **Sustainable global market position**: Promote “Robot Made in Australia” brand with transparency, ethically endorsing the UN’s Strategic Development Goals

Innovative financing idea

**Aim:** Create ownership for cluster development and effectiveness among members

**Action:** Inaugurate share-owner model:

- No membership fees
- Provide each member with a share in cluster and option to purchase additional ones
- Shares pay annual dividend from any surplus not reinvested into cluster

**Outcome:**

- **Formal way of ownership** was created through which members have a say in cluster’s strategic planning and execution
- **Constant interaction** among members

Source: Strategy Tools & The Global Community 2021, IMPROVE
Self-reflection: Business Model Canvas (40 minutes)

Please sketch your desired future business model canvas (5 years) (30 minutes)

Please reflect on the differences to your current business model (previous self-reflection) (10 minutes)
Self-reflection: Template (30 minutes)

Business Model Canvas cluster version

Please use the template below to document your **desired future business model (five years from today)** for your cluster organization.

<table>
<thead>
<tr>
<th>Key stakeholders &amp; partners</th>
<th>Cluster activities</th>
<th>Cluster value proposition</th>
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</tr>
<tr>
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<td>Private funding</td>
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<td></td>
</tr>
</tbody>
</table>

Business development related

Financing related

Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE
Self-reflection: Template (10 minutes)

Business Model Canvas cluster version

Please reflect on your current business model and the desired future business model.

Current Business Model Canvas

Desired Future Business Model Canvas

Field

Business development related

Financing related

Desired Change

Please use the template to the left to reflect and document the desired changes to your current business model.

The template serves as a starting point for your action plan.
Optional: Please sketch your desired proportional funding sources into a pie chart and state your key takeaways.

<table>
<thead>
<tr>
<th>#</th>
<th>Takeaway</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>- ....</td>
</tr>
<tr>
<td>2</td>
<td>- ....</td>
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</tbody>
</table>
Action plan development
Self-reflection and breakout session: developing an action plan (1/2)

Develop an action plan to advance and improve your current business model
Conduct a deep individual brainstorming session on the desired changes identified in the previous self-reflection and define how to advance and improve your cluster’s business model (what could be immediate starting points?)
(30 minutes)

Pitch your ideas to other participants in a break-out session and receive ad-hoc feedback (active discussion on everyone’s ideas)
(45 minutes)

Iterate your ideas and form an action plan to achieve the objectives set; further feedback by trainers on request
(90 minutes)
## Self-reflection: brainstorm on business model changes to advance and improve

Please reflect on the content you created yesterday

... and

the content presented and created today

---

### Long-list desired business model changes to advance

| Desired Business Model Changes | 
|-------------------------------|---|
| - ...                         |   |
| - ...                         |   |
| - ...                         |   |
| - ...                         |   |

### Prioritize: The 3 most promising business model changes to advance

<table>
<thead>
<tr>
<th>Prioritized Business Model Changes</th>
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<tbody>
<tr>
<td>- ...</td>
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<td>- ...</td>
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<td>- ...</td>
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</tbody>
</table>

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Prioritize at least one short-term idea (implementable in 3-6 months)
# Break-out session: template feedback session

Please use this template to incorporate your peer feedback

<table>
<thead>
<tr>
<th>Sired business changes to advance</th>
<th>Prioritize: The 3 most promising business model changes to advance</th>
<th>Notes on peer feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

Content from step 1

Content to work on in this session

2

Source: IMP³ROVE

An initiative of the European Union
### Action plan: template for developing business model changes to advance and improve

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible</th>
<th>Stakeholders</th>
<th>Requirements</th>
<th>Expected outcome</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>What will be done?</td>
<td>Who will do it?</td>
<td>Who are the stakeholders to involve for success?</td>
<td>What is required, e.g., resources</td>
<td>What kind of outcome do you expect within this step?</td>
<td>By when?</td>
</tr>
</tbody>
</table>

*Step 1:*

*Step 2:*

... 

### How to use the template?

**First:** Identify business model changes to advance and improve (e.g., change in member fee structure – fee discrimination by size or change in service structure)

**Second:** Fill in the action plan template

- **Action:** What are the individual steps to achieve this goal?
- **Responsible:** Who should be the responsible person for each step?
- **Stakeholders:** Who within the cluster must be involved in that specific step?
- **Requirements:** What are the requirements for each step (e.g., needed resources, legal requirements clarified, etc.)
- **Expected outcome:** What do you expect as an outcome from this step?
- **Deadline:** How many days should it take to finish this step?
Final Q&A
Feedback
For further information please do not hesitate to contact:

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The IMP³ROVE - European Innovation Management Academy, non-profit www.imp3rove.de/ offers innovation management support services to enterprises, consultants and intermediaries. It also provides financial actors, policy makers and academia with consulting support and technical assistance related to innovation and innovation management. The services include innovation management benchmarking for enterprises, training and certification in innovation management, research on innovation management issues and promotion of best practices in innovation management. With its global network, the IMP³ROVE Academy has set the standard for innovation management assessment. The IMP³ROVE- European Innovation Management Academy emerged from the European Commission's flagship program "IMP³ROVE". It was supported by the European Commission's Competitiveness and Innovation Framework Programme and receives continued support by Horizon2020.