Cluster Booster Academy

Training Day 1
June 06, 2023
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.00 – 11.00</td>
<td>Welcome and introduction to the Cluster Booster Academy</td>
</tr>
<tr>
<td></td>
<td>• Welcome speech by DG GROW</td>
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<tr>
<td></td>
<td>• Brief introduction by participants based on their pre-filled profile slide</td>
</tr>
<tr>
<td>11.00 – 11:30</td>
<td>Cluster Strategy Review: Introduction and review of cluster strategy elements</td>
</tr>
<tr>
<td>11.30 – 12:00</td>
<td>Keynote speech: Kristoffer Jansson, EnergyVaasa, Finland</td>
</tr>
<tr>
<td>12.00 – 13.00</td>
<td>Challenges: Discussion on current challenges</td>
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<tr>
<td></td>
<td>• 5 Breakout rooms each discussing/brainstorming a specific challenge, its impact on cluster performance, potential solutions documented on a virtual whiteboard</td>
</tr>
<tr>
<td></td>
<td>• Presentation by each group on their ideas and findings</td>
</tr>
<tr>
<td>13.00 – 13.45</td>
<td>Lunch break</td>
</tr>
<tr>
<td>14.15 – 14.45</td>
<td>Keynote speech on private financing: Bianca Dragomir, AVAESEN, Spain</td>
</tr>
<tr>
<td>14.45 – 15.45</td>
<td>Best practices (1/2)</td>
</tr>
<tr>
<td></td>
<td>• Scavenger hunt: Participants receive hints pointing to a best practice exemplary cluster and have to present their guesses</td>
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<tr>
<td></td>
<td>• Keynote speech: Best practice cluster manager i.a. Johan Halvarsson (SuperEcosystem, Finland) presenting their success factors</td>
</tr>
<tr>
<td>15.45 – 16.00</td>
<td>Coffee break</td>
</tr>
<tr>
<td>16.00 – 16.45</td>
<td>Best Practices (2/2)</td>
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<tr>
<td></td>
<td>• Introduction of sources available on ECCP</td>
</tr>
<tr>
<td></td>
<td>• Discussion on how to apply best practice examples to own cluster</td>
</tr>
<tr>
<td>16.45 – 17.00</td>
<td>Wrap-up and Q&amp;A</td>
</tr>
</tbody>
</table>
## Agenda Virtual Training (Day 2)

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.30 – 09.45</td>
<td><strong>Short recap day 1 and welcome day 2</strong></td>
</tr>
<tr>
<td>09.45 – 10.00</td>
<td><strong>Business Model:</strong> Business model canvas introduction and explanation</td>
</tr>
<tr>
<td>10.00 – 11.30</td>
<td><strong>Keynote speeches:</strong> Sandra Sundbäck (Paper Province, Sweden) and Thomas Meißner (Cluster Transport</td>
</tr>
<tr>
<td>11.30 – 12.30</td>
<td><strong>Self-reflection business model of my cluster:</strong> Defining business model canvas for own cluster</td>
</tr>
<tr>
<td>12.30 – 13.30</td>
<td>Lunch break</td>
</tr>
<tr>
<td>13.30 – 14.15</td>
<td><strong>Self-reflection recap business model of my cluster:</strong> Desired business model in 5 years</td>
</tr>
<tr>
<td>14.15 – 16.00</td>
<td><strong>How to plan, structure and achieve your strategic goals</strong></td>
</tr>
<tr>
<td></td>
<td>- <strong>Introduction to action plan template and tasks</strong></td>
</tr>
<tr>
<td></td>
<td>- <strong>Self-reflection:</strong> Participants detail out the next steps to solving their challenges into an action plan</td>
</tr>
<tr>
<td></td>
<td>- <strong>Presentation of action plans and feedback</strong></td>
</tr>
<tr>
<td>16.00 – 16.30</td>
<td><strong>Next steps, Q&amp;A, feedback and closing of the training</strong></td>
</tr>
</tbody>
</table>
FOODSERVICE CLUSTER
Barcelona / SPAIN

2014
Cluster established

Foodservice
Active Ecosystems

112
Cluster members

Your Cluster in 3 words

Open Innovation
Collaboration
Sustainability & Digitalization

Top 3 Challenges for your Cluster

• How do I attract members and impact in my sector value chain?
• Setting up a strategy for developing new services?
• What governance structures do I have to implement to retain members and human resources?

My expectation of the CBA is …

… to engage with Cluster Managers from whole Europe and exchange experiences and learn from best practices!

Get to know me & my cluster!

Alejandro Utrera
Cluster Manager

Cluster joined in
2019

autrera@clusterfodservice.com
ASSOCIATION CLUSTER PORTUGAL MINERAL RESOURCES

2009 MINERAL RESOURCES
Cluster established  Active Ecosystems  Cluster members

Your Cluster in 3 words
Innovation  Competitiveness  Sustainability

Top 3 Challenges for your Cluster
• How do I guarantee long term sustainability of the cluster?
• What are new services that I can offer to the SMEs?
• What’s the best governance model for the cluster?

My expectation of the CBA is ...
... to engage and learn with Cluster Managers from whole Europe!

Get to know me & my cluster!

MARTA PERES
Degree in Marketing and Advertising
Graduate in Business Management.
Cluster joined in
2009
marta.peres@clustermineralresources.pt

An initiative of the European Union
CIAC
Barcelona / Spain

2013   Automotive   150
Cluster established   Active Ecosystems   Cluster members

Digitalisation   Collaboration   Sustainability

Top 3 Challenges for your Cluster
• How do I attract and retain talented cluster members?
• How do I measure my growth / success?
• How to implement a cluster internationalization strategy?

My expectation of the CBA is …
… to engage with Cluster Managers from whole Europe, to exchange best practices and to build partnerships!
CluBE – Cluster of Bioeconomy and Environment of Western Macedonia
Kozani - Greece

2014
Cluster established
Business
Active Ecosystems
53
Cluster members

Your Cluster in 3 words
Synergies
Bioeconomy
Innovation

Top 3 Challenges for your Cluster
• How do I attract and retain talented cluster members?
• How do I increase member collaboration within the cluster?
• What are the best marketing structures for a cluster?

My expectation of the CBA is ...

to engage with Cluster Managers from whole Europe, exchange ideas, create synergies, learn from successful stories!

Get to know me & my cluster!

Dimitris Silikas
Economist - Senior Project Manager Head of Entrepreneurship Department
Cluster joined in 2021

d.silikas@clube.gr

CluBE – Cluster of Bioeconomy & Environment of Western Macedonia
Western Macedonia

Synergies
Bioeconomy
Innovation

Kozani - Greece
Economist - Senior Project Manager Head of Entrepreneurship Department
Cluster joined in 2021

d.silikas@clube.gr

An initiative of the European Union
Cluster Electric Mobility South-West
Stuttgart / Germany

2007  Automotive  >200
Cluster established  Active Ecosystems  Cluster members

Your Cluster in 3 words
- Innovation: new mobility solutions
- Collaboration: accelerating research & development
- Sustainability: change towards low-emission technologies

Top 3 Challenges for your Cluster
- How to adapt cluster services and address participation fatigue?
- How to measure the success of cluster services/activities?
- How can we support on the issue of skilled workforce?

My expectation of the CBA is …
... to engage with Cluster Managers and to learn more about different cluster strategies, regional cluster policies and working cultures.
Strategische Partnerschaft Sensorik/Cluster Sensorik
Regensburg/ Germany

<table>
<thead>
<tr>
<th>Year</th>
<th>People</th>
<th>Technology</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>Cluster established</td>
<td>Sensor and measurement technology</td>
<td>70 Cluster members</td>
</tr>
</tbody>
</table>

Your Cluster in 3 words
- People
- Technology
- Organization

Top 3 Challenges for your Cluster
- How do I attract new and retain talented cluster members?
- From open Innovation to open Strategy - empowering and supporting members
- Free membership in the Cluster Sensorik vs. membership in the supporting association "Strategische Partnerschaft Sensorik": Transparent communication of the benefits for paying members

My expectation of the CBA is …

... I look forward to the exchange with experienced cluster managers. I also expect this to result in interesting new contacts for the development of our international activities.

Get to know me & my cluster!

Stefanie Fuchs
CEO, Cluster Manager
Cluster joined in 2008

s.fuchs1@sensorik-bayern.de

An initiative of the European Union
Cluster of Manufacturing innovators
Vilnius / Lithuania

2020 Manufacturing 21
Cluster established Active Ecosystems Cluster members

Your Cluster in 3 words
Innovation Digitalization Manufacturing

Top 3 Challenges for your Cluster
• How do I attract and retain talented cluster members?
• How do I sell successfully the benefits of the cluster?
• How can I engage my cluster members in all our EU activities and projects?

My expectation of the CBA is …
… to build long term partnerships, to engage with Cluster Managers from whole Europe!

Jolanta Zubkauskienė
Head of development/ Cluster coordinator

Cluster joined in 2021

jolanta.zubkauskiene@manuvalley.tech

An initiative of the European Union
City of Science Clusters
Darmstadt/ Germany

2012
Cluster established

75
Cluster members (partners)

Your Cluster in 3 words

Science
Innovation
Transfer

Top 3 Challenges for your Cluster

• Tools for daily business as a Cluster Manager
• How do I measure my growth / success?
• Create visibility / convince sponsors

My expectation of the CBA is ...
… to engage with Cluster Managers from whole Europe!

Nicole Pinto
M. Sc. in Business Administration
Cluster joined in 2012
nicole.pinto@darmstadt.de
Top 3 Challenges for your Cluster

• How do I develop more those services and business relationships (with core companies) that guarantee a regular monthly financial stability?
• How do I continuously develop new services for members growth? Diversify services entering in new areas (start-ups. Living labs..)?
• How do I measure cluster organization success and communicate it as a strength point?

My expectation of the CBA is …

... to share with other Cluster Managers for personal and cluster growth and networking potential!
### ELCA European Lighting Cluster Alliance

**Italy**

<table>
<thead>
<tr>
<th>Year</th>
<th>Cluster established</th>
<th>Lighting</th>
<th>Meta-Cluster members</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
<td>Active Ecosystems</td>
<td>5</td>
</tr>
</tbody>
</table>

#### Your Cluster in 3 words
- Meta-cluster
- International Collaboration
- Innovation & co-learning

#### Top 3 Challenges for your Cluster
- How do I attract new ELCA members?
- How to ensure long-term financial sustainability?
- How to encourage members to be more pro-active?

#### My expectation of the CBA is ...
- to learn from other cluster managers, exchange good & bad practices, expand our network and inspire new collaborations!

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**Marta Krakowiak**

- M. Sc. in Political Science
- M. Sc in Human Resource Management
- ELCA Project Manager

Cluster joined in 2018

- Get to know me & my cluster!
- [marta.krakowiak@elcacluster.eu](mailto:marta.krakowiak@elcacluster.eu)
Feeling Innovation by Stanpa
Madrid / Spain

2020
Cluster established
Cosmetics, perfumery, personal care
80
Cluster members

Your Cluster in 3 words
Innovation culture  Digitalization  Sustainability

Top 3 Challenges for your Cluster
• How do I attract and retain talented cluster members?
• How to deal with members with different levels of maturity in terms of innovation culture and digitalization
• How to motivate cluster members to engage in the services offered and to encourage them to move from reactive engagement to proactive engagement.

My expectation of the CBA is …
… to share experiences and learn from other ECCP members, establish the ground for peer collaboration, strengthen skills on cluster management with role models.

Get to know me & my cluster!

Irati Herrero Imaz
Deputy Director
Cluster joined in 2021

Irati.herrero@stanpa.com
Green Technology CLUSTER (www.gtc.green)  
Bucharest / Romania

2019
Cluster established

ICT
Active Ecosystems

30
Cluster members

Your Cluster in 3 words

Innovation  
Collaboration  
Green Technology

Top 3 Challenges for Your Cluster

• How can I engage my cluster members in all our EU activities and projects and improve cooperation and communication among cluster members?
• How do I become more self-sustainable (income sources), and what additional services should I improve and provide to cluster members? How can we implement paid services?
• How do I help our members sell broadly and get access to other markets?

My expectation of the CBA is ...

to engage with Cluster Managers from whole Europe, create synergies, partnerships, and learn from successful stories.
Get to know me & my cluster!

ICT Cortex
Podgorica / Montenegro

2021
Cluster established

ICT
Active Ecosystems

40
Cluster members

Your Cluster in 3 words

- Education
- Internationalization
- Innovation & Digital Transformation

Top 3 Challenges for your Cluster

- How do I improve cooperation and communication among and toward cluster members?
- How do I become more self-sustainable (income sources) and which additional services should I improve and offer to cluster members?
- How do I help our members sell broadly and get access to other markets?

My expectation of the CBA is

to work on networking with other cluster members, get valuable knowledge about the cluster operations, best practices and services and as a result become more efficient and sustainable. I expect to participate together with other cluster members on EU projects and help our members go internationally.

Vesna Puric
Chief Operation Officer

Cluster joined in 2021

vesna@ictcortex.me

ICT Cortex
Podgorica / Montenegro

2021
Cluster established

ICT
Active Ecosystems

40
Cluster members

Your Cluster in 3 words

- Education
- Internationalization
- Innovation & Digital Transformation

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- How do I improve cooperation and communication among and toward cluster members?
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Vesna Puric
Chief Operation Officer

Cluster joined in 2021

vesna@ictcortex.me
Rete di Imprese Luce in Veneto - Italy
www.luceinveneto.com

Your Cluster in 3 words
Internationalisation | Innovation | Training

Top 3 Challenges for your Cluster
• How do I guarantee long term sustainability of the cluster?
• What are new services that I can offer to the SMEs?
• What's the best governance model for the cluster?

My expectation of the CBA is ...

to improve my knowledge in the Cluster Management; to exchange experiences with other EU cluster managers and learn from successful stories!
Get to know me & my cluster!

Marcos Suárez
Industrial Engineer & MBA
Cluster joined in 2016
msuarez@clusterenergia.com

Basque Energy Cluster
Basque Country / Spain

1996 Cluster established
Energy Active Ecosystems
206 Cluster members

Your Cluster in 3 words
Team
Customer-focused
Commitment

Top 3 Challenges for your Cluster
• Which new services would add value to my members?
• How do I engage members more?
• Which structure do we need to move to the next level?

My expectation of the CBA is ...
... to learn from my peers!
MetaIndustry4
Gijón / Spain

2006
Mechanical Engineering
73
Cluster established
Active Ecosystems
Cluster members

Your Cluster in 3 words
Innovation
Collaboration
Strategy

Top 3 Challenges for your Cluster
• How can I stand out from other regional organizations?
• How can I engage my cluster members in all our EU activities and projects?
• Is it possible to implement payment services from a cluster organization?

My expectation of the CBA is …
… to exchange experiences (best and worst practices) and widen our network from whole Europe!

Get to know me & my cluster!
Jose Ramón Natal
Cluster Manager
Cluster joined in
2006
jrnatal@metaindustry4.com

An initiative of the European Union
## Hungarian Open Innovation Cluster for Construction
*(in Hungarian: Magyar Innovatív Építőipari Nyílt Klaszter – MIÉNK)*
Kecskemét / Hungary

<table>
<thead>
<tr>
<th>Year</th>
<th>Construction</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Cluster established</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Active Ecosystems</td>
</tr>
<tr>
<td></td>
<td></td>
<td>52 Cluster members</td>
</tr>
</tbody>
</table>

### Your Cluster in 3 words
- Responsible Innovation
- Sustainable and Smart Buildings
- International Cooperation

### Top 3 Challenges for your Cluster
- How can green and digital transformation of member companies be best supported?
- What governance structure can be most efficient in the national context?
- How can international cooperation contribute to the competitiveness of the member companies?

### My expectation of the CBA is ...
... to learn about good practice from Cluster Managers around Europe!

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**Tamas GYULAI**
M. Sc. in Electrical Engineering
Cluster joined in 2012

Get to know me & my cluster!

- info@mienk.eu

An initiative of the European Union
Top 3 Challenges for your Cluster

• How do I engage cluster members in EU projects and activities?
• How do I introduce new cluster services?
• What governance structures do I have to implement?

My expectation of the CBA is ...

... to engage with other clusters from whole Europe, identify synergies and potential collaborations, and learn from them!
Top 3 Challenges for your Cluster

• How can I implement payment services to offer to cluster members?
• How can I engage cluster members in my activities and projects?
• What governance structures do I have to implement?

My expectation of the CBA is …

... to enlarge network, to exchange best practices and to learn more about new cluster methodologies!

Susana Remotti
Cluster Manager
Cluster joined in 2016

susana.remotti@proplast.it
Clust-ER BUILD
Bologna / Italy

2018 Cluster established
Build Active Ecosystems
109 Cluster members

Your Cluster in 3 words
Open Innovation Collaboration Digitalisation

Top 3 Challenges for your Cluster
• How do I attract and retain talented cluster members?
• How do I implement cluster internationalization strategy?
• What are the best marketing structures for a cluster?

My expectation of the CBA is ...
... to create new strong collaboration with Clusters from whole Europe!

Get to know me & my cluster!

Silvia Rossi
Architect – Innovation Manager
Cluster joined in 2019
Silvia.rossi@build.clust-er.it

An initiative of the European Union
Top 3 Challenges for your Cluster

• How do I attract and retain cluster members?
• How do I access funds (direct, non-governmental) dedicated to cluster development?
• How to implement internationalisation?

My expectation of the CBA is ...

... to improve Cluster Management to be valid for the whole of Europe!
Get to know me & my cluster!

Sıdıka Arıkan
Project Manager

Cluster joined in
2020

sarikan@dto.org.tr

Denizli Technical Textiles Cluster
Denizli / Türkiye

2020
Cluster established

Textiles
Technical Textiles

100
Cluster members

Your Cluster in 3 words

Transformation

Internationalization

Innovation

Top 3 Challenges for your Cluster

• How do I create new markets for cluster members?
• How do I support innovation and development areas for new ideas?
• Which government model should be established for being part of S3 on technical textiles?

My expectation of the CBA is

Networking with other EU clusters and create multiply effect for clusters in Turkey!
Top 3 Challenges for your Cluster

- How do I improve cross member collaboration?
- How do I sell successfully the benefits of the cluster?
- What are the best marketing strategies for a cluster?

My expectation of the CBA is …

… to build long term partnerships, learn more about cluster governance and how to market it successfully as a product!
Slovak Smart City Cluster
Poprad / Slovakia

2017
Cluster established

Smart City
Active Ecosystems

20
Cluster members

Your Cluster in 3 words
Education
Collaboration
Innovation

Top 3 Challenges for your Cluster
• How do I engage cluster members in our activities?
• Improve services for cluster members
• Be unique on the market

My expectation of the CBA is ...
... to exchange practices and engage with Cluster Managers from whole Europe!

Daniela Ferková
Cluster Manager
Cluster joined in 2022
daniela.ferkova@smartcluster.sk

An initiative of the European Union
Top 3 Challenges for your Cluster

• Connecting our members from different sectors (public, private and academia)
• Spreading of smart city concepts to public sustainably
• Connecting technologies and human needs

My expectation of the CBA is …

Get to know practices from other clusters in Europe
Get to know me & my cluster!

Tartu Health Cluster
Tartu / Estonia

2018 Cluster established  Health Active Ecosystems  50 Cluster members

Your Cluster in 3 words

- Innovation
- Collaboration
- Synergy

Top 3 Challenges for your Cluster

- What should be the value proposition for members?
- How to attract new cluster members and grow the sector and community?
- How to integrate cluster member into international value chains?

My expectation of the CBA is ...

... to engage with Cluster Managers from whole Europe and learn from others’ experience!
### DRIFMAT Cluster Romania

<table>
<thead>
<tr>
<th>2016</th>
<th>New Materials and Technologies</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster established</td>
<td>Active Ecosystems</td>
<td>Cluster members</td>
</tr>
</tbody>
</table>

#### Your Cluster in 3 words
- Innovation
- Collaboration
- Sustainability

#### Top 3 Challenges for your Cluster
- How do I attract and retain talented cluster members?
- We are interested in establishing consortia of clusters in our field activity and sharing our experiences.
- What governance structures do I have to implement?

#### My expectation of the CBA is ... 
... to engage with Cluster Managers from whole Europe!
Top 3 Challenges for your Cluster

- How to reinforce cluster internationalization strategy?
- How to measure the success of cluster activities (KPIs)?
- How to engage and facilitate the cooperation between members with different levels of maturity in terms of innovation culture

Your Cluster in 3 words

- Innovation culture
- Enabling technologies and methods
- « Coopetition »

My expectation of the CBA is …

… to engage with Cluster Managers from whole Europe, creating collaboration ideas and learn from each others’ experience
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

**Challenges**
- Discuss current challenges and work on initial solutions in preparation of the action plan

**Business model & Action Plan**
- Develop an individual action plan to advance and improve your cluster's business model
Strategic planning to tactical implementation: the training consists of a theory section followed by interactive application.

- **Cluster Strategy Review**: Reference point for aligning subsequent activities.
- **Challenges**: Builds upon the cluster strategy review by focusing on the current challenges faced.

**Building Business Models and Action Plans**
- **Business Model Canvas**
- **Business Model self-reflection**
- **Best Practices**
- **Action Plan Development**

Action plans are developed based on the business plans, aligning with the strategic direction set by the cluster strategy review. The action plans ensure that the business plan is translated into actionable steps.

**ACTION PLAN**

Final output
Cluster Strategy Review
Thorough Review of the Cluster Strategy: six interconnected elements

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

Input factors
Output factors, facilitated as response to input factors

An initiative of the European Union
Step 1: Trends
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
- Increasing innovations is created through combination of different technologies/industries
- Moving of processes towards digital formats and creation of digital networks across borders
- Growing innovation complexity goes beyond most companies’ technological capacity

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>Innovation strategy</td>
<td>Road mapping, portfolio analysis, international determination of position, cluster strategy, framework of SME strategy</td>
</tr>
<tr>
<td>Internal conditions</td>
<td>Advanced training options, connection of industry and research, working groups, innovation labs, open innovation arenas</td>
</tr>
<tr>
<td>(innovation culture)</td>
<td></td>
</tr>
<tr>
<td>Operative innovation</td>
<td>Strengthen contacts with cooperation partners, innovation matchmaking, technology transfer</td>
</tr>
<tr>
<td>management</td>
<td></td>
</tr>
<tr>
<td>External conditions</td>
<td>Joint purchasing platforms, recruitment of qualified personnel, contact with public authorities and multipliers</td>
</tr>
<tr>
<td>Transfer of results</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

<table>
<thead>
<tr>
<th>Category</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political</td>
<td>Tax policy, labor law, environmental law, trade restrictions, tariffs, political stability</td>
</tr>
<tr>
<td></td>
<td>Goods and services which the government wants (merit goods) and those that the government does not want to be provided (demerit goods)</td>
</tr>
<tr>
<td></td>
<td>Influence on the health, education, and infrastructure of a nation</td>
</tr>
<tr>
<td>Economic</td>
<td>Economic growth, interest rates, exchange rates, inflation rate</td>
</tr>
<tr>
<td>Social/cultural</td>
<td>Cultural aspects, health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety</td>
</tr>
<tr>
<td>Technological</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>Environmental</td>
<td>Weather, climate, and climate change</td>
</tr>
<tr>
<td>Legal</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**
>60% 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 (2022), Gartner (2022), Kantar (2022), Statista (2022)
Step 2: Member and cluster needs
Identifying key cluster members and attributing attention to their demands assists in a “need relevance analysis”

1. Identifying key members and their 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 higher relevance to key members’ needs in analysis

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.

2. Prioritizing the members’ needs

Number of members sharing this need

- Low
- Medium
- High

Importance of expectations

- Low
- Medium
- High

Unintended effects

Success

Consider to terminate services revolving around these need

Corrective actions needed
Step 3: Vision, mission, objectives
With set vision, mission and objectives the cluster can define what it stands for and where it wants to go.

The development of cluster strategies requires:

- **Vision & Mission**: Definition & understanding where the cluster wants to go (vision) and what it desires to stand for (mission).
- **Objective Setting**: Defined objectives which are precise, measurable and leave room for future transformations and evolvements in the cluster.

### Purpose

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

**External**
- 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“
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

Fields of competence to develop...

- **Technical knowledge** (e.g., sector/industry/market knowledge, tech. expertise)
- **Methodological skills** (e.g., project mgmt. tools, communication/PR)
- **Strategic management skills** (e.g., consultancy know-how, strategy development, modeling, leadership)
- **Language skills** (e.g., business English)
- **Knowledge on cluster-related policies and funding programs** (e.g., regional policies, subsidies)
- **Process management & controlling skills** (e.g., financial modelling, quality mgmt. tools)
Step 5: Service portfolio
Clustering 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
Existing services can be mapped and categorized via a dashboard, giving the cluster a systematic overview.

### Status-quo service mapping (exemplary)

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Ecosystem-oriented</th>
<th>Ecosystem &amp; business-oriented</th>
<th>Business-oriented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional development</td>
<td>Service</td>
<td>New products, technologies, business models, innovative solutions</td>
<td>Service</td>
</tr>
<tr>
<td></td>
<td>Service</td>
<td></td>
<td>Service</td>
</tr>
<tr>
<td></td>
<td>Service</td>
<td></td>
<td>Service</td>
</tr>
<tr>
<td>Short-Term</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visibility/ marketing/ public relation</td>
<td>Service</td>
<td>Skills formation/ human resources</td>
<td>Service</td>
</tr>
<tr>
<td></td>
<td>Service</td>
<td></td>
<td>Service</td>
</tr>
<tr>
<td></td>
<td>Service</td>
<td></td>
<td>Service</td>
</tr>
<tr>
<td>Networking/ experience exchange</td>
<td>Service</td>
<td>Business development</td>
<td>Service</td>
</tr>
</tbody>
</table>

**Primarily intended for**

- Members/ firms

Source: GIZ Cluster Development Guide 2021, IMP³ROVE
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

Services covered by membership fees

- Fee-based services
- Services covered by membership fees
- Exclude or offer for free

Acknowledgment by cluster members

- High
- Low

Check discontinuation

High

Low

Fee based

Efforts

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

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

Background – results of analysis

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

An initiative of the European Union

Source: GIZ Cluster Development Guide 2021, IMP³ROVE
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
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 evolution 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
**The art of effective communication: crafting a winning strategy through 7 essential elements**

**What makes a (good) communication strategy?**

"Communication is the engine of a cluster"

<table>
<thead>
<tr>
<th>Diagnosis</th>
<th>Objectives</th>
<th>Target groups</th>
<th>Messages</th>
<th>Budget</th>
<th>Execution plan</th>
<th>Monitoring/ Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Key assets” analysis</td>
<td>Communication objectives must support achievement of overall cluster objectives</td>
<td>Distinguish between inward communication (members) vs. outward communication</td>
<td>Communication style should be tailored for the target groups and objectives (purposes), depending on their needs</td>
<td>Part of the cluster’s funds/resources must be allocated for communication</td>
<td>Corporate communication package: - Presentation - Texts - Roll-ups - Newsletter - Website …</td>
<td>KISS approach (i.e. keep it short and simple) - Activity - Date - Responsible - KPI - Measure</td>
</tr>
</tbody>
</table>

Source: Lucia Seel, International Consulting (2022)
Kristoffer Jansson

EnergyVaasa, Finland
Challenges
Having reviewed the cluster strategy as our framework, our attention will now shift towards addressing present challenges.
**Overview challenges**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attracting Members</td>
<td>6</td>
<td>Governance and Organizational Structures</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Retaining Members and Talent Development</td>
<td>7</td>
<td>Internationalization and Market Expansion</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Service Innovation and Adaptability</td>
<td>8</td>
<td>Member Engagement and Collaboration</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Financial Sustainability</td>
<td>9</td>
<td>Marketing and Visibility</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Measuring Growth and Success</td>
<td>10</td>
<td>Cross-Sector Connections and Workforce Development</td>
<td></td>
</tr>
</tbody>
</table>

Source: Template filled out by the participants; thematic groups derived afterwards.
Breakout room and presentation (60 minutes)

Breakout room:
Please discuss a specific challenge, its impact on cluster performance and potential solutions?
(30 minutes)

Main room:
Each group please present their ideas and findings
(30 minutes)
Lunch Break
Action Plan Development
In order to effectively implement potential solutions, it is vital to establish an action plan that provides a clear path forward.

Action plans are developed based on the business plans, aligning with the strategic direction set by the cluster strategy review. The action plans ensure that the business plan is translated into actionable steps.
An action plan is a structured and detailed document that outlines the specific steps, tasks, & strategies and...

Goal-oriented Approach
... turns strategic goals into actionable steps, providing direction and focus. It ensures efforts and resources are targeted towards specific outcomes.

Systematic Problem-solving
... breaks down goals into tasks, helping cluster managers analyze challenges and find solutions. It promotes a structured and systematic problem-solving approach.

Resource Optimization
... optimizes resource allocation for managers, i.e. time, finances, and human capital, by identifying requirements, estimating budgets, and aligning resources with priorities.

Accountability / Monitoring
... defines roles, responsibilities, and timelines, fostering accountability. Managers can monitor progress / milestones and evaluate effectiveness. It cultivates a culture of responsibility and ensures alignment with goals.

Systematic Problem-solving
... breaks down goals into tasks, helping cluster managers analyze challenges and find solutions. It promotes a structured and systematic problem-solving approach.

Adaptability / Flexibility
... is a dynamic tool that adapts to evolving circumstances. Cluster managers can adjust it to changing conditions, trends and challenges. Regular updates maintain relevance over time.

Performance Evaluation
... measures progress, outcomes, and assesses initiative impact. It tracks KPI’s, analyzes data, and guides data-driven decisions for enhanced planning and strategy by cluster managers.

Communication
... enables effective communication among managers, team, and stakeholders, fostering collaboration, coordination, and synergy through a shared understanding of goals, tasks, and timelines.
By following a structured 3-step approach we can derive a detailed action plan.

1. Goal Definition → Clearly define the desired outcomes and objectives of the action plan.

2. Task Identification → Identify and list the specific tasks & activities required to achieve the defined goals.

3. Role Assignment → Assign roles & responsibilities to individuals or teams involved in the action plan.
Step 1: For setting goals and objectives, we can use the SMART framework

**S**pecific
Ensure your objective is **specific**. Think of Who, What, Where, When, and Why

**M**easurable
Ensure you can quantify the objective and that it is **measurable** for accountability

**A**chievable
Ensure the objective is **achievable** and identify the steps to make that happen

**R**elevant
Make sure this objective is **relevant**, that there is budget, time, and the right knowledge

**T**ime-bound
Ensure the objective is **time-bound** and hence can be accomplished within a realistically set timeframe

3 tips for SMART goals

1. **Simple language**
The purpose is not to showcase complex language. Your goal statement should be quickly scannable and easily understood.

2. **Action words**
Use action words when describing specific goals. The key is to emphasize that you’re actively doing/achieving something.

3. **Numbers**
Use numbers as benchmarks. They make your goal measurable and can often encourage more accountability.

Source: IMP³ROVE
**Step 1: Preparing Action Plans with Smart Goals Tree Diagrams: A Practical Approach**

<table>
<thead>
<tr>
<th>RESULT GOAL</th>
<th>INDICATORS</th>
<th>MEASURES</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>A result goal represents the desired outcome or achievement that you aim to accomplish. It is a broad statement that defines the overall objective.</td>
<td>Indicators are specific metrics or criteria used to measure progress towards achieving the result goal. They are quantifiable and provide a way to assess whether you are making progress or not.</td>
<td>Measures are the specific actions or activities that you undertake to reach the desired result goal. They are the steps or strategies that you implement to make progress towards achieving the result goal.</td>
<td>Targets are specific, measurable objectives that define the level of achievement you aim to reach for each indicator. They are the quantifiable benchmarks or milestones that you strive to attain.</td>
</tr>
</tbody>
</table>
Step 1: Preparing Action Plans with Smart Goals Tree Diagrams: A Practical Approach

Enhance collaboration and knowledge sharing among European innovation cluster managers to foster cross-border partnerships.

**RESULT GOAL**

- # of collaborative projects Initiated
- Level of knowledge exchange activities
- Participation in events and conferences
- Engagement in joint R&D initiatives

**INDICATORS**

- # joint proposals submitted
- # project approved/funded
- Frequency of sessions
- Quality of resources
- # events attended
- Active involvement
- # R&D agreements signed
- Amount of funding secured

**MEASURES**

- minimum 15
- at least 7 collaborative projects
- monthly knowledge sharing
- knowledge-sharing platform
- at least 5 cross-border events
- serve as a member of organizing committees
- at least 3 agreements
- minimum of €500,000

**TARGET**

Source: IMP³ROVE
Step 2: Work Breakdown Structure (WBS) can be used to provide a detailed breakdown of project tasks and deliverables.

Introduction: Task list & WBS

Utilizing this framework, you divide project deliverables into subordinate deliverables, enabling a clear visualization of the project and highlighting essential interdependencies.

1. Project Scope Definition
   - organizes tasks & deliverables, ensuring comprehensive project coverage.

2. Task Definition & Sequencing
   - identifies and sequences tasks, providing a visual execution order.

3. Resource Allocation
   - aids in allocating and estimating resources for each task.

4. Timelines & Dependencies
   - establishes timelines and highlights task dependencies.

5. Monitoring & Control
   - facilitates project monitoring, milestone tracking, and adjustments.

Task Definition & Sequencing

<table>
<thead>
<tr>
<th>Task</th>
<th>Task 1</th>
<th>Task 2</th>
<th>Task 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1.1</td>
<td>Task 1.2</td>
<td>Task 2.1</td>
<td>Task 2.2</td>
</tr>
<tr>
<td>Task 3.1</td>
<td>Task 3.2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Resource Allocation

- **Resource identification**: each task should be associated with resources needed
- **Resource estimation**: once identified, estimate quantity or effort required
- **Resource assignment**: based on identification and estimation, allocate specific resources
- **Resource leveling**: process of adjusting the allocation to balance utilization and avoid overallocation

Timeline & Dependencies

- **Task duration**: each task can be associated with duration or estimated effort required for completion
- **Milestones**: identify key milestones that mark significant points of completion or achievement
- **Task dependencies**: indicate relationships between different tasks in the project
- **Critical path**: sequence of tasks that determines minimum project duration
Step 2: With the action priority matrix, a categorization of actions through effort and impact is possible

**Quick wins**
- Conduct customer surveys
- Analyze market data and trends
  ...

**Fill-ins**
- Monitoring and analyze KPIs
- Update internal documentation
  ...

**Major projects**
- Establish strategic partnerships
- Collaborate with universities on research project
- Identify and secure funding
  ...

**Thankless tasks**
- Implement CRM system
- Conduct technology assessments
  ...

<table>
<thead>
<tr>
<th>Actions</th>
<th>Description</th>
<th>Impact</th>
<th>Effort</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct customer surveys</td>
<td></td>
<td>High</td>
<td>Low</td>
<td>Not started</td>
</tr>
<tr>
<td>Analyze market data and trends</td>
<td></td>
<td>High</td>
<td>Low</td>
<td>Done</td>
</tr>
<tr>
<td>Monitor and analyze KPIs</td>
<td></td>
<td>Low</td>
<td>Low</td>
<td>Not started</td>
</tr>
<tr>
<td>Update internal documentation</td>
<td></td>
<td>Low</td>
<td>Low</td>
<td>Done</td>
</tr>
<tr>
<td>Establish strategic partnerships</td>
<td></td>
<td>High</td>
<td>High</td>
<td>In progress</td>
</tr>
<tr>
<td>Collaborate with university on research project</td>
<td></td>
<td>High</td>
<td>High</td>
<td>Done</td>
</tr>
<tr>
<td>Identify and secure funding</td>
<td></td>
<td>High</td>
<td>High</td>
<td>In progress</td>
</tr>
<tr>
<td>Implement CRM system</td>
<td></td>
<td>Low</td>
<td>High</td>
<td>Done</td>
</tr>
<tr>
<td>Conduct technology assessments</td>
<td></td>
<td>Low</td>
<td>High</td>
<td>Not started</td>
</tr>
</tbody>
</table>
Step 3: Establishing clear roles and responsibilities with RACI Matrix is key for effective action planning

1. Clearly define the roles and responsibilities of individuals or teams involved in the action plan.

2. Use RACI matrix to clarify roles and decision-making authority

3. Consider the skills, expertise, and availability of each team member when assigning tasks.

### DELIVERABLES

<table>
<thead>
<tr>
<th>Action 1</th>
<th>Cluster Management</th>
<th>Cluster members</th>
<th>Other stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subtask 1</td>
<td>A/C R/A I</td>
<td>A/C A C/I C</td>
<td>C I C I</td>
</tr>
<tr>
<td>Subtask 2</td>
<td>C I</td>
<td>I</td>
<td>I</td>
</tr>
</tbody>
</table>

Source: IMP³ROVE
## 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>Step 1:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 2:</td>
<td></td>
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<tr>
<td>...</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Source: IMP³ROVE
Private Financing
Impulse speech private financing

Bianca Dragomir
AVAESEN, Spain
Best Practices

sjacob02:
Add different picture
Having deliberated upon significant challenges, let us now delve into success stories from other clusters to gain further insights.

Building Business Models and Action Plans

- Business Model Canvas
- Business Model self-reflection
- Best Practices
- Action Plan Development

Action plans are developed based on the business plans, aligning with the strategic direction set by the cluster strategy review. The action plans ensure that the business plan is translated into actionable steps.

Cluster Strategy Review

Challenges

Reference point for aligning subsequent activities. Builds upon the cluster strategy review by focusing on the current challenges faced.

ACTION PLAN

Final output
Self-reflection & presentation (15 minutes)

Please evaluate the clues that suggest a best practice cluster and share your informed speculation (15 minutes)
Johan Halvarsson
SuperEcosystem, Finland
Clusters meet Regions
Join clusters and policymakers in the local, regional, and national level and work on strengthening the industrial ecosystem of regions.

Clusters Talks
Your bi-weekly opportunity to exchange knowledge and discuss topics significant to the EU business community.

Matchmaking Events
Team up with other cluster organizations from Europe and third countries and find new collaboration opportunities at dedicated matchmaking events.

ClusterXchange
ECCP supports short term exchanges to better connect Europe's industrial clusters and their ecosystems.

EU Clusters support Ukraine Forum
ECCP enhances the ability of European industry to contribute to the delivery of humanitarian aid for Ukraine and Ukrainian refugees.
Policy support
Explore and compare cluster policies from EU Member States, COSME participating countries and third countries

European Expert Group on Clusters
The European expert group on clusters provides the Commission, EU countries and regions with recommendations, advice and expertise on better use of clusters as strategic tools.

Policy Toolkit
Access the policy toolkit which provides a searchable database of policy initiatives from 15 countries to support clusters in fostering the twin transitions and building resilience.

Find out more about resilience
Read about the role of clusters in skills development and supply chain adjustments and check the newly developed toolkit for cluster policymakers.

Cluster Solutions Library
Discover detailed case studies on how clusters have played an active role in the 14 industrial ecosystems and facilitate the twin transition in European regions.
On the ECCP website you are able to discover extensive reports and studies (2/2)

Publications
The latest reports and studies for insights from cluster practitioners and about the latest trends, policy measures and publications within the ECCP community.

- European Cluster Panorama
  Find out how clusters contribute to the competitiveness of the European economy.
  View more

-Cluster document library
  View additional resources from across the cluster community.
  View More

-Cluster stories
  Hear success stories from members across the cluster community.
  View more

-2019 Trends Reports and Priority Sectors
  Read the European cluster and industrial transformation trends reports.
  View more

-Cluster Policy Country factsheets
  Learn more about cluster policies and programmes across Europe and third priority countries.
  View more

-Advanced Technology Country factsheets
  Learn on technological trends and data on advanced technologies by EU Member States.
  View more
Discussion on how to apply best practice examples to own cluster.

What are the 3 key takeaways from each best practice presentation?

15 minutes individual work
15 minutes sharing of results in main room
For further information please do not hesitate to contact:

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Simon Jacobs
Tel: +49 (0)211 1377 2840
simon.jacobs@kearney.com
## Agenda Virtual Training (Day 2)

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.30 – 09.45</td>
<td><strong>Short recap day 1 and welcome day 2</strong></td>
</tr>
<tr>
<td>09.45 – 10.00</td>
<td><strong>Business Model:</strong> Business model canvas introduction and explanation</td>
</tr>
<tr>
<td>10.00 – 11.30</td>
<td><strong>Keynote speeches:</strong> Sandra Sundbäck (Paper Province, Sweden) and Thomas Meißner (Cluster Transport</td>
</tr>
<tr>
<td>11.30 – 12.30</td>
<td><strong>Self-reflection business model of my cluster:</strong> Defining business model canvas for own cluster</td>
</tr>
<tr>
<td>12.30 – 13.30</td>
<td>Lunch break</td>
</tr>
<tr>
<td>13.30 – 14.15</td>
<td><strong>Self-reflection recap business model of my cluster:</strong> Desired business model in 5 years</td>
</tr>
<tr>
<td>14.15 – 16.00</td>
<td><strong>How to plan, structure and achieve your strategic goals</strong></td>
</tr>
<tr>
<td></td>
<td>- Introduction to action plan template and tasks</td>
</tr>
<tr>
<td></td>
<td>- Self-reflection: Participants detail out the next steps to solving their challenges into an action plan</td>
</tr>
<tr>
<td></td>
<td>- Presentation of action plans and feedback</td>
</tr>
<tr>
<td>16.00- 16.30</td>
<td><strong>Next steps, Q&amp;A, feedback and closing of the training</strong></td>
</tr>
</tbody>
</table>
Strategic planning to tactical implementation: the training consists of a theory section followed by interactive application.
Business Model
To create a successful action plan, we must thoroughly analyze the business plan and identify areas for improvement.

Action plans are developed based on the business plans, aligning with the strategic direction set by the cluster strategy. The action plans ensure that the business plan is translated into actionable steps.
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>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></td>
<td>Channels</td>
<td>Potential cluster members</td>
</tr>
<tr>
<td>Cost structure</td>
<td>Public funding</td>
<td>Private funding</td>
<td>Project funding</td>
<td>Funding partners</td>
</tr>
</tbody>
</table>

The diagram includes sections for key stakeholders, cluster activities, cluster value proposition, member engagement, key ecosystem & clusters, cluster resources, channels, cost structure, public funding, private funding, and project funding. The framework is business development related and financing related.

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

### Key stakeholders & partners
- 120 identified so far

### Key ecosystem & clusters
- Ocean Autonomy Cluster (NO)
- COAST (CAN)
- Maritime Singapore (Sin)
- Blue Maritime (US)

### Cluster activities
- Industry Transformation
- Tech development
- Market development
- Scale ups

### Cluster value proposition
- The world's leading ocean tech cluster
- Helping our members transform into new business areas in the global ocean space

### Member relationship
- Too transactional

### Cluster members
- 165 members, from the Pentagram, including 9 VCs
- Identified 2,300 companies in the relevant ocean sectors

### Channels
- Events
- Social Media (Clubhouse)

### Funding partners
- EU
- Research council
- National cluster program

### 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
Sandra Sundbäck
*Paper Province, Sweden*

Thomas Meißner
*Cluster Transport | Mobility | Logistics, Germany*
Self-reflection: Business Model Canvas (60 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>
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<table>
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</table>

Business development related

Financing related

Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE
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>
Lunch Break
Self-reflection: Business Model Canvas (45 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) (15 minutes)
Self-reflection: Template (30 minutes)

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

<table>
<thead>
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<th>Cluster activities</th>
<th>Cluster value proposition</th>
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<td>Private funding</td>
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</tbody>
</table>

*Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE*
Self-reflection: Template (15 minutes)

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

Current Business Model Canvas

Desired Future Business Model Canvas

Field | Desired Change
---|---
Business development related | ...
Financing related | ...

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.
Self-reflection: assisting diagram template financing business model

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

<table>
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<th>Takeaway</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
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<td>2</td>
<td>....</td>
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</tbody>
</table>

Source: IMP³ROVE
Action plan development
Leveraging the insights gained from the session and incorporating best practices, we are poised to draft a comprehensive action plan.
Self-reflection & breakout session: developing an action plan (1/2)

Develop an action plan to advance and improve your current business model
Self-reflection & breakout session: developing an action plan (2/2)

1. 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)

2. Pitch your ideas to other participants in a breakout session and receive ad-hoc feedback (active discussion on everyone’s ideas)
   (30 minutes)

15 minutes coffee break

3. Iterate your ideas and form an action plan to achieve the objectives set; further feedback by trainers on request
   (45 minutes)

4. Prioritize your defined action steps based on its expected effort and impact
   (optional)
Self-reflection: brainstorm on business model changes to advance and improve

Please reflect on the content presented yesterday

... and

the content presented and created today

<table>
<thead>
<tr>
<th>Long-list desired business model changes to advance</th>
<th>Prioritize: The 3 most promising business model changes to advance</th>
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</table>

Prioritize at least one short-term idea (implementable in 3-6 months)
Please use this template to incorporate your peer feedback

<table>
<thead>
<tr>
<th>Desired 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>
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</tbody>
</table>

Content from step 1

Content to work on in this session

Source: IMP³ROVE
### 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?
With the action priority matrix, a categorization of actions through effort and impact is possible

<table>
<thead>
<tr>
<th>Effort</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Quick wins</td>
<td>Major projects</td>
</tr>
<tr>
<td>Fill-ins</td>
<td>Thankless tasks</td>
</tr>
</tbody>
</table>

Source: IMP³ROVE
Next steps and Q&A
We plan at least one individual virtual meeting, aiming to assist you in executing your action plan and other strategic aspects.

Following our productive discussions within the CBA, we understand that running a successful cluster comes with its unique set of challenges, and we are committed to supporting you further in achieving your goals.

Virtual Training
June 06-07, 2023

Action Plan Coaching (1h)
Feedback to action plan, current hurdles, next steps...

In-person Training
September 21-22, 2023

Templates for all sessions will be provided!
During the session we aim at detailing out your action plan, feedbacking on the status-quo and finalizing your questionnaire.

Action Plan Coaching (virtual)

**Organization**

**Timing:** flexible, between virtual and physical training (July-August)

**Procedure:** Select meeting time in appointment excel sent after virtual training

**Length:** 1 hour

**Action Plan Coaching**

**During meeting:** We will provide feedback to your developed action plan and talk about potential progress already made, hurdles, etc...

**To do for cluster prior to meeting:** Please send us your developed version of the action plan at least 3 days before your meeting slot.

**After meeting:** You will have an iterated version of your action plan – please progress with the determined action plan steps

**Questionnaire Feedback**

**During meeting:** We will provide feedback to your cluster specific member questionnaire

**To do for cluster prior to meeting:** Please send us your developed version of your questionnaire at least 3 days before your meeting slot. Further, please use this session to ask questions on the analysis of the questionnaire.

**After meeting:** You will have an iterated version of your questionnaire – please progress and ask your members to fill it out by 20th of January (please send out a reminder to your members on 10th of January)
For further information please do not hesitate to contact:

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