



Invitation to Tender for the provision of Training in Cluster Excellence Management

Dated: 21st November 2016

Overview

Five European clusters, all consortium members of the CECIL (Cluster Excellence for Creative Industries Leadership) EU funded COSME project 696797 seek submissions from suitably qualified training course providers for the provision of both a classroom based and “virtual classroom” training course in Cluster Excellence Management.

Background

The consortium consists of five clusters from five different countries’ in the EU. They are:

Name	Full Description	Location	ESCA Label
MAC	Madrid Audio Cluster	Madrid Spain	Bronze Label
CAPDIG	Cap Digital	Paris France	Gold Label
MC ICT	Mazovia Cluster ICT	Warsaw Poland	Silver Label
DS	Danish Sound	Copenhagen Denmark	Silver Label
Ibec/ISIN	Irish Software Innovation Network	Dublin Ireland	Bronze Label

This consortium wishes to select an organisation with specific knowledge in “Cluster Excellence Management Training” to provide the appropriate training in line with the requirements indicated in this document. It is the consortium’s desire to obtain knowledge and practical skills to improve the consortium members cluster management capability and enable the five individual members to provide high quality services to their own cluster members.

The training programme will follow the European Foundation for Cluster Excellence (EFCE) framework which encourages joint training activities in which cluster managers with different expertise are involved. The five consortium members of CECIL are at various levels of the European Secretariat of Cluster Analysis (ESCA) labels and therefore the training provider will need to be capable of delivering teachings, best practices, and case studies to deepen the theoretical knowledge of the consortium partners and enable interactive discussion on the challenges of cluster management to unfold. It is essential that the training provider has considerable knowledge and experience in the six training modules required by the consortium partners. The consortium requires the training provider to facilitate the recommendations of the individual ESCA benchmarking assessments undertaken by the consortium partners to be utilised as case studies.

The desired outcomes are that each of the cluster members leverages the course content and tutorials to improve their own clusters at a national and international level. That they strive to create new and lasting frameworks for the long-term sustainability and relevance of their cluster and finally become more empowered as individuals in cluster excellence management.

1. Requirements

1. Timetable for course delivery:
It is a requirement of the consortium that the training course be delivered between 1st January 2017 and 31st March 2017.
2. Location:
The course will be provided at a venue agreed between the successful training provider and the consortium. This could be the successful training provider's office.
3. Number of participants:
Each consortium partner will delegate at least one member of their organisation to attend both the classroom and virtual classroom elements of the training course. It is proposed that the cluster manager in each of the consortium partner attends however this may be delegated to another senior member of staff. This member of staff will be drawn from the partner's management team. Total number of participants will be six (6).
4. Duration:
There are three elements of classroom delivery required totalling five weeks:
 - a) Initial Classroom:
Initially one week at the start of the course. This will be in classroom format comprising Monday to Friday
 - b) Virtual Classroom:
The virtual classroom will be three weeks in duration, comprising of week's two, three and four.
 - c) Second Classroom:
This will take place in the fifth and final week of the training.
5. Classroom Training Duration in Hours:
In class hours is calculated at six hours per day (6 hrs per day) by two weeks in total. This will require sixty hours (60) over the two weeks in classroom mode.
6. Language:
The language of the course will be English
7. Training Materials:
The successful organisation will be responsible for the provision of all supporting training materials. The training manuals provided will remain the property of the participants.
8. Virtual Tutors:
The successful organisation will provide virtual tutors to support the participants in week's two to five as they return to their regions to work on agreed objectives in advance of the second classroom session in week five. The virtual tutors should be available through on-line interaction both in a one to one format and collectively for the CECIL consortium.
9. Virtual Tutor Training Duration in Hours:
Virtual tutor training of one hour per week per consortium partner in weeks two three and four will be required. Therefore, five hours per week over a three week period will require fifteen (15) virtual tutor hours to be provided.
10. Training Content – Case Studies and Benchmarking Analysis of each Consortium Partner
The consortium requires that the recommendations of the individual ESCA benchmarking assessments to be incorporated into the training modules and case studies. The consortium will require that our own cluster case studies are included as part of the module, together with other pertinent case studies.

2. Modules to be covered:

Based on the needs of the participating clusters, the course will comprise of the following six (6) modules and corresponding case studies. A justification for the selection of these modules has been provided in parenthesis:

- Value chain analysis *(The cluster partners of the consortium have the particularity of mixing members both in the digital sectors and Cultural and Creative Industries (CCI) with the strategic aim of promoting ICT for CCI and digital cultural industries. Due to this hybrid nature, it is therefore essential to foster collaborations between those 2 different worlds and understand their motivations to break the silos. Cluster staff will need to master the value chains at stakes to breed CCI and ICT. This module will enable the consortium partners to harmonize their knowledge of CCI and ICT and include a dedicated use-case if possible.)*
- Cluster economics *(Clusters can foster competitiveness in several ways: by increasing the productivity of the companies in the cluster, by driving innovation and by stimulating new businesses in the field. In this sense, key concepts of cluster economics can be used to better understand and analyse the competitive position of any location, and to guide policymakers and industry leaders on strategies for economic development. It is crucial for cluster managers to learn/improve their knowledge and skills in this area, since it is essential for further promoting cluster excellence in the region and will contribute to the project's sustainability.)*
- Cluster organization management *(Clusters are very heterogeneous systems, consisting of a number of businesses and partners whose information, communication and cooperation has to be structured and organised. Therefore, the organisational structure of a cluster plays a crucial role, as formal organisation and rules for cooperation are giving the cluster its binding nature and ensure transparency and accountability for its members. This is the basis for mutual trust, which again is the background for successful cooperation. A good cluster organisation management has a key influence on cluster's competitiveness and vitality, as hierarchically flat and efficient structures are essential for providing the best need-oriented services to the cluster members to help them operate successfully in international markets.)*
- Change management *(Most of the CCI enterprises are micro and SMEs. Even more than bigger companies, it is essential for them to constantly adapt to the rapidly changing sector of CCI. They have to collaborate with different actors in order to stay competitive and be able to adapt to new demands. This implies a constant need for managing change and the clusters' role is to help their participants in this process: Clusters should help their participants in the change towards innovation, e.g. through offering them environments that are conducive to innovation such as collaborative workplaces and networking events that foster collaboration between different stakeholders. CCI professionals often lack complementary specific and essential skills in ICT and entrepreneurship. It is the cluster's role is to support their participants in this itinerary by offering them training activities and putting them in contact with ICT experts. It is equally crucial for CCI enterprises to try to enter international markets-This module will help clusters to know how to help their cluster members to efficiently manage these changes.)*

- Project management (*Project management is a big part of the daily tasks of each cluster manager. Most of the methods are well known, but each project has a different topic and specific circumstances. This activity concerning project planning, monitoring and evaluation will renew participants' knowledge and will help them to adapt to the specific needs of CCI and ICT, During the project management training the participants can learn more about new software tools, other case studies and critical success factors.*)
- Continuous policy input (*With the changing nature of innovation, clusters serve to support dynamics of market and knowledge exchanges among firms and other actors in the region and in international value chain networks, serving as the local nodes in global environments. The purpose of cluster policies, closely linked to regional policies, is to strengthen a particular regional economy, and thus to foster economic growth and job creation. However the purpose of the different policy instruments will vary depending on the type of cluster, the industry and regional needs. Beyond policies to address framework conditions in terms of the regional environment, regulation and finance, commonly used instruments in cluster policies (e.g. diamond analysis, national and supranational competitiveness framework) tend to support: engagement of actors, collective services and business linkages, collaborative R&D, internationalisation.*)

3. Financial Requirements

1. A cost for the provision of the training course over the five week period is required. Please indicate costs as follows:

Description	Units	Unit Cost	Total
10 Days of Classroom Training including all course material per participant			
3 hours of Virtual Training to be provided over a three week period per participant			
Total cost per participant			

2. Please indicate:
 - a) All additional taxes
 - b) Are lunches and coffee breaks included in the daily cost?
 - c) Are there any other additional costs?
3. Please provide biographies of the tutors who will be involved in delivering both the classroom and virtual classroom training.
4. Please provide three references and or hyperlinks to previously delivered courses by your organisation.
5. The provider will be required to invoice each of the five consortium organisations separately. Each consortium member will have their own in-house financial requirements pertaining to administration, invoice facilitation and payment. The successful provider will engage with each consortium to complete this process.
6. You are required to award certificates on completion of the training programme to the consortium members.
7. The project manager of the CECIL consortium will sign any contractual documentation associated with the provision of this training requirement.
- 8. The closing date for submissions is 1700 on Friday 9th December 2016**
9. Please forward your quotation for the provision of the "Training in Cluster Excellence Management" to dave.feenan@ibec.ie

Please direct any queries relating to this document to dave.feenan@ibec.ie

or telephone +353 87 7595522