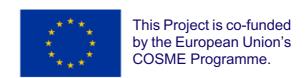# AUMENTA

D1.4 Monitoring scoreboard with verifiable indicators

Speeding up network internationalization of
food, ICT Industry 4.0 clusters and their SMEs towards strategic third
countries beyond Europe in field of emerging industries and Fast Moving
Consumer Goods (FMCG 4.0)

ESCP@i
Partnership

Basic information

Project acronym	**AUMENTA**	2
Full title	Speeding up network internationalization of food, ICT Industry 4.0 clusters and their SMEs towards strategic third countries beyond Europe in field of emerging industries and Fast Moving Consumer Goods (FMCG 4.0)	
Call ID	COS-CLUSINT-2019-3-01	
Grant Agreement	951204	
Project Duration	18 months (01/09/2020 - 28/02/2022)	
Deliverable D1.4		
Monitoring scoreboard with verifiable indicators		
Work Package	WP1 – Management	
Task(s)	Task 1.4 Elaboration and submission of a mid-term and final reports	
Lead Beneficiary	LITC	
Due Date	31st December 2020	
Actual Delivery Date	18th January 2021	
Deliverable Type	R	
Dissemination Level:	Public	

AUMENTA consortium

No	Beneficiary	Country
1	LATVIJAS INFORMACIJAS TEHNOLOGIJU KLASTERIS	Latvia
2	FUNDACJA UNIMOS	Poland
3	LATVIJAS PARTIKAS UZNEMUMU FEDERACIJA	Latvia
4	ASOCIACION CLUSTER GRANADA PLAZA TECNOLOGICA Y BIOTECNOLOGICA	Spain
5	LIETUVOS MAISTO EKSPORTUOTOJU ASOCIACIJA (LITMEA)	Lithuania

Executive Summary

This deliverable D1.4 *Monitoring scoreboard with verifiable indicators* has been prepared within the WP1 Management and Task 1.4 Elaboration and submission of a mid-term and final reports.

This document is set up by project consortium as a framework to measure project results and their expected impact based on conditions and will show project's activities effect on increased exports, increased jobs in Europe, increased visibility of European SMEs in foreign markets, innovation projects (including patents), new or adapted products and services, critical imports secured and direct foreign investments or cooperation partners attracted, or expertise in support of these activities.

This deliverable is divided in the following sections:
- Executive Summary
- Methodology of the Monitoring Scoreboards' parts
- Indicators of the both parts of Monitoring Scoreboard
- Conclusion

Deliverable is prepared together with AUMENTA consortium partners and will ensure measurement of project impact to main target group, SMEs and their export in third countries.

Methodology of Monitoring Scoreboard

The aim of the monitoring scoreboard with verifiable indicators is to measure the project results, KPIs and their expected impact such as increased exports, increased jobs in Europe, increased visibility of European SMEs in foreign markets, innovation projects (including patents), new or adapted products and services, critical imports secured and direct foreign investments or cooperation partners attracted, or expertise in support of these activities.

This deliverable consists of 2 parts:
- Impact measurements of SMEs that participated in the project;
- Project KPIs.

First part or **Impact measurements** contains overall methodology of verifiable indicators that Consortium partners will measure three times per project lifetime to compare project **impact on SMEs that participated** in project activities and received financial and non-financial support.

Second part or **Project KPIs** contains methodology how KPIs set in Grant Agreement will be counted during the project lifetime according with planned reporting periods.

Project foresees **two strongly connected deliverables** with current deliverable D1.4:
- D1.2 *Mid-term report with scoreboard about activities* on the cooperation activities undertaken and lessons learned, with a monitoring scoreboard and practical recommendations for improving the implementation of the strategy, at the end of the first year of implementation
- D1.3 *Final report with scoreboard about activities* and lessons learned, with a monitoring scoreboard and practical recommendations for improving the implementation of the strategy at the end of the project with a plan for a long-term cooperation agenda fostering a sustainable Partnership beyond the lifetime of the project.

Each of mid-term and final report will have analyses of achieved indicators and impact of the project support for SMEs internationalization activities. Analyses will include project activities impact on SMEs:
- in the project overall
- per target country – Morocco, Georgia, Uruguay
- per industries – Food 4.0, Industry 4.0, Fast Moving Consumer Goods (FMCG 4.0) and development of international commerce and eCommerce.

I part: Impact measurements of SMEs that participated in the project

In first part of Monitoring Scoreboard with Impact measurements of SMEs that participated in the project contains two main **types of data** from SMEs:

- ▪ **A type data** - financial data based on annual financial report of the SME
- ▪ **B type data** - activities data from yearly operation actions like marketing and selling.

Totally I part scoreboard have 29 indicators that are grouped in 8 main item groups:

1. Employment (A type data)
2. Financial performance (A type data)
3. Export and international activities (B type data)
4. Innovation and R&D related activities (B type data)
5. Cluster-facilitated innovation-related activities (B type data)
6. International partnerships and networks (B type data)
7. International visibility (B type data)
8. International networking and matchmaking (B type data).

Full list of indicators is presented in section *Indicators of the Monitoring Scoreboard* of this report.

Depending on the type of data and also project activities and lifetime, consortium partners has set up matrix of data collecting periods for analysing SMEs growth based on their participation in project activities.

	Base data	**Mid-term data**	**Final data**
Collecting time	4 January 2021 – 4 February 2021	1 August 2021 – 1 September 2021	15 January 2022 – 15 February 2022
Financial data, employees (A)	Based on annual financial report of year 2019	Based on annual financial report of year 2020	Based on operational financial data about year 2021
Activities data (B)	1.01.2019. – 31.12.2019.	1.01.2020. – 31.12.2020.	1.01.2021. – 31.12.2021.

Base data will be collected from SMEs when they will be entering project activities and start using Ambassadors support in target countries. As collecting time is start of year 2021, when year 2020 is just closed and accountants still are working on annual reports, consortium partners agreed that financial data will be collected of year 2019, as well as data about activities.

Mid-term data will be collected in the middle of year 2021 and reference year of the data will be year 2020, but final data will be collected in January and February of year 2022 and reference year will be 2021, when most of project activities will be realised and clear project impact on SMEs internationalizing in the target markets could be

measured. As partners plan to collect data in the beginning of the year 2022, when annual reports will be elaborated, then SMEs will submit operational financial data about year 2021.

Partners will collect data electronically using Microsoft Forms to make appropriate data base for analyses. Together with the scoreboard during the base data collection phase additional information about SMEs products and services, matchmaking needs will be gathered that will further used for online catalogue (deliverable D2.3) and background information for Ambassadors.

Consortium has set **target for 30 SMEs** that will provide information for I part of monitoring scoreboard and can be used for further analyses of project activities.

Based on proposed methodology, partners have agreed on **timeline** of monitoring scoreboard actions:
- 30 December 2020: developed monitoring scoreboard methodology and indicators
- 18 January 2021: deliverable D1.4 submitted to EASME
- 4 January 2021 – 4 February 2021: collecting **Base data** from scouted SMEs
- 1 August – 1 September 2021: collecting **Mid-term data** from participating SMEs that are supported in the project
- 30 September 2021: submitting mid-term report (deliverable D1.2) to EASME
- 15 January 2022 – 16 February 2022: collecting **Final data** from Clusters and SMEs that received support project
- 28 February 2022: submitting final report (deliverable D1.3) to EASME.

Indicators of the I part Monitoring Scoreboard

	Item	Type of data
1.	**Employment**	A
1.1.	Total number of employees	A
1.2.	Total number of employees outside of home country (EU area)	A
1.3.	Total number of employees outside of home country (non-EU area)	A
2.	**Financial performance**	**A**
2.1.	Company's turnover (EUR)	A
2.2.	Export amount from turnover (EUR)	A
3.	**Export and international activities**	B
3.1.	Number of current EU countries where export/international activities are taking place	B
3.2.	Number of current non-EU countries where of export/international activities are taking place	B
3.3.	Number of current products and services exported or offered internationally	B

3.4.	Number of countries in non-EU area where company has legal presence (subsidiaries, permanent representations, etc)	B
4.	**Innovation and R&D related activities**	**B**
4.1.	Number of current innovation, technology development or technology transfer projects	B
4.2.	Number of current innovation projects financed from EU/public funds	B
4.3.	Number of patents	B
4.4.	Number of international R&D and innovation projects (mainly initiated by the cluster management) financed from EU funds where the company participate as a partner or receiving services in frame of the project (with or without own budget)	B
5.	**Cluster-facilitated innovation-related activities**	**B**
5.1.	Number of activities company participated in organized by cluster organization	B
5.2.	Number of collaborative innovation-related projects initiated by cluster organization or cluster members	B
5.3.	Number of jointly developed products, technologies or services with other SMEs or clusters	B
5.4.	Number of patents or licensing fees, generated by participating in cluster activities	B
6.	**International partnerships and networks**	**B**
6.1.	Number of memberships in international networks, associations and other organizations where company is a member/associate	B
6.2.	Number of memberships in international networks, associations and other organizations where company is a member/associate non-EU scope	B
6.3.	Number of international partners from non-EU countries with signed cooperation agreements (MoU)	B
6.4.	Number of already established R&D and innovation collaboration projects with international organizations from non-EU countries	B
7.	**International visibility**	**B**
7.1.	Number of foreign languages that the company's website is available	B
7.2.	Number of foreign languages that the company's catalogue/offer/marketing materials is available	B
7.3.	Number of foreign languages that the company's social media is available	B
8.	**International networking and matchmaking**	**B**
8.1.	Number of trade fairs / conferences / exhibitions abroad with own booth to present the company and its offer where company participated in	B
8.2.	Number of trade fairs / conferences / exhibitions abroad without own booth to present the company and its offer where company participated in	B
8.3.	Number of market researches done	B
8.4.	Number of other activities for intensifying international contacts and co-operations with foreign partners (networking visits, business missions) where company participated in	B
8.5.	Number of international online matchmakings where company participated	B

II part: Project KPIs

In second part of Monitoring Scoreboard with Project KPIs contains two sections:
- Compulsory performance indicators that will allow to compare results between project in the Cluster Go International call COS-CLUSINT-2019-3-01;
- Other project indicators to measure achieved project results and progress based on implemented activities.

II part scoreboard has 8 compulsory performance indicators listed and described in the table below:

Compulsory performance indicators	Description	Target
1) Number of cluster organisations and business networks from different COSME participating countries having benefited from the supported actions	Cluster organizations participating in AUMENTA partnership actions	5
2) Number of cooperation agreements resulting from the supported actions	Cooperation agreements between the ESCP Partnership (including their member SMEs) and international cluster or intermediary organisations, as a result of the ESCP internationalisation activities during the lifetime of the COSME project. (3 per partner x 5 partners)	15
3) Number of business agreements resulting from the supported actions	Business agreements between SMEs in COSME countries and international SMEs in third countries, as a result of the ESCP internationalisation activities during the lifetime of the COSME project. (4 per partner represented SMEs x 5 partners)	20
4) Number of events (workshops/ matchmaking events/ working group meetings) organised	Number of events like workshops, matchmaking events, working group meetings, fact-finding missions/ incoming missions, virtual masterclasses organised B2B and C2C level in target markets and about them	12
5) Number of cluster and business matchmaking meetings supported	Physical and virtual meetings for SMEs and clusters	48
6) Number of SMEs having directly or indirectly benefited from the supported actions, resulting in cooperation projects	Any activity where two or more parties work together towards a jointly established goal, between the ESCP Partnership (including their member SMEs) and international cluster or intermediary organisations, as a result of the ESCP internationalisation activities during the lifetime of the COSME project	30
7) Increase in the percentage of the turnover from international activities, and employment in Europe, of the SMEs having benefited directly and indirectly from the supported actions, as measured	Measured through a survey by the end of the action and is strongly connected with I part of Monitoring Scoreboard where Impact measurements of SMEs that participated in the project will be collected regarding employment and turnover.	5%

through a survey by the end of the action		
8) Impact of the supported actions in terms of number of resulting cooperation projects between international cluster and d business network partners	Cooperation projects between international cluster and business network partners will cover wide topics, including innovations, internationalization, exports, R&D, among others	3

Additional to 8 compulsory performance indicators, AUMENTA project has 26 other indicators listed and described in the table below:

Other project indicators	Brief Description	Target
1. Number of fact-finding mission organized	Fact-finding mission to targeted third countries	3
2. Number of portfolio of potential partners and matrix of business & cooperation opportunities in third countries created	List of potential partners from third countries and matrix of business & cooperation opportunities in third countries for European SMEs and clusters	1
3. Number of interregional boot camps organized	C2C event oriented to increase knowledge of clusters in terms of internationalization to third countries	1
4. Number of joint communication/marketing and branding strategy	Strategy for visibility and brand building in third markets adapted to selected countries	1
5. Number of international matchmaking missions organized in third countries	Matchmaking B2B and C2C organized in targeted third countries	3
6. Number of clusters and SMEs representatives that joined virtual X-Industry Internationalization Club	SMEs, clusters and other intermediaries and business support organizations	120
7. Number of incoming missions organized	Incoming missions organized in Europe for international partners (buyers / importers) from third countries	2
8. Number of international funding monitoring scheme set	International funding radar to screen for financing opportunities worldwide	1
9. Organization of virtual masterclasses for SMEs and clusters	About internationalization in third countries selected by the project partners	3
10. Number of Ambassadors established	Ambassadors for selected countries named and operating	3

11. Number of X-Industry & cross-cluster online catalogue created	Creation of X-Industry & cross-cluster online catalogue of products and services from food, packaging and ICT clusters offered by SMEs and other cluster members	1
12. Numbers of internationalization project concepts (IIPC) facilitated by clusters	As a result of virtual matchmaking, concepts containing information about common interest, cooperation opportunities and its potential financing, among others	12
13. Number of soft-landing representation offices	Established by project partners to sustain the project and ensure its continuation	5
14. Number of long-term cooperation agenda for the partnership	To ensure continuation of the project after the end of COSME financing	1
15. Number of X-Industry meta clusters created	To ensure continuation of the project after the end of COSME financing	1
16. Number of stakeholders involved in peer-review meetings, workshops and related events	Stakeholders involved in peer-review meetings, mutual learning, workshops and related events	16
17. Number of online peer-reviews organized	Peer-reviews as a co-learning tool and way to share successful and unsuccessful practices	6
18. Number of partnering event organized by the European Observatory for Clusters ad Industrial Change	Participation in the European events to share good practices and challenges faced.	2
19. Number of cluster matchmaking organized in third countries and/or in Europe	Participation in the matchmaking cluster events	2
20. Number of summaries of peer reviews, dissemination and partnering events	Summary with lessons learnt, experiences, novel approaches, monitoring activities, success factors and obstacles faced	1
21. Number of internet communication, visibility and dissemination profiles	Cluster Collaboration platform, Twitter, LinkedIn and Facebook profiles set up for dissemination activities	3
22. Mid-term report	Activities and lessons learned by the end of the first year of the project	1
23. Final report	Activities undertaken and lessons learned, with a monitoring scoreboard as set out above and practical recommendations for improving the implementation of the strategy at the end of the project with a plan for a long-term cooperation agenda fostering a sustainable Partnership beyond the lifetime of the project.	1
24. Number of promotional kit prepared	Promotion & communication materials, including digital tool to shape partnership identity	1
25. Number of social media maintained after the end of the project	Twitter, LinkedIn and Facebook profiles maintained after the end of the project	3

26. Number of online recommendations elaborated for policy makers from Europe and target third countries	Recommendations in terms of cluster collaboration with public authorities	1

Totally 34 project KPIs will be gathered as part II of monitoring scoreboard. These indicators will be collected during whole project duration and reflect status of achievements in connected deliverables and their deadlines:

- 31 March 2021: submitting First 6-monthly technical progress report 1 (deliverable D1.5)
- 30 September 2021: submitting **mid-term report** (deliverable D1.2) to EASME
- 30 September 2021: submitting Second 6-monthly technical progress report 2 (deliverable D1.6) to EASME
- 28 February 2022: submitting **final report** (deliverable D1.3) to EASME.
- 29 April 2022: submitting Final report with request for payment of the balance to EASME.

Conclusion

This deliverable D1.4 *Monitoring scoreboard with verifiable indicators* introduces the AUMENTA methodology to measure project results, KPIs and their expected impact on participated SMEs and will show project's activities effect on increased exports, increased jobs in Europe, increased visibility of European SMEs in foreign markets, innovation projects (including patents), new or adapted products and services, critical imports secured and direct foreign investments or cooperation partners attracted, or expertise in support of these activities.

Since the project is still in an early phase, the Monitoring scoreboard designed in this report will be considered as an initial measuring framework and might have adjustments during the project implementation and received recommendations from participating SMEs.