



**CLUSTER
BOOSTER ACADEMY**

Cluster Booster Academy

Virtual Training: Day 1/3
23rd-25th of January 2024



An initiative of the European Union

Source: IMP³ROVE

Agenda Virtual Training (Day 1)

Baselining:
Setting the theoretical base and discussing challenges

10.00 – 10.10	Start & Welcome
10.10 – 11.00	Introduction to the Cluster Booster Academy – Brief introduction by participants based on their pre-filled profile slide
11.00 – 11.45	Cluster Strategy Review: Introduction and review of cluster strategy elements
11.45 – 12.15	Break
12.15 – 13.45	Challenges: Discussion on current challenges – 5 Breakout rooms each discussing/brainstorming a specific challenge, its impact on cluster performance, potential solutions documented on a virtual whiteboard – Presentation by each group on their ideas and findings
13.45 – 14.00	Wrap-up and Q&A

■ Beginning/ Ending
■ Break



An initiative of the European Union

Source: IMP³ROVE

Agenda Virtual Training (Day 2)

Present positioning:

Discussing best practices and differences to own cluster, followed by assessing own status-quo

10.00 – 10.15	Start and recap of day 1
10.15 – 10.45	Keynote speech: Internationalization of the Cluster Electric Mobility South-West - strategy and activities by Felicitas Behr
10.45 – 11.15	Keynote speech: Development of Automotive Cluster Bulgaria and best practices by Lyubomir Stanislavov
11.15 – 11.50	Best practices: <ul style="list-style-type: none"> – Introduction of sources available on ECCP – Presentation of best practice cases – Discussion on how to apply best practice examples to own cluster
11.50 – 12.20	Break
12.20 – 12.30	Business Model: Business model canvas introduction and explanation
12.30 – 13.15	Self-reflection business model of my cluster: Defining business model canvas for own cluster
13.15 – 13.30	Wrap-up and Q&A

 Beginning/ Ending
 Break



Agenda Virtual Training (Day 3)

10.00 – 10.10	Start and recap day 2
10.10 – 10.40	Keynote speech: Norwegian Smart Care Cluster – strength through collaboration! by Arild Kristensen
10.40 – 11.25	Presentation: Take-home task Trend Universe
11.25 – 11.50	Action Plan Development: Introduction to action plans for structuring solutions to challenges
11.50 – 12.20	Break
12.20 – 13.30	<p>How to plan, structure and achieve your strategic goals:</p> <ul style="list-style-type: none"> – Introduction to action plan template and tasks – Self-reflection: Participants detail out the next steps to solving their challenges into an action plan – Presentation of action plans and feedback
13.30 – 13.45	Wrap-up and Q&A

Future positioning:

Reflecting on desired business model and structuring an action plan for future development

- Beginning/ Ending
- Break



An initiative of the European Union

Source: IMP³ROVE

Please introduce yourselves – you have max. 1 minute



Get to know me & my cluster!

Descartes Développement et Innovation
Champs-sur-Marne / France

2019
Cluster established

Sustainable city & French Tech
Active Ecosystems

89
Cluster members

Get to know me & my cluster!

Green Tech Valley Cluster
Graz / Austria

2005
Cluster established

Green Tech
Active Ecosystems

300
Cluster members

Your Cluster in 3 words

Merinova/EnergyVaasa Cluster
Vaasa/Finland

2000
Cluster established

Energy
Active Ecosystems

65
Cluster members

Your Cluster in 3 words

ENERGY

TECHNOLOGY

GROWTH

Top 3 Challenges for your Cluster

- CREATE MORE ADDED VALUE TO THE MEMBERS
- FIND NEW ACTIONS AND ACTIVITIES
- INCREASED TURNOVER FOR THE COMPANIES FROM 6 TO 10 BILLIONS

My expectation of the CBA is ...

TO LEARN NEW SUITABLE GOOD ACTIONS AND ACTIVITIES

Strengthening the European economy through collaboration





MerinoVA/EnergyVaasa Cluster Vaasa/Finland

2000

Cluster established

Energy

Active Ecosystems

65

Cluster members

Your Cluster in 3 words

ENERGY

TECHNOLOGY


GROWTH



Johan Wasberg

Senior Expert

Cluster joined in
1996

 johan.wasberg@merinova.fi



Top 3 Challenges for your Cluster

- CREATE MORE ADDED VALUE TO THE MEMBERS
- FIND NEW ACTIONS AND ACTIVITIES
- INCREASED TURNOVER FOR THE COMPANIES FROM 6 TO 10 BILLIONS



My expectation of the CBA is ...

TO LEARN NEW SUITABLE GOOD ACTIONS AND ACTIVITIES



What are we focussing on:

We are the management organization of the EnergyVaasa cluster. We provide growth and success for energy technology companies in the Vaasa region through our project expertise and development services.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
ALLBATTS	NO RELEVANT EDUCATION	CURRICULUM FOR BATTERY FACTORY WORKERS	SKILLED WORKFORCE FOR BATTERY FACTORY
GIGAVAASA	NO PLANNED LAND FOR FACTORIES	READY LAND FOR ESTABLISHMENT	NEW BATTERY FACTORY
OFFWIND	NO OFFSHORE WIND PARK IN FINLAND	ARCTIC OFFSHORE WIND	FIRST OFFSHORE WIND PARK IN FINLAND, INVESTMENT 1,6 BILLIONS



Get to know me & my cluster!



Nicole Velimirovic

Environmental technologies

Cluster joined in
2021

 Nicole@greentech.at



An initiative of the European Union

Green Tech Valley Cluster Graz / Austria

2005

Cluster established

Green Tech

Active Ecosystems

300

Cluster members

Your Cluster in 3 words

Innovative

Customer-
Centered

Forefront



Top 3 Challenges for your Cluster

- Initiating R&D Projects
- Cluster partner engagement
- Digitalization



My expectation of the CBA is ...

Get insights how to improve our services

What are we focussing on:

We are an environmental technology cluster, focusing on circular (digital waste management, improved sorting & recycling technologies) and climate (CCU/CCS, Ammoniac, Hydrogen, zero industry)

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Circular Future	Digital value chain	Form a group of companies to work on a common vision	R&D Project(s)
FossilFree4 Industry	working on the "phase-out" of fossil energy supply for the numerous industrial companies	testing the challenges using five large-scale model solutions	future solution elements, processes and methods in the field of industrial decarbonization
Log in area at our homepage	Digitalisation of our services	Establishing a log in area on our homepage	Boost networking



Get to know me & my cluster!



DESCARTES
Développement
& Innovation

**Jean-Christophe de
Tauzia**

CEO

Business and tech background

Cluster joined in
2016



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An initiative of the European Union

Descartes Développement et Innovation Champs-sur-Marne / France

2019

Cluster established

**Sustainable city &
French Tech**

Active Ecosystems

89

Cluster members

Your Cluster in 3 words

Construction &
mobility

Technopolitan
services with
academics

Choose Paris
Region



Top 3 Challenges for your Cluster

- Recruiting active members
- Stimulating business opportunities between members
- Identifying candidates for collaborative projects with the University



My expectation of the CBA is ...

To better discover cluster animation related issues

What are we focussing on:

General description of focus areas/
Mission/ Vision

Descartes Développement & Innovation (DDI) is the information and promotion association of the Sustainable City Cluster (Technopole) at the heart of Cité Descartes, located in the East of the Paris Region, a rapidly growing innovation area in France.

DDI also operates a fablab, an incubator and a French tech Community as part of its scope of operations.

Within Paris-Vallée de la Marne territory, DDI facilitates serendipitous connections between academia, institutions and businesses with a state-of-the-art research ecosystem to foster collaborative projects.

In addition, DDI has established partnerships with corporates to create collaborations that promote seamless networking, experimentation and open innovation.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Members online directory	At the end of 2023, ~70 companies are members.	An online (DDDI.com) list of companies with logo, catch line and website	Show community offer an encourage others to join
Annual survey	Contractor identified Working group underway Specification drafted	A recurrent yearly online survey related to competences and innovation needs	Identify subjects for co-innovation and lifelong learning. Communicate a global picture of our cluster members
GreenCity Business (conference and B2B meetings)	Funding raised Concept drafted Date: 04/06/2024	Conf subjects identified (carbon footprint, parity/diversity, public & private procurement for startups, climate change) + B2B meetings subcontracted to Vimeet	150 participants expected Business stimulated between members New carbon footprint diagnostic launched More Parity & Diversity charter signed



Regional cluster offering services by transnational cooperation



Tamas Gyulai

ECCP responsible / PhD candidate

Cluster joined in
2022

 hungarianlasercluster@gmail.com



An initiative of the European Union

Science, Technology and Educational Platform for Photonics (STEPP) Cluster Szeged, Hungary

2016

Cluster established

Smart Manufacturing

Active ecosystem

32

Cluster members

Our cluster in 3 words

Sustainable and Smart Industry

Responsible Innovation

International Cooperation



Top 3 Challenges for our cluster

- Support SMEs in green and digital transformation by responsible innovation
- Implement Industry 5.0 concept by practical factory tests and use cases
- Increase competitiveness of the member companies by international cooperation



My expectation of the CBA is ...

... to learn about good practice from Cluster Managers around Europe!

What are we focussing on:

**Smart and Sustainable
Technology Development in**

**Photonics and
Advanced Manufacturing
by Industry 5.0 with**

**European cooperation of
Digital Innovation Hubs**

More details:
steppcluster.eu



An initiative of the European Union

Our current “Top 3” projects for 2024-2026

Name of the project	Initial situation	Chosen approach	Expected impact
DIH-World	DIH Business Plan with regional service portfolio	Capitalisation of TetRRIS project results by follow-up actions	Transnational cooperation with Cantabria, Karlsruhe and Tampere
EPIX	Cluster Strategy completed for Smart Manufacturing and Photonics	Partnership with MIÉNK and the Hungarian Association of Innovative Clusters	Extended service portfolio with Artificial Intelligence and Smart City Applications
Industry 5.0 Community of Practice	Smart Factories concept developed with national	Partnership with PBN and Regional Innovation Agency	Transnational cooperation with Poland and Romania


Get to know me & my cluster!



Alberto Baldi

Former cluster manager now
Temporary Cluster Manager

Cluster joined in
2023

 albertobaldi01@gmail.com



An initiative of the European Union

Polo CLEVER – Piemonte (ITALY)

2009

Cluster established

6

Active Ecosystems

153

Cluster members

Your Cluster in 3 words

Energy

Cleantech

Circular
Economy



Top 3 Challenges for your Cluster

- Re-organization and re-launch
- Service portfolio & sustainability
- Members engagement



My expectation of the CBA is ...

To learn about new methods and tools

What are we focussing on:

We have 6 main areas of expertise:

Energy

Water

Sustainability and Circular Economy

Clean Solutions

Climate change

Sustainable mobility

We aim at being considered the reference point / one stop shop for regional innovation in cleantech

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Re-organisation	Turn-over of people, new skills to be integrated, no experience in clustering	New team but external support from experienced cluster manager	New organisation model, new phase of re-launch
CLIPS	7 regional clusters with weak connections	Re-organisation under 3 common main topics (we lead)	Leverage of multi-disciplinary set of competences
Internationalization strategy	Series of not so well coordinated ad hoc projects and initiatives	To be defined	Clear internationalisation strategy for the cluster and its members




Get to know me & my cluster!

CREATECH BULGARIA
a creative cluster

Yani Aleksiev
Cluster joined in
2023

Project Manager

 yani@createch-bulgaria.com



An initiative of the European Union

CreaTech Bulgaria Sofia, Bulgaria

2021 **Creative Industries** **16**

Cluster established Active Ecosystems Cluster members

Your Cluster in 3 words

Creativity

Unity

Technology



Top 3 Challenges for your Cluster

- Bulgaria's creative industries lack a common vision and collaborative actions
- Need for further tech implementation in creative processes
- Lack of understanding of the local CCI



My expectation of the CBA is ...

Expanding my work knowledge with clusters.

What are we focussing on:

- Identify common needs, align mutual vision and highlight collaboration opportunities.
- Increase use of "createch" in local CCI.
- Mapping of local CCI + discourse with public bodies.
- Make locally, Sell globally

Our current "Top 3" projects

Name of the project	Initial situation	Chosen approach	Expected impact
CreaTech SEE Summit 23	Bulgaria's creative industries lack a common vision and collaborative actions.	Organizing 2 days live event with 300+ participants.	Exchanging best practices and seeking more attention from the key decision makers.
Immersive Technology & Sustainability in Creative Industries	Lack of cross-sector opportunities.	Exchange of best practices and co-creational approaches, cluster collaborations.	Sustainable business models for twin transition of both directives.
Twin Hubs	Need of collaboration opportunities.	Physical and online exchange visits. Discussions and bench learnings.	We nurtured creative practices that addressed critical topics such as digital transformation and sustainability while envisioning the future of creative hubs.



Get to know me & my cluster!



Kaisa Kähkönen

PhD, nutritionist
Cluster coordinator

Cluster joined in
2023

 info@agrifoodclustersns.fi



An initiative of the European Union

Agri-Food Pohjois-Savo, Finland

2021 Cluster established **Ecosystem** Active Ecosystems **32** Cluster members

Your Cluster in 3 words

More

Sustainable

Together



Top 3 Challenges for your Cluster

- Building services that match to the members needs
- Building international and national networks
- Establishing strong operations



My expectation of the CBA is ...

Concrete tools and examples, new contacts and networks

What are we focussing on:

Vision: Our region is a trendsetter in sustainable food production and the home of food innovations.

Our **mission** is to be a promoter and coordinator for the development of the food system in the region.

We acts as a seedbed for cooperation, the development of new ideas, development and implementation, as well as support for the industry adaptability and sustainability.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Agri-Food Network, 4/23 – 9/25	Cluster established, but lacking resources.	Comprehensive cluster development.	Strong cluster with wide networks and clear services and road map to the future.
Agri-Food Value, 3/24 – 2/26	Some cluster networks and collaboration nationally and internationally.	Strengthening networks, building collaboration and shared services.	Strong cluster collaboration nationally, international project planning ongoing in consortia
FOODNutri 3/23 – 12/25	Lack of digital consumer tools to support healthy eating, companies need consumer research data.	Product and service development	Tool to monitor individual’s diet quality, consumer research services.



Get to know me & my cluster!



Bulgarian Furniture Cluster

Denitza Doseva

Economist, Project Officer

Cluster joined in
2022

✉ info@furnitureclusterbg.com



An initiative of the European Union

Bulgarian Furniture Cluster Sofia, Bulgaria

Year

2009

Ecosystem

Furniture,
Manufacturing

##

35+

Your Cluster in 3 words

Agile

Collaborative

Export oriented



Top 3 Challenges for your Cluster

- Stay relevant
- Nourish strong and engaged community
- Be competitive on the global markets



My expectation of the CBA is ...

Develop skills for improving cluster resilience, innovation capacity, enabling to adapt and grow further.

Our current “Top 3” projects

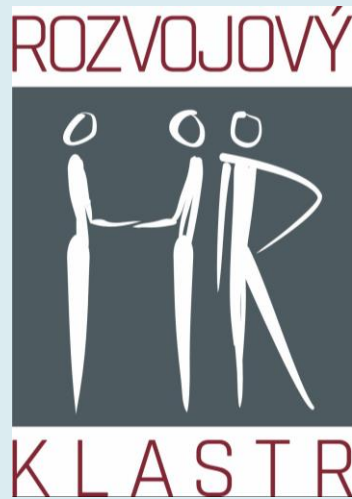
What are we focussing on:

Building a “brand name” of innovation, quality, and reliability for the Bulgarian furniture industry at international markets

Name of the project	Initial situation	Chosen approach	Expected impact
Furniture Go International	Limited access to markets outside of Europe	create an internationalization cooperation framework – partners, opportunities, services	Better global proposition of European furniture industry
DRWO4.0	Lack in digitalisation, cross-border cooperation, interdisciplinary approach in the forest based industry	Create action plan; establish pilot environments Develop a replicable transformational model	Advanced smart specialisation strategies, industrial transformation and transition towards industry 4.0
Innovative Together	Lack of common infrastructure for R&D	Joint investments in R&D lab available for all	Improved R&D capacity, more innovations implemented



Get to know me & my cluster!



**Magdalena
Vrabceková**

Cluster manager

Cluster joined in
2023 Year

✉ vrabceková@rhrklastr.cz



An initiative of the European Union

HR Development cluster Zlín/Czech Republic

2021

**Development
and HR**

15

Cluster established

Active Ecosystems

Cluster members

Your Cluster in 3 words

Humans

Technology

Support

Top 3 Challenges for your Cluster



- We want to create a strong, creditworthy social platform
- We want to increase the competitive advantages of our members by spreading new methods in the field of HR
- We want to provide our members with connections with suitable entities in the field of R&D projects



My expectation of the CBA is:

I would like to gain new experience and different perspectives on interesting topics to advance our organization

Get to know me & my cluster!



SEDA ŞENOL

Cluster Coordinator (former)
Project Manager (updated)

Cluster joined in
2015

✉ Seda.senol@i-sek.org



An initiative of the European Union

İSTANBUL HEALTH INDUSTRY CLUSTER İSTANBUL/ TÜRKİYE

2015

Cluster established

Health-Medtech

Active Ecosystems

>200

Cluster members

Your Cluster in 3 words

comprehensive

incorporative

largest



Top 3 Challenges for your Cluster

- ... intercorporatability
- ... internationalization
- ...innovative products



My expectation of the CBA is ...

... recognize different cluster practices and their motivations

What are we focussing on:

MISSION

To increase initiatives, market shares and exports for domestic products and technologies by strengthening the medical device production ecosystem.

VISION

To be a globally recognized medical device cluster with a mature and competitive industrial base, having a share in the global market, and high added value.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Istanbul Health Industry Cluster Project	Funded by Ministry of Industry and Technology	7 years period Wps between 2017-2023	The development of a cluster initiative and provide collaboration and interaction between diferent kind of cluster members.



Get to know me & my cluster!



Sandra Sánchez

PhD. Forest Engineering/ Researcher and Manager

Cluster joined in
2023

✉ info@ptebi.es
sandrasg@ptebi.es



An initiative of the European Union

PTEBi (Tecnological and Business Pole of the Biomass of Asturias) Ujo, Asturias./ Spain

2021 **Biomass value chain** **#40#**
Cluster established Active Ecosystems Cluster members

Your Cluster in 3 words

Bioenergy

Rural employment

Beginner



Top 3 Challenges for your Cluster

- Promote forestry culture and improve the social motivation according with the high potential of biomass at the region.
- Support bioenergy project initiatives at local scale.
- Contirbute to generate employment in a energy transition zone.
- Promote the digitalization sector.



My expectation of the CBA is ...

To take a global vision about cluster management and create a network of contacts.

Our current “Top 3” projects

What are we focussing on:

General description of focus areas/ Mission/ Vision

Name of the project	Initial situation	Chosen approach	Expected impact
Biomass observatory at regional scale.	Phase I: evaluation of the digitalization degree of parthners.	Prepare a tool in order to colect, analyze and visualize the relevant biomass information.	Serve as base data of a partners logistic platform. Clarify the current scenarios.
Workshop about the administrative steps in relations with bioenergy projects.	In preparation: <ul style="list-style-type: none"> - Program prepared. - Experts in contact. - Final details. 	Aimed to municipal staffs in order to guide them about the european financia founds and the hight currently oportunity.	Increase their iniciative and environmental awareness.
Trainning course. Forestry machinery.	In preparation: <ul style="list-style-type: none"> - Colecting the needs and priorities according with the parthners. 	Anticipate to an imminet need for skilled personnel in the forestry and biomass sector at the region.	Retrain workers from sectors such as mining which workplaces are closing.



Get to know me & my cluster!



Julia Ott

B. Eng. Biomedical Engineering
M.Eng. Leadership in Industrial Sales & technology
professional background: product & project
management

Cluster joined in
2020

✉ julia.ott@bayern-innovativ.de



An initiative of the European Union

Bayern Innovativ Health Nuremberg/ Germany

1998 (as Forum
MedTech
Pharma e.V.)

Cluster established

Healthtech

Active Ecosystems

~430

Cluster members

Your Cluster in 3 words

Healthtech

Innovation

synergies



Top 3 Challenges for your Cluster ... in general

- ...regulatory / clinical data
- ...market access
- ...financing



My expectation of the CBA is ...

... INSERT HERE

What are we focussing on:

General description of focus areas/ Mission/ Vision

The Health Innovation Network..

- identifies trends and picks up on trends and current topics along the entire value chain of the healthcare industry
- promotes cooperation
- initiates, supports and participates in projects.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
External-Cross Cluster health data	Lack of accessability of health data for development and monitoring of products	Implementation of a study	Awareness of the problem
Internal - Integration into another company	Small association		Synergies with different clusters
Future/inte rnal – new offers for cluster partner	New offers/formats as we just „redefine“ our cluster	tba	More engangement of More connection with More support for partners




Get to know me & my cluster!



Anna Čaplovičová

MSc.

Cluster joined in
2022

 anna.caplovicova@inovato.sk



An initiative of the European Union

INOVATO CLUSTER Vráble/Slovakia

2021 Cluster established **Ecosystem** Active Ecosystems **60** Cluster members

Your Cluster in 3 words

Multi - sectorial

Innovative

Value oriented



Top 3 Challenges for your Cluster

- Support only projects that contribute to people, nature, and the quality of life
- Empower people, experts and organisations to share their skills and capacities
- Inspire towards seeking innovative and out of the box solutions in every situation of our lives and business



My expectation of the CBA is ...

To meet new professionals, create new partnerships for future cooperation, share experiences

What are we focussing on:

Our vision is to create an ecosystem that connects innovators who are changing the world for the better future

The cluster prepares courses, professional conferences, networking and cooperation activities, consulting and advisory services for its members. Within the platform, we create thematic working groups in which we connect companies, universities and experts and look for potential for joint innovation projects. We work with a wide range of actors to develop an innovation ecosystem, which is an essential pillar for the successful recovery and progress of our country.

INOVATO CLUSTER turns ideas into real business. In addition, it develops partner companies and personalities, customers and the environment in which it operates and prepares them through projects and trainings for the challenges of a changing world.



Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Advanced Modular Micro Factories	HEU project in preparation Submitted project in national RRF call	Creation of consortium, presenting modularity as a sustainable solution in manufacturing, developing pilot micro factory	Modular micro factories have the potential to revolutionize the manufacturing industry by providing a flexible and adaptable way of producing goods.
INOFEST	Innovation festival. In 2024 already 5th year. Event for experts, professionals, companies, students,	Organization of professional event for our members and public. Presentation of current topics, opportunity for our members to present their research, know-how and companies	Networking, know-how, education, network growth, cluster presentation, cooperation building
Education, workshops, academies, company visits...	We are preparing different courses for our members and public	We use intern experts from our member companies to share their know-how, we invite also external experts	To provide our members with knowledge needed in their business or personal growth


Get to know me & my cluster!



Gertjan Verstoep

University of Tilburg / program manager/
cluster manager

Cluster joined in
2022

 gertjan@dutchfreshport.eu



An initiative of the European Union

Dutch Fresh Port Region Rotterdam/ The Netherlands

2020

Cluster established

**Greenport West-
Holland**

Active Ecosystems

60-100

Cluster members

Your Cluster in 3 words

Leading fresh
logistics hub
Europe

Fruit and
vegetables

Healthiest supplier
of Europe



Top 3 Challenges for your Cluster

- Cluster leadership/ governance/ long term orientation
- Dealing with transitions (zero emission mobility, footprint, food transition, transparency, traceability supply chain, digitalization)
- Business model/ financing our cluster organization



My expectation of the CBA is ...

Roadmap for the next step in our cluster development

What are we focussing on:

Our current “Top 3” projects

The most sustainable and innovative Fresh logistic hub (cluster) of Europe.

Name of the project	Initial situation	Chosen approach	Expected impact
100% fruit by-products hub 100 % circular	The current approach is waste oriented, green gas plant	Coalition of the willing and looking for a leading company	High impact (huge volumes), new food products for human consumption.
Campus development	The education activities are fragmented and do not have the right level.	Innovation agenda fresh logistics / matchmaking process/ coalition building	The ambition: worldwide leader fresh logistics
lobbying campaign to obtain better infrastructure	There is only one access/exit lane	We invest in sustainable new mobility concepts and started a lobby	This is crucial for a future proof cluster in logistics.



Get to know me & my cluster!



Marta Pons Nieto

MSc Industrial Engineer

Cluster joined in
2022

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An initiative of the European Union

TEIB - Balearic Islands Cluster for Ecological Transition Balearic Islands/ Spain

2022

Cluster established

Clean Tech

Active Ecosystems

29

Cluster members

Your Cluster in 3 words

NEWBORN

CROSS-
SECTORAL

SUSTAINABILITY



Top 3 Challenges for your Cluster

- Lack of confidence between stakeholders (competitive collaboration)
- Cultivating an Innovative Culture
- Establishing Strategic Connections in Innovative Regions



My expectation of the CBA is ...

To empower me to lead our cluster more effectively, with a better network, and be able to implement successful initiatives.

Our current “Top 3” projects

What are we focussing on:

General description of focus areas/ Mission/ Vision

Name of the project	Initial situation	Chosen approach	Expected impact
IPAI AI for Energy Demand management for Industrial Parks (IP)	The existing energy demand in IPs is not efficiently managed, resulting in potential inefficiencies, increased costs, and limited integration of renewable energy sources.	IPAI will employ artificial intelligence (AI) to develop a smart demand management system tailored for the industrial park.	Energy cost reduction, increased renewable integration, operational efficiency for consumers and carbon footprint reduction
GREEN H2-WAVE	There's a need for a clean and self-sufficient energy solution that can harness the abundant wave energy available in the marine environment.	The project involves an innovative wave energy conversion system that not only generates electricity but also green hydrogen for ports.	Energy independence for the ports, technological innovation, environmental sustainability
BioGas for Tourism	Mallorca faces challenges with agricultural waste and water treatment sludge management. Improved waste strategies are crucial, requiring a holistic approach.	We will collaborate with local farmers to process agricultural residues and water authorities. Through anaerobic digestion, we will convert these residues into biogas	Comprehensive waste management, enhanced resource recovery,



Get to know me & my cluster!



Aleksandra Vladimirova

Economist/
Project Management

Cluster joined in
2022

 aleksandra.v@greensynergycluster.eu



An initiative of the European Union

Green Synergy Cluster Bulgaria

2011 **Green Energy** **39**

Cluster established Active Ecosystems Cluster members

Your Cluster in 3 words

Innovative

Cooperative

Sustainable



Top 3 Challenges for your Cluster

- Motivating members
- Finding new players
- Growing our network



My expectation of the CBA is

to learn how to involve new partners in the long term

What are we focussing on:

General description of focus areas/ Mission/ Vision

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
RECENTRE	Weak connections and project implementation between different sectors	Workshops and vouchers to support cross-sector innovation	Create links and collaborations to enable innovations between the sectors
EuWater4i-SD	Lack of interest from SMEs for participation in events and missions	Personalised approach and incentives	Help SMEs from the water sector to go international
REVERTER	Difficult citizen engagement	Collaboration with trusted and well-known organizations	Reduce energy poverty in the region



Get to know me & my cluster!



Katarina Blicklingova

Cluster manager

Cluster joined in
2015

✉ info@bioeconomy.sk



An initiative of the European Union

Bioeconomy Cluster Nitra / Slovakia

2015

Cluster established

**Agri-food,
bioeconomy**

Active Ecosystems

36

Cluster members

Your Cluster in 3 words

Innovation

Networking

Opportunities



Top 3 Challenges for your Cluster

- Getting the members actively engaged and trust building
- Dealing with diverse members (in terms of sector, maturity, ...)
- Efficient communication within the cluster



My expectation of the CBA is ...

... to exchange experience and learn from the success stories of others!

What are we focussing on:

Bioeconomy Cluster creates an innovation ecosystem for the knowledge and technology transfer between research and agri-food industry (SMEs) including relevant policies through mutual cooperation.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
A European-wide network of pilot farmers implementing and demonstrating climate smart solutions for carbon neutral Europe (Climate Farm Demo)	Need to speed-up the adoption of climate smart farming practices and tools across Europe	Climate smart farming knowledge exchange and cross-fertilisation among agricultural sectors Living Labs Networking	Functional national network of demonstration farms on climate change mitigation (25 farms) and support to demo-farms
Empowering the Central and Eastern European Countries to develop circular bioeconomy strategies and action plans (CEE2ACT)	No national level bioeconomy strategies and action plans in CEE countries – need to boost bioeconomy solutions in these countries	Participatory bottom-up approach Knowledge transfer & adoption of innovative governance models	Establishment of 10 national bioeconomy hubs in CEE countries – support the development of national strategies and roadmaps on bioeconomy in CEE
Supporting the establishment of the innovative governance models to achieve better-informed decision-making processes, social engagement and innovation in the bio-based economy (BIOMODEL4REGIONS)	Need for better-informed decision-making processes, social involvement and innovations to support EU bioeconomy and sustainable development	Piloting of regional governance models Co-creation	Knowledge on new governance models, business models, best practices for local operators and innovation developers to support the bio-based economy




Get to know me & my cluster!



Constantin Cristea

MBA

Cluster joined in
2021

 constantin.cristea@3rgreencluster.ro



An initiative of the European Union

3R Green Cluster Cluj Napoca, Romania

Year

2021

Ecosystem

Circular Economy

##

19

Your Cluster in 3 words

Circularity

Environment

Intersectoral



Top 3 Challenges for your Cluster

- To find projects financing
- To increase number of members
- Cluster management



My expectation of the CBA is ...

to upgrade my skills to face the challenges & networking

What are we focussing on:

Collaboration in order to ensure some effective solutions for the transition to the circular economy

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Solutions for the collection of biodegradable waste at source	Few solutions in the market	To pilot a 200.000 people area with a new approach	To validate the solution and to expand on national level
Support in compost certification	There is still no compost certification body in RO	To initiate a platform to meet each other all stakeholders	Accreditation of a certification body for compost products
Recycling bulky (big volume) waste, especially furniture	There is no dedicated collection infrastructure	A survey to identify the needs and the solutions	To create an infrastructure for recycling bulky waste.



Get to know me & my cluster!



Maria Dzhunlieva

Circular Economy Master degree
More than 3 years experience in
business development services

Cluster joined in
2023

 coordinator@marinecluster.com



An initiative of the European Union

Marine Cluster Bulgaria Varna / Bulgaria

2007

Cluster established

**Maritime
Ecosystem**

Active Ecosystems

22

Cluster members

Your Cluster in 3 words

Blue economy

Collaboration

Business
development



Top 3 Challenges for your Cluster

- Community building
- Sustainable business models
- Strengthening of the entire cluster ecosystem



My expectation of the CBA is ...

to gain new skills and knowledge for successful cluster
development

What are we focussing on:

Marine Cluster Bulgaria (MCB) is a non-government organization consolidating the efforts of all sectors of the maritime economy in Bulgaria.

Its members are representatives of quadruple helix stakeholders.

The association acts towards the creation of favorable conditions for development and enhancement of the competitiveness of the blue economy by introducing new organizational, product, market and technological solutions, training, implementation of best practices, as well as for its promotion at national and international level.



An initiative of the European Union

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Enterprise Europe Network	Insufficient collaboration between companies from Bulgaria and abroad	Business support services as advisory, consulting, training and organizing B2B meeting	Increasing the number and capacity of enterprises that are internationalized
BRIDGE-BS Project	The impacts of climate-driven and anthropogenic multi-stressors on the Black Sea ecosystems	Turning scientific ideas into business opportunities and stimulating the blue economy in the Black Sea through Black Sea Accelerator for a Sustainable Blue Economy	Increasing the number of scientific ideas into sustainable, innovative and circular business and at the same time improvement of the Black Sea ecosystem
Blue Careers	The reduction of young people's interest in professions from the sectors of the blue economy	Introducing young people to the variety of sectors of the blue economy and the opportunities for professional development through various information campaigns and	Increasing the interest and knowledge of young people about the opportunities for professional development in the sectors of the blue economy

Get to know me & my cluster!



Goran Potočnik Černe

Head of Project Office

Cluster joined in
2016

✉ PO@teces.si



An initiative of the European Union

INSERT Cluster name INSERT City / Country

Year

2001

Ecosystem

Smart Buildings and
Devices

##

55

Your Cluster in 3 words

Green
Technologies

Connecting

Synergies



Top 3 Challenges for your Cluster

- raise the management of the cluster to a higher level
- increase the level of initiative and proactivity of our members
- better understanding of the needs and expectations of our members



My expectation of the CBA is ...

to empower ourselves to respond as best as possible to the needs, wishes and expectations of our members.

Our current “Top 2” projects

What are we focussing on:

Focus:

Green Technologies and Energy-efficient Solutions

Mission:

Creation of Synergies between Different Stakeholders (Companies, Research Organisations, Universities and Government)

Vision:

To Become the Leading Slovenian Innovation Cluster in the Field of Green Technologies and Energy-efficient Solutions

Name of the project	Initial situation	Chosen approach	Expected impact
SRIP Smart Buildings and Home	Beginning of Phase 4 in November 2023	The consortium of three partners (three pillars). Each partner has its own members	Preparation and realization of 5 development and research projects (consortia of members from all three pillars) – in the next 5-7 years
SiEnE – Slovenian Energy and Environment Partnership in Defence	Beginning in August 2020	Partnership with the Ministry of Defense (co-founder) Members: (Companies and Research Organizations)	Preparation and realization of 5 development and research projects (consortium of members) – in the next 5-7 years



Get to know me & my cluster!



CREA Hydro&Energy Brno / Czech Republic

2008

Cluster established

Ecosystem

Active Ecosystems

26

Cluster members

Your Cluster in 3 words

Hydropower

Internationalization

Water research

Kristián Cely

Master of Business Administration

Cluster joined in
2021

✉ cely@creacz.com



Top 3 Challenges for your Cluster

- Staff shortage
- Long - term financial sustainability
- Communication and promotion



My expectation of the CBA is ...

to obtain better knowledge of cluster management.



What are we focussing on:

To enhance the competitiveness of Czech companies in the field of hydropower plants, dams, and other waterworks, primarily in foreign markets, and to create an entity capable of comprehensive deliveries in the industry

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
iWATERMAP	Supporting the innovation policies in water technology sector	Development of critical mass, human resources and internationalization	Advanced Regional Innovation Ecosystem
euWater4i-SD	Bringing SMEs to third markets in Latin America and Africa	Joint internationalization strategy of the consortium	Creating new water value chains to succeed in third markets
Water4All	Help to achieve the UN’s SDGs and boost the EU’s competitiveness and growth	More than 90 partners working within 5 pillars	Strengthening collaboration for research and innovation (R&I) in water



Get to know me & my cluster!

OpenHub Galati / Romania

2018 Cluster established **Ecosystem** Active Ecosystems **17** Cluster members

Your Cluster in 3 words

Creative

Innovation

Open



Top 3 Challenges for your Cluster

- Align openHub with the European Digital and Innovation Strategies;
- Develop a Communication Strategy for Engaging with the Local Ecosystem;
- Create an executive team into the organization.



My expectation of the CBA is ...

Get to Know the european cluster ecosystem

Marius Geru

Cluster Manager

Cluster joined in
2018

 marius@opemhub.ro



What are we focussing on:

General description of focus areas/ Mission/ Vision

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
OpenInno Hub	Setting up an innovative research lab in Southeast Romania.	A kind of haphazard approach	Collaborative new products., services and business ideas. An incubator
Treasure Galati	Explore local tourist and cultural landmarks in Galati through a mobile app	Create a network of resourceful people to collaborate	European network of guided tours with a mobile app
Open Academy	Accreditation of courses	Create a network of tutors and teachers.	Digital courses on creative digital subjects



Get to know me & my cluster!



Magdalena Cholewińska-Falarz

Innovations, Business Development, Strategies

Cluster joined in
2021

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An initiative of the European Union

INSERT Cluster name INSERT City / Country

2013 Cluster established **Ecosystem** Active Ecosystems **95** Cluster members

Your Cluster in 3 words

Nano Innovation Hub

Science 2 Business

Industry development



Top 3 Challenges for your Cluster

- Motivating cluster members to engage
- Enhancing international collaboration
- Developing new services



My expectation of the CBA is ...

Deeper understanding of cluster management methodologies and tools

What are we focussing on:

The Silesian Nano Cluster has been developing an ecosystem of cooperation between enterprises, scientific units and public administration operating in the field of nanotechnology and advanced materials for 10 years. The Cluster's mission is to create a platform for cooperation between entrepreneurs, scientific institutions, public administration and business support organizations to increase the importance of nanotechnology in shaping the future economic and innovative dimension of Silesia.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Internationalization of cluster and its members	<ul style="list-style-type: none"> - No support for members - no activity in this area 	<ul style="list-style-type: none"> - engagement in ECCP events - event calendar - participation in trade fairs and conferences 	Increased cluster recognition
Key National Cluster Certificate	One of the growth clusters in Poland	Becoming one of the Key National Clusters in Poland certified by Ministry of Technology and Development <ul style="list-style-type: none"> - new cluster strategy - membership structure 	Silesian Nano Cluster is one of 20 Key National Clusters
Implementing new services	<ul style="list-style-type: none"> - promotion - networking 	<ul style="list-style-type: none"> - development and implementation of new pro-innovation services - preparation of a professional offer 	- members willingly use the cluster's services



Get to know me & my cluster!



Elina Yli-Luukko

M.Sc Civil Engineering / Executive Director

Cluster joined in
2019

 elina.yli-luukko@rakennusklusteri.fi



An initiative of the European Union

Arctic Construction Cluster Finland Oulu Finland

2001

Cluster established

Construction in Finland

Active Ecosystems

120

Cluster members

Your Cluster in 3 words

Sustainable

Arctic

Construction



Top 3 Challenges for your Cluster

- Circular economics
- Digitalization
- Getting young people to study construction



My expectation of the CBA is ...

... Networking

What are we focussing on:

- Cluster involves governmental & legislation, education & research, companies & business (Triple Helix)
- We work for the construction field and to benefit all Northern Finland
- The actual work is done in 7 work groups

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Interreg Aurora Scabeac	Conservative construction branch	Co-operation with Northern Sweden and Northern Norway	Sustainable arctic construction - supercluster
Co-operation with Business Oulu	No business co-operation with the city of oulu	An agreement to benefit mutual experts	Businessopportunities for cluster members
ReBuild Ukraine	No knowledge or network	Cluster co-operation	Businessopportunities for cluster members



Get to know me & my cluster!



Lucia USURELU

Academy of Economic Sciences/
Business Administration

Cluster joined in
2023

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director.aromeda@gmail.com



An initiative of the European Union

HerbaFruct Cluster Nisporeni/ Moldova

2023

Cluster established

Ecosystem

Active Ecosystems

20

Cluster members

Your Cluster in 3 words

Natural

Healthy

Revitalizing



Top 3 Challenges for your Cluster

- **Market Awareness**
- **Regulatory Compliance**
- **Ingredient Sourcing and Quality Control:**



My expectation of the CBA is:

Practical Skills Development; Networking Opportunities;
Business Support,

Strengthening the European economy through collaboration

What are we focussing on:

HerbaFruct Mission:

Our mission is to promote premium herbal and berries products that nurture the body, mind, and spirit, fostering a healthier and more balanced lifestyle for our customers."

Vision:

To become a leading regional cluster for the production and processing of herbs and berries, recognized for its commitment to quality, sustainability, and innovation, while contributing to the region's economic and social development.

Focus Areas:

Innovation: Constantly exploring and incorporating innovative herbal formulations and production techniques to stay at the forefront of the industry.

Our current "Top 3" projects

Name of the project	Initial situation	Chosen approach	Expected impact
HEGO Program	Curriculum development	Trainings	30 Companies
Resilient and inclusive markets in Moldova	Cluster creation	Direct support, full-fledged investment attraction packages and implement innovative business development initiatives	11 privat Business
Capacity Building and cooperation	Need assesment	Mentor and couching Programms	20 Members



Get to know me & my cluster!




Raffaele Vitulli

cluster President
& Senior Project Manager

Cluster joined in

2018

 segreteria@basilicatacreativa.it



An initiative of the European Union

Basilicata Creativa Matera-Italy



2018

Cluster established

Innovation Ecosystem

Basilicata / Southern Italy

70+

Cluster members

Your Cluster in 3 words

Cross-collaboration

Emerging tech

Heritage



Top 3 Challenges for your Cluster

- To bring **together companies and research organizations** (public/private)
- Stimulate the birth of **new entrepreneurial projects** in the fields of culture and creativity
- Creating and testing **prototypes for technology transition** in CCI sectors



My expectation of the CBA is ...

Open the Cluster to new collaborations and opportunities for its enterprises, to stimulate new prototypes in the fields of culture, creativity and tourism

What are we focussing on:

- Pilot projects based on the research and training programmes promoted by the European Commission
- Definition of political and development strategies in agreement with the institutions and other stakeholders
- Participation in the activities proposed by the National & Internazionale Clusters or EDIH in the field of culture, creativity and cultural tourism

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
CulTourData EU Project (COSME Program)	The project will enhance data-drive, accessible and transformative cultural tourism across Europe by organizing a two-fold support scheme that targets both tourism SMEs and European Capital of Culture.	A Collaborative Matchmaking that can help tourism SMEs move through their digital transformation, supporting them to be more sustainable and provide travellers with more personalised offers and experiences.	Stimulating the rise of better accelerator programs in the ECoCs; fostering the harnessing of collective intelligence and open data, boosting the collaboration of machines and humans from different fields and backgrounds, promoting the use and re-use of data and knowledge.
Creathriv-EU EU Project (SMP Program)	The project aims to trigger a spill-over effect and dissemination and mutual enrichment with other ecosystems for a more resilient, greener and digital EU.	The project is aimed at SMEs in the creative and cultural sector for projects and activities that help diversify products/services/content based on digital technologies.	The project aims to support the green transition of the audiovisual sector, multimedia and the performing arts to fill the skills gaps in the workforce of the cultural and creative industries and support greater participation of women increase business opportunities through internationalization and long synergies.
EDIH-Heritage SmartLab (European Digital Innovation Hubs Program)	The accelerator for the digital transition in the fields of culture and creativity, aimed at Startups, Enterprises and Public Administrations operating in Southern Italy.	To promote interventions and initiatives for the digital and green transition by supporting public bodies and SMEs in the enhancement of tangible and/or intangible cultural heritage.	Involving citizens and young people through training courses linked to emerging technologies and artistic/cultural heritage; focus on energy efficiency or the use of data for the improvement of public services in a "smart" key.



Get to know me & my cluster!



Taina Harmoinen

M.Sc. (Household Science)

Cluster joined in
2022

✉ Taina.Harmoinen@xamk.fi



An initiative of the European Union

South Savo Food Cluster Mikkeli/ Finland

2022

Cluster established

Agri-food

Active Ecosystems

20

Cluster members

Your Cluster in 3 words

Food sector

SME

Sustainability



Top 3 Challenges for your Cluster

- Create innovative services
- Funding
- SME



My expectation of the CBA is ...

getting more information how clusters operate and how they can support companies

What are we focussing on:

Our focus area is the whole food sector in our region South Savo.

Vision: We are a nationally and internationally renowned networker for sustainable food.

Mission: We are a developer, net worker and advocate for the responsible food sector in South Savo.

We work to:

The food industry in South Savo is vibrant, forward-looking and innovative.

The food industry in South Savo has a positive atmosphere, courage for new experiments and a strong culture of working together.

South Savo's food industry draws lessons and euros from internationalism.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
European cluster network to support South Savo food companies (1/2023-12/2024)	South Savo Food Cluster has just been established. There are nearly 2 000 agricultural and horticultural farms., mostly quite small. Few international projects.	To get support from European network. To create South Savo Food Cluster’s model and services. To cooperate between clusters and ecosystems regionally and in Finland.	The interest and abilities of South Savo food operators in international cooperation and networking are increased. South Savo Food Cluster has an operating model.
Food cluster functionalization – RUOTO (11/2022-12/2024)	Few members in South Savo Food Cluster. There are only a few companies working with food processing innovation.	To create innovation model to food processing. To activate discussion in food sector. To create South Savo Food Cluster’s model and services.	New members to South Savo Food Cluster. South Savo Food Cluster has an operating model. Food innovation model.
Vitality to South Savo's food sector with cluster (11/2021-10/2022)	The food industry in Southern Savo has the potential to develop. Cooperation already 20 years.	Start food cluster in South Savo. Get members to cluster.	South Savo Food Cluster. ECCP membership.



Get to know me & my cluster! ROVEST Cluster



Gabriela ILIN

Phd, Cluster Manager

Cluster joined in
2014

✉ office@rovest.eu



An initiative of the European Union

ROVEST Cluster Timișoara / România

2016

Cluster established

Healthcare

Business, Tourism

21

Cluster members

ROVEST Cluster in 3 words

Innovation

Sustainability

Education



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!



Petra Ärlsjö

Computer Science /Project Manager

Cluster joined in
2021

✉ petra.arlsjo@jarnvagsklustret.se



An initiative of the European Union

Järnvägsklustret – Railway Cluster of Sweden Västerås/Sweden

2013	Mobility-transport-Automotive	54
Cluster established	Active Ecosystems	Cluster members

Your Cluster in 3 words

Powerful	Attractive	Innovative
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Top 3 Challenges for your Cluster

- Lack of resources
- Long term financing
- Growth



My expectation of the CBA is ...

Tools and input to create a sustainable strategic plan

What are we focussing on:

Järnvägsklustret wants to strengthen the region (Mid Sweden) as a leading center for railway technology where the industry collaborates for more and bigger business and attracts more people for jobs and studies. We offer meeting places for international collaboration with a focus on society's need for sustainable transport solutions where collaboration contributes to development and innovation.

**BUSINESS-COMPETENCE-
INNOVATION-COMMUNITY**

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
S-ACCESS	SME:s challenge to reach public procurements.	Market Analysis and network. Create Business opportunities for SME:s in Europe to markets outside of EU	Business and strengthened collaboration
RTIC - Railway Test and Innovation Center	Lack of new innovative solutions applied in the railway sector.	Collaboration within a group strategic partners	Testbed for new solutions or the railway industry



MOBINOV – Portuguese Automotive Cluster Matosinhos, Portugal

Get to know me & my cluster!



Miguel Araújo

PhD in Administration Science
Master in Strategy
Specialize in Governance and Strategic Intelligence

Cluster joined in
2023

✉ miguel.araujo@mobinov.pt



An initiative of the European Union

2016 Cluster established **Mobility Transport Automotive** Active Ecosystems **90** Cluster members

Your Cluster in 3 words

Competitiveness Innovation Internationalization



Top 3 Challenges for your Cluster

- Digital Transition
- Green Transition
- Ecosystem involvement



My expectation of the CBA is ...

Learn more about cluster ecosystem; Share best practises

What are we focussing on:

Our mission is to sustainably promote the growth and competitiveness of the national Automotive Industry through a greater cooperation and coordination between companies, associations, public administration bodies, and SI&I entities

Focus Areas

Innovation

Sustainability

Digital

Internationalization

Qualification

Mobility

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
SCAIRA	Corporate innovation is hindered by the complexity and duration of implementation, leading innovation to shift towards startups	Develop a customized training program to support the creation and acceleration of new businesses in rural areas for the green transition	Generate and attract new economic assets in rural areas while providing innovative solutions to manufacturing industries and reducing their environmental footprint
Descarbonization RoadMap for Automotive Sector	Global and multilevel pressure for companies to make efforts towards achieving carbon neutrality	Analysis of the "carbon" footprint of 20 companies in the sector. Workshops for sector awareness and dissemination of best practices.	CO2 Footprint of the companies Descarbonization Roadmap
DIH 4 Global Automotive	The automotive sector in Portugal, represented by close to 1100 companies, faces the imperative need for digital transformation to stay competitive in the global market	Aims to provide comprehensive support services to SMEs, particularly those ready for digital adoption, in developing innovative concepts and products for the future of cars	Booster the competitiveness of national SMEs by facilitating their digital transformation, enabling them to integrate into global supply chains and thrive in the evolving automotive landscape



Get to know me & my cluster!



Noelia García Coloma

Chemical Engineer /
Responsible of the Innovation department

Cluster joined in
2022

 ngarcia@campag.es



An initiative of the European Union

CAMPAG Zaragoza/Spain

2017 Cluster established **Agriculture** Active Ecosystems **75** Cluster members

Your Cluster in 3 words

International

Resilient

Innovation



Top 3 Challenges for your Cluster

- New services' generation
- EU Projects
- Internal organisation



My expectation of the CBA is ...

Professional Development, skill enhancement, networking opportunities and teamwork.

What are we focussing on:

General description of focus areas/ Mission/ Vision

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
VERTICAL FARMING SOLUTIONS	Food production challenges in urban areas. Industry 4.0 technologies optimise supply chains, emphasising last-mile logistics for sustainability.	Develop Industry 4.0 tools for vertical food production. Objectives include sensorising crucial parameters, generating knowledge, designing modular containers, and enhancing competitiveness through digitalization and agricultural innovation.	To enhance vertical food production with Industry 4.0 tools. The project targets economic, environmental, and logistical efficiency, fostering competitiveness, innovation, and collaboration within the agricultural sector.
VARILABOR COM	SIEX transforms agriculture digitally, aligning with EU sustainability goals. It unifies data, enhancing PAC management. ISOBUS ensures efficient communication in machinery. Precision farming, driven by tech like GPS and IoT, optimizes crop performance.	The project emphasises collaboration between agricultural machinery manufacturers and IoT solution providers to drive global competitiveness in precision agriculture.	To enhance agri-machinery with ISOBUS communication, enabling digitalization and automatic data transmission to SIEX. It promotes collaboration for global competitiveness in precision agriculture.
CIRCOLEO	The EU, under the European Green Deal, aims for a sustainable agricultural shift. The CIRCOLEO Group transforms olive pomace waste into bio-stimulants, aligning with regulations and fostering circular practices for agricultural benefits.	Analysing waste from SCL-BORJA's olive mill, extracting bio-stimulant components, designing application matrices, testing in various fields, and assessing economic and replicability potential for agricultural improvements.	Promotion of social sustainability by creating jobs, empowering women and youth in rural areas, fostering entrepreneurship, and encouraging environmentally conscious agricultural practices through waste management and circular economy solutions.



Get to know me & my cluster!



Kristin BAUMANN

Innovation Department
PhD in applied biotechnology

Cluster joined in
2020

✉ kristin@cliqib.org



An initiative of the European Union

Chemical Industry Cluster of the Balearic Islands Palma de Mallorca / Spain

2013

Cluster established

ChemTech

Active Ecosystems

64

Cluster members

Your Cluster in 3 words

Innovation in
tourism industry

hygiene and
cleaning solutions

sustainability
and circularity



Top 3 Challenges for your Cluster

- ...lack of skilled workforce in member companies
- ...competitiveness hinders collaboration among cluster members
- ...lack of political support and instability in public funding



My expectation of the CBA is ...

... to engage and learn from other cluster professionals, and
to foster collaborative opportunities

What are we focussing on:

FOCUS AREAS environmental protection through the water cycle (recreative water) and low-impact detergency, as well as the gradual implementation of European environmental regulations in companies and circular economy practices, reduction of industrial plastic waste.

MISSION We promote the expansion and business generation of our companies through innovation, the exchange of knowledge, and efficient communication among the various stakeholders that are part of the hygiene value chain in tourism.

VISION We aspire to be a national benchmark as an identifier of collaborative projects for solving hygiene-related issues in tourism, serving both tourism businesses and knowledge centers, as well as entities supporting innovation.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Technology and data management to reduce tourism impact on water demand	Lack of data on water consumption in the tourism industry hinders efforts to manage water resources effectively and sustainably	Water audits and data processing and analysis, along with the application of artificial intelligence (AI) models. Implementation of advanced technologies as a pilot project in 1-2 hotels.	adoption of advanced technologies and stronger management models will enhance water savings and operational efficiency
Revalorization of industrial plastic packaging at the end of its life cycle	Annually, 10 tons of plastic waste from our sector are compressed and transported to the mainland, where we lose track	Mechanical recycling of HDPE drums, compounding to enhance properties, and pellet production for 3D printing.	Extend plastic life cycle beyond reuse schemes to reduce plastic waste and create new objects
New technologies or NBS to reduce saline wastewater	Saltwater reaching wastewater treatment plants through water softeners, discharge from saltwater pools, or reverse osmosis processes can not be reused	Finding new antiscaling systems to reduce conductivity, or reuse of discharged water from saltwater pools for irrigation of salt resistant plants (phytoremediation)	better use of reclaimed water, for example for groundwater recharge



Get to know me & my cluster!



**Joanna Sondej-
Pierzynska**

MA in marketing and management
postgraduate studies in HR

Cluster joined in
2008

✉ biuro@lubuskiklaster.pl



An initiative of the European Union

Lubuski Metal Cluster Gorzów Wielkopolski / Poland

2008

Cluster established

Ecosystem

Active Ecosystems

64

Cluster members

Your Cluster in 3 words

Partnership

Creativity

Internationalization



Top 3 Challenges for your Cluster

- increasing the level of internal cooperation between cluster members
- increasing the financial potential and resources of the cluster
- more R&D projects



My expectation of the CBA is ...

... to become a better cluster manager with a wide range of useful tools.

What are we focussing on:

Our MISSION is to create optimal conditions for the development of companies in the metal industry by actively supporting cooperation between companies, providing knowledge and promoting innovation, increasing the international competitiveness of the metalworking industry, developing added value for companies cooperating within the cluster. Supporting the creation of a culture of innovation and entrepreneurship in the region through active cooperation between cluster members, the research and development sector, business environment institutions and through cooperation with education and the public sector. Our goal is higher specialization of the region and increasing attractiveness of Lubuskie voivodeship.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
A regional partnership called Smart Factory 4.0.	Partnership was established last year, some key areas are defined, over 50 institutions signed Lol	Getting info about planned R&D projects and participating in some of them financed from EU Funds	Increasing of the number of R&D projects and new and innovative products and services
National Key Cluster (KKK) label	We are the most experienced cluster in the region, we've some members and cooperation outside the voivodeship, we take part in benchmarking of the clusters	Cluster management excellence-Bronze label, update of the Cluster Management Standards (POL)	Achieving the highest level of cluster development and being a recognised cluster in Poland
Business mission to Scandinavia	Some SMEs interested in business trip and B2B meetings with	Finding the partners, definition of the thematic scope and finding	Better results of international cooperation of the cluster members



Get to know me & my cluster!



Adam Priechodský

Business / quality management

Cluster joined in
2015

✉ a.priechodsky@autoklastr.cz



An initiative of the European Union

Autoklastr Ostrava/ Czech Republic

2006

Cluster established

MTA

Active Ecosystems

90

Cluster members

Your Cluster in 3 words

Human
potential

Business
development

R&D projects



Top 3 Challenges for your Cluster

- Autoklastr business model transformation
- Green and digital transformation
- Upskilling/reskilling of the workforce



My expectation of the CBA is ...

To learn, inspire and be ready to become cluster manager



The mission of the cluster

Creating conditions and supporting the competitiveness of members for the sustainable development of the region



Cluster visions

To become an integrator of companies, educational and research institutions and other stakeholders whose activities support the development of the automotive industry in the region



Cluster values

- People, their knowledge and skills
- Cooperation based on trust
- Innovation and flexibility
- Mutual benefit
- Commitment

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
EVOLUTE (COSME)	Project going the final stage and final meeting.	WP leader of Cluster exChange	More resilience and well structured clusters, Silver ESCA label
RESIST (SMP)	Open calls for (Networking, Internacionalisation, Coaching, Training)	WP leader of Training part of the project.	Twin transition topics adopted by SMEs
AMULET (H2020)	Final year of the project, monitoring funded project, coaching mentoring, webinars.	Actively participate on task related to clusters and networks	Supporting the lightweight approach in automotive, building, energy and space industry



Get to know me & my cluster!



Christina Schlabritz

Projectmanager, Bachelor of Arts
International Management

Cluster joined in
2019

✉ schlabritz@foodregio.de



An initiative of the European Union

foodRegio Lübeck / Germany

Year

2007

Ecosystem

food industry

##

82

Your Cluster in 3 words

agility

strengthen
competitiveness

needs of
members



Top 3 Challenges for your Cluster

- complexity
- limited personal resources
- activation of all members

My expectation of the CBA is to learn new skills to review our cluster strategy, think outside the box, share own experiences and meet other clusters.

What are we focussing on:

Mission:

foodRegio is the regionally industry network of the food industry in Northern Germany. Offering its members to inform about current topics, exchange ideas & educate themselves through events & projects. As the only industry network in the food industry fR represents the common interests of its members towards the state government.

Vision:

With 200 members, fR is the leading industry network of the food industry in Northern Germany - with strong partners in Northern Europe. In addition to events and projects, our members inform, discuss and gain qualifications on future topics through an fR e-learning platform.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
foodRegio Energy Transformation	Food industry → “energy” associated with two main challenges: the (further) increase in energy efficiency & the (further) decarbonization of the (production) processes.	- 10 workshops over a period of 14 months for fR members	- meeting the requirements of legislators & customers - exchange of experiences with specialists & colleagues - identifying (new) technologies to reduce energy use & CO2
foodRegio Wissenswerft	In the past, we only offered face-to-face training courses.	E-learning platform providing our face-to-face trainings & workshops in an online format	- more sustainable & crisis-proof services - personal resources ↓ - new target groups - more flexible
“Foodstarter” - training in the food industry	It is becoming increasingly difficult for fR members to fill training positions and to find skilled labor	Development of the FoodRegio trainee campaign “Foodstarter”	- image improvement - increasing visibility - use synergies - counter lack of skilled labor - fill vacancies



Get to know me & my cluster!



Susanne Baden Jørgensen

Senior International Manager

Cluster joined in
2017

✉ sbj@foodbiocluster.dk



An initiative of the European Union

Food & Bio Cluster Denmark HQ in Aarhus/Denmark

Year

2020 (a merger)

Ecosystem

Food & Bioresource

451

Cluster members

Your Cluster in 3 words

Acceleration of
Innovation

Green Transition

Sustainability



Top 3 Challenges for your Cluster

- International Strategy
- Attracting more SMV
- How do we apply – or handle - AI



My expectation of the CBA is ...

Improvement of skills to meet the above challenges and to learn from other participants and to meet new cluster contacts and potential collaboration partners

Strengthening the management of the open collaboration

What are we focussing on:

General description of focus areas/ Mission/ Vision

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Closing the Loop	Project starts in 2024	Heading a national program for circular value chains involving Around 200 Danish companies are involved in the search for business models that will make them more circular in their production, reduce environmental and climate impact and contribute to greater circularity.	New solutions are developed to limit CO2, reduce the use of new resources and the amount of waste across value chains
Global Foodture	Ending in 2024	Heading the EU-project with 7 European clusters focusing on 4 Asian countries. Activities – online Master Classes, country training, company missions,	Boosting the sustainable transition of the food system worldwide through collaboration and innovation. Strengthening participants' capabilities to adapt to sustainability challenges in the food industry.
Enterprise Europe Network	Partner since the Network's start in 2008	Client journey and joint activities	To help our members to innovate and grow internationally




Get to know me & my cluster!



Mado Romanadze

Finances and Strategic Communications/ Member of the board in GAFA\Founder at Maroma Group\Founder at Chatsma\Managing Partner in ModEL Inc.

 Madi.romanadze@gmail.com

Cluster joined in 2017



An initiative of the European Union

GAFA – Georgian Apparel and Fashion Association Tbilisi\Georgia

Year

2017

Ecosystem

GAFA members\Donors\Government\international partners

##

40

Your Cluster in 3 words

Community

Transformation

Support



Top 3 Challenges for your Cluster

- Team building
- Sustainable Producing\Green Labeling\Certifications
- Export Promotion



My expectation of the CBA is ...

Exchange of experience and Knowledge, networking, chance of future collaborative projects, etc.

What are we focussing on:

We are focused on transformation of our members to the strong and sustainable brands

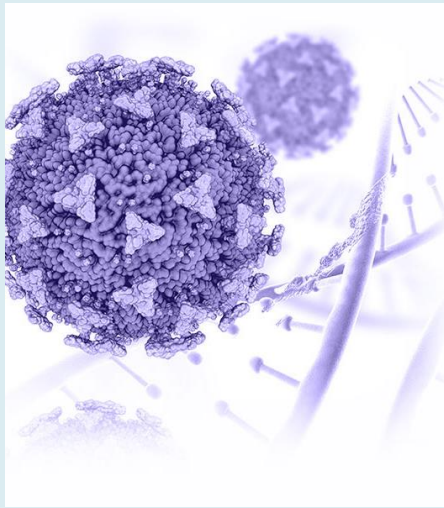
Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Trainings	We have funded top 4 expert expenses from Germany, USA and Netherlands to travel in Georgia for the trainings for our members.	This project was initiated from our management and was funded by the GIZ and implemented by the C4D in Georgia.	<ul style="list-style-type: none"> • Exchange of experience • Rise of awareness • 70 trained person from 40 companies.
Suppliers Data	PV, Munich Fabric start, etc.	We fund the visits to the international materials and Fabric fairs to do the list of the key suppliers of the fashion manufacturing materials.	<ul style="list-style-type: none"> • About 5000 and more active suppliers list from the best material fairs in the world • about 1000 and more samples delivered and placed in our office
Promotion	Searching new locations for each brand on international markets	We fund business meeting visits to the Japan, UK, Denmark, France, Germany in the best showrooms and fashion organizations to exchange contacts and be the partners of them in future projects dedicated for the GAFA members.	<ul style="list-style-type: none"> • 20 running international FW showrooms • about 100 done international showrooms and Local FW Events.



graduate engineer and master of economics

Get to know me & my cluster!



Maria Silyanovska

graduated engineer, master of economics

Cluster joined in
2017

✉ smm.cluster@gmail.com



An initiative of the European Union

Innovative cluster simulation models in medicine Sofia /Bulgaria



2017	Ecosystem	##
Cluster established	IT,medicine	30

Your Cluster in 3 words

research

innovation

AI



Top 3 Challenges for your Cluster

- Motivation of the research team
- Completion and distribution of app for thyroid dideases
- Developing of device for imaging classification



My expectation of the CBA is ...

Exchange of good practices and collaboration

What are we focussing on:

The Innovative cluster “Simulation models in medicine” is oriented towards specialized innovative and scientific research activity, the basis of which is the connection of the information technologies opportunities with the scientific potential of specialist doctors and patients. Based on the Internet of Things, artificial intelligence, the processing of Big data the aim is to enable processes of optimization, productivity improvements, cost containment and improved access to quality medical service. Another emphasis is the creation of a “network” of partnerships with organizations and companies working in the field of healthcare and information technologies in Bulgaria and abroad.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
App for selfcheck for thyroid diseases	legalization and launch phase		
Developing simulation models for imaging classification	Developing phase		
Developing of device for imaging classification	Developing phase		



Get to know me & my cluster!



Jonas Jung

PhD in Materials science / Nanotechnology

Cluster joined in
2020

✉ jung@oes-net.de



An initiative of the European Union

OES – Organic Electronics Saxony Dresden / Germany



2008

Cluster established

Organic, flexible, printed Electronics

Active Ecosystems

50

Cluster members

Your Cluster in 3 words

Innovative

Close-knit

Technology driven



Top 3 Challenges for your Cluster

- Attracting new members to fill the gaps in the value chain
- Develop cluster services that contribute to the financing of the network
- Application and target market very diverse and it's difficult to cover all members' needs equally



My expectation of the CBA is ...

Broaden my network and develop new skills and generate ideas on how to tackle current challenges.

What are we focussing on:

Establishing our technologies in new markets

Creating added value, projects, turnover, profit for our members

Developing solutions for shortage of skilled labor for our members

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
INFINITE	Individual efforts by varied EU stakeholders towards education and training for printed electronics	EU collaboration of stakeholders to develop educational standards and workshop modules	Push education & Training efforts on EU level, to counter shortage of skilled labour
Skilled Labor Alliance	Individual efforts by varied regional stakeholders towards education and training	Regional collaboration of stakeholders to organize joint events/workshops	Enhance visibility of regional companies and push education and training efforts
CRM	Cluster contacts organized in	Research and establish a CRM	Optimize contact management



Get to know me & my cluster!



Robert Granström

30+ years in test and demo

Cluster joined in
Chairman 2017

✉ info@spga.eu



An initiative of the European Union

Swedish Proving Ground Association Winter test Region of Sweden

Year

2002

Ecosystem

Automotive

##

50+

Your Cluster in 3 words

Automotive

Integration

Testbeds



Top 3 Challenges for your Cluster

- 5 remaining winters of testing to 2030
- Acceptance/understanding for a challenge driven transition
- Grand PP-Partnership Plan “GP4”



My expectation of the CBA is ...

Networking to speed up the green transition

What are we focussing on:

Defining the test and demo needs to bridge the valley of death for the green transition

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
RETRII, Resilient Europe Test Road Integration Initiative	Lack of public charging and hydrogen infrastructure in the largest test region within EU	Partnership to build public sites for TRL 8 and TRL 9 test and validation	Acceleration of Infrastructure development to perform complete vehicle validation with green energy
TRE-m Technology Readiness Excellence - matrix	Low transition speed in solutions for electrification Autonomous driving and Resilience	Commercial testbeds hosting demonstrations for benefits for the society	Knowledge and Partnership for green transition projects
PreSEIT Pre-study on SEI as Testbed	Need for a European testbed within electrification	Sweden electrical zone No:1 “SE1” as the testbed for integration of electromobility within EU	3-Helix Partnership to develop testbeds support structures for the transition




Get to know me & my cluster!



Andreea TOMA

Project Manager
MBA in Data Analysis

Cluster joined in
2024

 andreea@cem.center

TRANSYLVANIAN FURNITURE CLUSTER Cluj-Napoca, Romania

2012

Cluster established

DIH

Active Ecosystems

97

Cluster members

Your Cluster in 3 words

INNOVATIVE

BOLD

CREATIVE



Top 3 Challenges for your Cluster

- MEMBERS ENGAGEMENT IN ACTIVITIES
- MANAGEMENT RESOURCES (CEM CENTER, INTERNATIONAL & NATIONAL PROJECTS)
- GOOD LEVEL OF COMMUNICATION THROUGHOUT ALL MEMBERS



My expectation of the CBA is ...

... TO GET INSPIRED



What are we focussing on:

VISION: To generate economic development through the strategic collaboration of stakeholders.

MISSION: To be a relevant promoter of industrial transformation, to support excellence, entrepreneurship, transferability and mutual trust.

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Furniture GO International	Lack of export for SMEs in the furniture industries to third countries and lack of information	Research and direct contact	Increase % of export for SMEs in the furniture industry
SILEO	SMEs struggle after COVID-19 in the furniture and lighting industry	Financial support in the form of vouchers for digitalization	Increase resilience
CEM – Centre of Excellence for Furniture	Lack of RDI infrastructure in the furniture industry	Investment into a common infrastructure	Support companies to innovate their products and services



Get to know me & my cluster!



Petr Prikryl

manager / Vice-chairman of the Executive Board

Cluster joined in
2020

 info@optickyklastr.cz



An initiative of the European Union

Czech Optical Cluster Olomouc / Czech Republic

2018

Cluster established

1

Active Ecosystems

40

Cluster members

Your Cluster in 3 words

Laser
Technology

Microscopy

Optical quantum
technologies



Top 3 Challenges for your Cluster

- technological forecast - exploiting new opportunities
- growth of the membership base
- new business and development opportunities for members



My expectation of the CBA is ...

new fresh ideas /new services development /networking

What are we focussing on:

The main objective of the COC is to build a platform for collaboration and knowledge sharing among actors of the science and industry in the field of Optics, to interconnect cluster members to strengthen their influence, innovations, and competitiveness, to promote the field of Optics and improve conditions for its development in the Czech Republic.

The part objectives of the COC are to obtain benefits in the following areas through the cooperation of the COC members and with the support of the executive team of the cluster:

SALES OPPORTUNITIES: to discover and exploit the particular sales opportunities.

R&D COLLABORATION: to improve conditions for R&D activities, to find suitable strategic ways and to facilitate the creation of R&D collaboration.

HUMAN RESOURCES AND POPULARIZATION

Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Czech-Polish Photonics / Czech-Austrian Photonics	lack of connection of cluster members with foreign entities	expert cross-border seminars with matchmaking	new business and development opportunities for members
Technology profiles of cluster members	cluster members had insufficient information about the expertise of other members	structured information from members shared among the members	new collaborations among members
Czech optics for the future	membership fees are insufficient to cover the demands of cluster development	use of the grant programme	the cluster can offer more services and develop faster



Get to know me & my cluster!



IDEAM 'Irish Digital Engineering & Advanced manufacturing' Limerick / Ireland

Year	Ecosystem	##
Cluster established	Active Ecosystems	Cluster members

Your Cluster in 3 words

2020

Precision Engineering/Advanced Mfging

42

David Downey MBus

Masters degree in Business / 30+ years of engineering achievements.

Cluster joined in
2023

 david.downey@tus.ie



An initiative of the European Union



Top 3 Challenges for your Cluster

- Motivate cluster members to interact with each other
- Motivate engagement with digitalisation in their existing processes
- Encourage an export mentality with cluster members.



My expectation of the CBA is ...

Become a recognised expert in Cluster Management, to expertly guide my cluster.

What are we focussing on:

Vision: We aim to enhance the productivity, competitiveness, Internationalization and **growth of the companies and organisations** that are part of the cluster.

Mission: IDEAM is an industry-driven cluster organisation that brings together industry, academia and government to **represent the needs of the advanced manufacturing sector in Ireland.**

Values: Trust, **Collaboration**, Innovation, **Industry-driven.**



Our current “Top 3” projects

Name of the project	Initial situation	Chosen approach	Expected impact
Digitalisation – 1 - SCS	Inspecting product with old technology	Cluster to help SME transition to a digital inspection method	The availability of data to make robust decisions
Process Improvement – 1 - SCS	Closing the link between ERP system and operational data	Cluster collaboration – 2 cluster members working together to solve a problem	A more efficient process based on availability of data.
Process Improvement – 2 TM	Cluster member using older equipment to manufacture product	Help SME to establish a more advanced manufacturing process.	More through put on machines and the ability to broaden the scope of products manufactured.

Get to know me & my cluster!



Harri

DSc. (Tech)/ Research and Development Manager

Cluster joined in
2022

✉ ulla.santti@savonia.fi



An initiative of the European Union

Bio and Circular Cluster City of Kuopio / Finland

2022

Cluster established

4

Active Ecosystems

15

Cluster members

Your Cluster in 3 words

Expertise and competence

Demand-based innovation process

Experimental culture

Top 3 Challenges for your Cluster

- Increase of component and energy prices effect companies and their investments.
- Covid-19 pandemic also had its own effects to minimize possibilities to face-to-face meetings early in the HOOP project, e.g. arranging biowaste clubs during the pandemic.
- People has got used to remote work and some events has had challenges to get people attend live events.



My expectation of the CBA is ...

New Cluster development ideas, new partnerships, maybe even new project.

What are we focussing on:

We support sustainable bioeconomy and circular economy; the utilization and valorization of industrial side streams with various biorefineries technologies; and the development of waste management globally

Our current “Top 3” projects

Name of the project;	Initial situation	Chosen approach	Expected impact
BioBoost (JTF)	Project started recently	Development of bio-based products with companies	Ongoing biomassreactor; increased expertise and utilization of new technologies
KiertoKasvu (EAKR)	Started beginning of the year 2023	Enhancing companies' expertise on circular economy	Increased knowledge and use of sidestreams; new business inventions
HOOP (Horizon 2020)	Project ends on September 2024	Boosting investments in Europe and building a portal to spread knowledge	New investments better knowlege sharing, new partnerships



Get to know me & my cluster!



Ulla Santti

M.Sc. / Project Manager, Team Manager

Cluster joined in
2022

✉ ulla.santti@savonia.fi



An initiative of the European Union

Bio and Circular Cluster City of Kuopio / Finland

2022

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Strategic planning to tactical implementation: the training consists of a baselining section followed by interactive present and future positioning parts

Day 1: Baselining

Setting the theoretical base and discussing challenges



Cluster Strategy Review

Reference point for setting the theoretical base



Challenges

Discussing overarching challenges within clusters and issues that ought to be solved

Day 2: Present Positioning

Discussing best practices and differences to own cluster, followed by assessing own status-quo



Best-Practices

Illuminating the characteristics of best practice clusters, while identifying distinctions to our own cluster



Present Business Model Self-Reflection

Ascertaining one's present positioning through an examination of prior inputs

Day 3: Future Positioning

Crafting future business model along with a strategic approach to adapt to changes



Future Trend Adaption

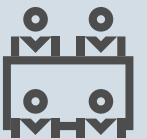
Presenting and discussing the findings of the Trend universe take home assignment



Action Plan Development

Defining an action plan to foster future positioning and solving present challenges

Learn from peer experiences, best practices & through interactive sessions



Cluster Strategy Review

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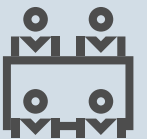
Presenting and discussing the findings of the Trend universe take home assignment



Action Plan Development

Defining an action plan to foster future positioning and solving present challenges

Learn from peer experiences, best practices & through interactive sessions



Thorough review of the cluster strategy: six inter-connected elements



Input factors

Output factors, facilitated as response to input factors





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**



Growing **innovation complexity** goes **beyond** most companies' **technological capacity**

Rising number of innovations is **created** through **combination** of different **technologies/ industries**

Moving of processes towards **digital formats** and creation of **digital networks** across borders

The complexity requires clusters to act via strategic foresight

Clusters are the partner for bridging competences and members capacity gaps

Strategic foresight tasks for clusters include being:

- **Equipped** with **state-of-the-art knowledge** on a regular base
- **Aware** about industry **needs**
- **Familiar** with **trend** and **development scenarios** for cluster-related technologies, value chains and needs



Knowledge generated from strategic foresight needs to be integrated into services



... 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**

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



Tool utilization: It is crucial to address relevant macro-environmental factors in a structured way

Understanding external influences (PESTEL analysis incl. examples)

Political	<ul style="list-style-type: none"> – Tax policy, labor law, environmental law, trade restrictions, tariffs, political stability – Goods and services which the government wants (merit goods) and those that the government does not want to be provided (demerit goods) – Influence on the health, education, and infrastructure of a nation
Economic	<ul style="list-style-type: none"> – Economic growth, interest rates, exchange rates, inflation rate
Social/ cultural	<ul style="list-style-type: none"> – Cultural aspects, health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety
Technological	<ul style="list-style-type: none"> – Ecological and environmental aspects, such as R&D activity, automation, technology incentives and the rate of technological change
Environmental	<ul style="list-style-type: none"> – Weather, climate, and climate change
Legal	<ul style="list-style-type: none"> – Discrimination law, consumer law, antitrust law, employment law, health and safety law



Understand future trends and their impact on your cluster

Part of your take-home task



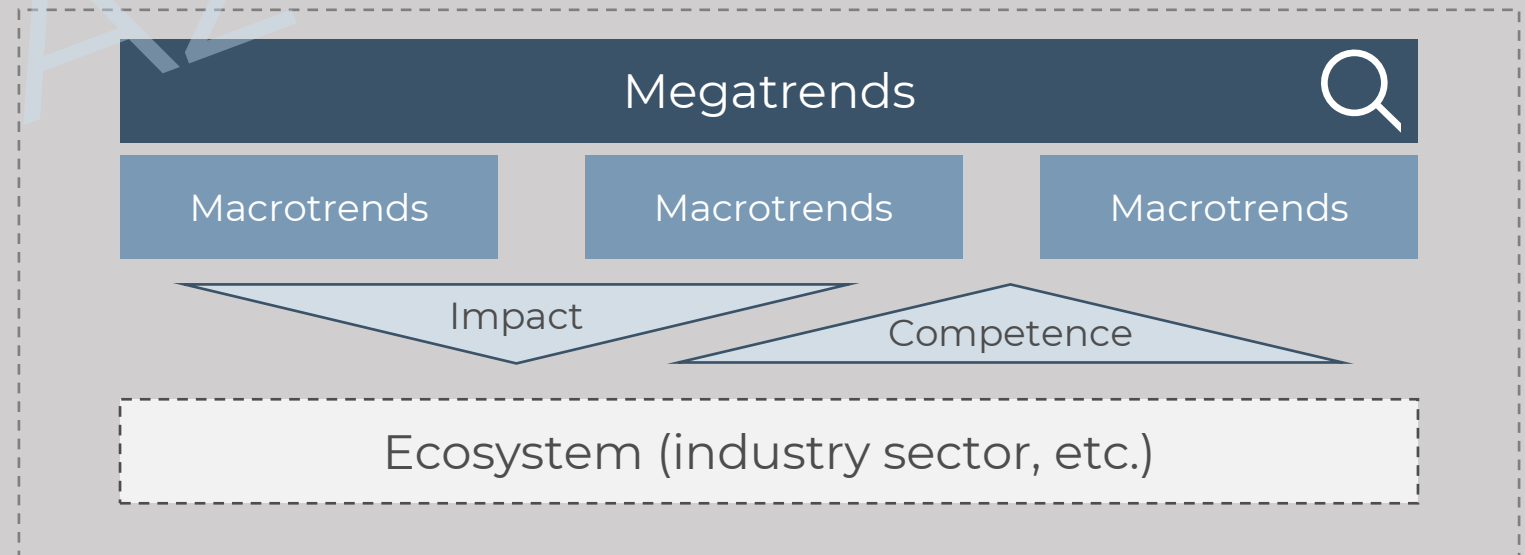
Link

About the ECCP Trend Universe (only for ECCP Pro Users)

The Trend Universe is a **strategic foresight instrument**, tailor-made for EU cluster organizations and cluster members. With the ECCP Trend Universe tool, your organisation can select, assess, and benchmark trends based on the influence strength and the competence strength.



- The concept of **megatrends** and **macrotrends** is used to create a specific view on each ecosystem.
- Key question: Which megatrends and macrotrends have the highest **impact on a company/organization/region?**
- The result of the answered questions is a **picture of the most important trends for each ecosystem** and derived strategies and measures.

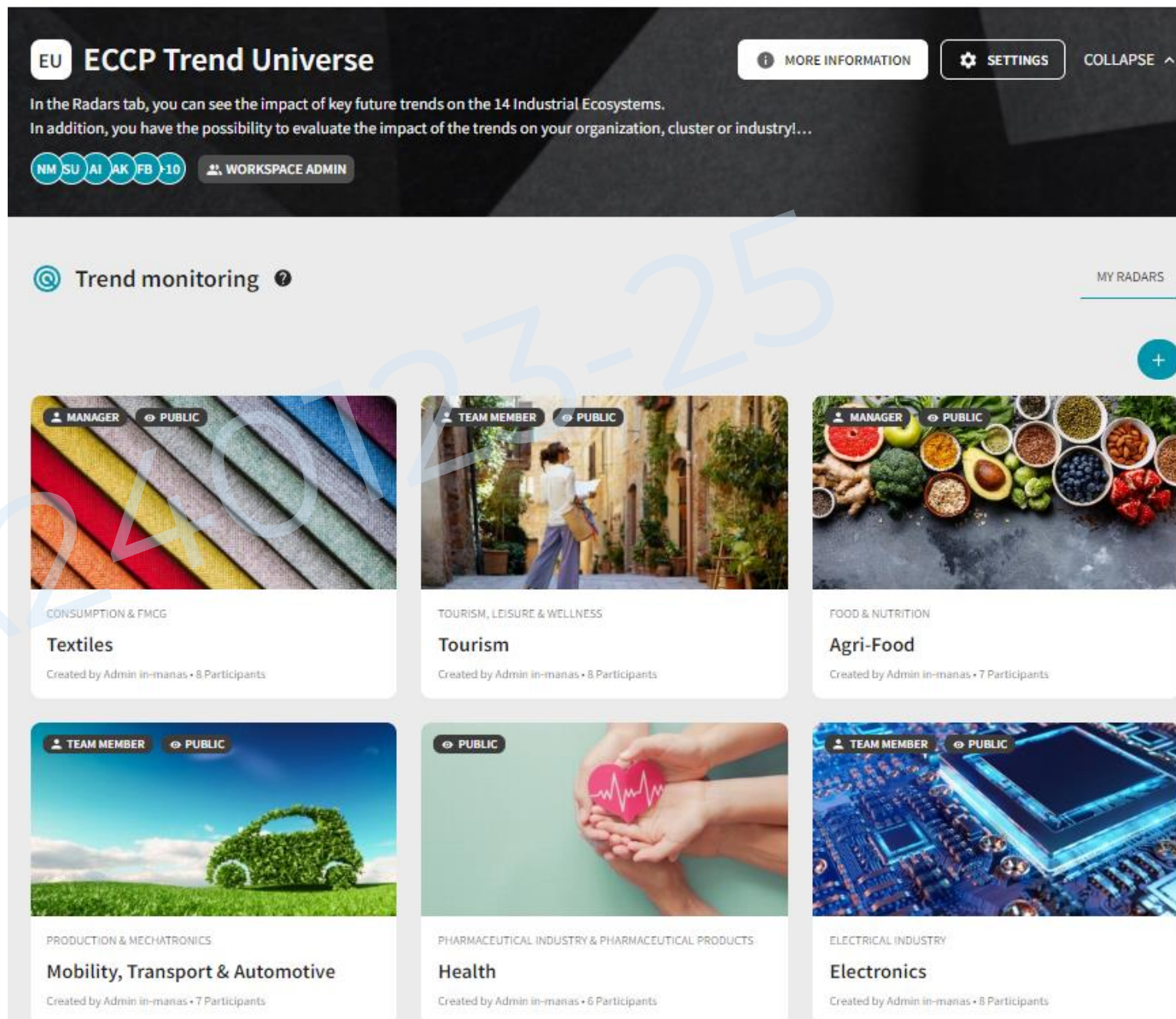


An initiative of the European Union

Source: IMP³ROVE

Trend Radar for each ecosystem

- At the starting page you will find **all relevant radars** in an overview
- There is one Trend Radar for **each** of the respective **ecosystems**
- Each trend radar has already an **expert evaluation** included and the possibility to **evaluate** these radars **yourself**.



EU ECCP Trend Universe

In the Radars tab, you can see the impact of key future trends on the 14 Industrial Ecosystems. In addition, you have the possibility to evaluate the impact of the trends on your organization, cluster or industry...

NM SU AI AK FB >10 WORKSPACE ADMIN

Trend monitoring

MY RADARS

Textiles
CONSUMPTION & FMCG
Created by Admin in-manas • 8 Participants

Tourism
TOURISM, LEISURE & WELLNESS
Created by Admin in-manas • 8 Participants

Agri-Food
FOOD & NUTRITION
Created by Admin in-manas • 7 Participants

Mobility, Transport & Automotive
PRODUCTION & MECHATRONICS
Created by Admin in-manas • 7 Participants

Health
PHARMACEUTICAL INDUSTRY & PHARMACEUTICAL PRODUCTS
Created by Admin in-manas • 6 Participants

Electronics
ELECTRICAL INDUSTRY
Created by Admin in-manas • 8 Participants



Each Trend Radar is structured in a way to facilitate the analysis and evaluation of megatrends



[Link](#)

- **Basic Information:** Brief description of the respective ecosystem and participants
- **Megatrends:** Shows the influence of a selected megatrend on the selected ecosystem
- **Macrotrends:** Shows the macro trends associated with each megatrend
- **Key Insights:** Strategic core findings and conclusions based on the assessments
- **Statistics:** Gives an overview of the own and in-manas benchmark evaluation results

The screenshot displays the ECCP Trend Universe interface. It features a top navigation bar with 'Dashboard' and 'Radar' options. The main content area shows several trend radar cards. The first card is for 'Agri-Food' with a benchmark of 'Food & Nutrition'. The second card is for 'Tourism'. The third card is for 'Mobility, Transport & Automotive'. Below these, there are sections for 'Key Insights' and 'Final Key Insights'. The 'Final Key Insights' section includes a 'Results from Competences' table comparing 'OWN EVALUATION' and 'IN-MANAS BENCHMARK' across various categories like 'Intelligent Personal Assistance', 'Mobile & Data Capabilities', etc. At the bottom, there is a 'Climate Change' text block and a 'Competences/Impact Matrix' 2x2 grid.



Take-Home Task: Assessing and evaluating trends for a specific ecosystem



Link

1

Please choose an **ecosystem** of your interest, examine the **mega trends** using **Trend Universe**.

2

Summarize your findings on ecosystem trends and their **impact** on your clusters, along with **potential approaches** to address these impacts. Please use the template provided to you. You will be **discussing your findings** on Day 3.

14 Ecosystems in Trend Universe

Aerospace & Defense	Health
Agri-Food	Mobility, Transport & Automotive
Construction	Proximity & Social Economy
Creative & Cultural Industries	Renewable Energy
Digital	Retail
Electronics	Textiles
Energy Intensive Industries	Tourism



Example: Trend Universe – take-home task

Your name

Your cluster

Your ecosystem
of choice

Megatrends

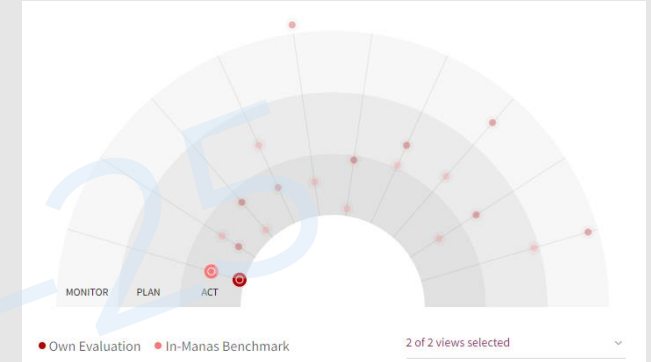
- What are the most important megatrends for your cluster?

Impact

- How does this megatrend manifest itself in your industry specifically? (e.g. Automation: implementation of manufacturing robotic arms)
- What are the potential risks and opportunities for your cluster arising from this megatrend?
- How might this megatrend affect your cluster's market position and competitive landscape

Benchmark comparison

Evaluate the megatrends using Trend Universe and then compare the results with the benchmarks



Reaction

- What are your current competences?
- Which competence do you need to adapt to the megatrends?
- What are the first actions to take under these premises?





Step 2: Member and cluster needs

Identifying key cluster members and attributing attention to their demands assists in a “need relevance analysis”

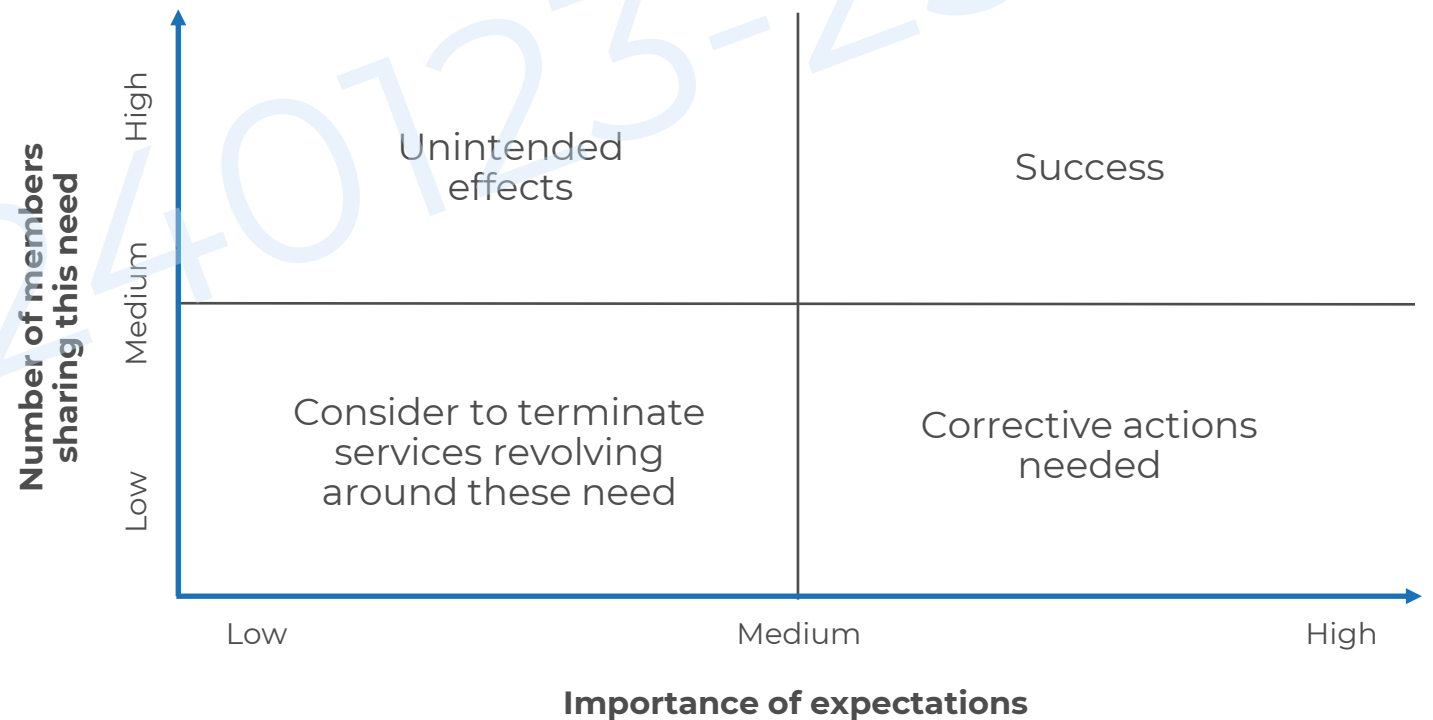
1. Identifying key members and their needs

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





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 evolvments 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

Clusters can follow a structural five-step approach to map and assess the portfolio and update it according to member needs

Service portfolio update process

1

Status-quo analysis

- Listing services
- Identifying need-based fields among members

2

Systematic inventory

- Mapping of existing services (structural field allocation)
- Identifying of portfolio gaps based on members' needs

3

Profitability

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

4

Member feedback

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

5

Update services in portfolio

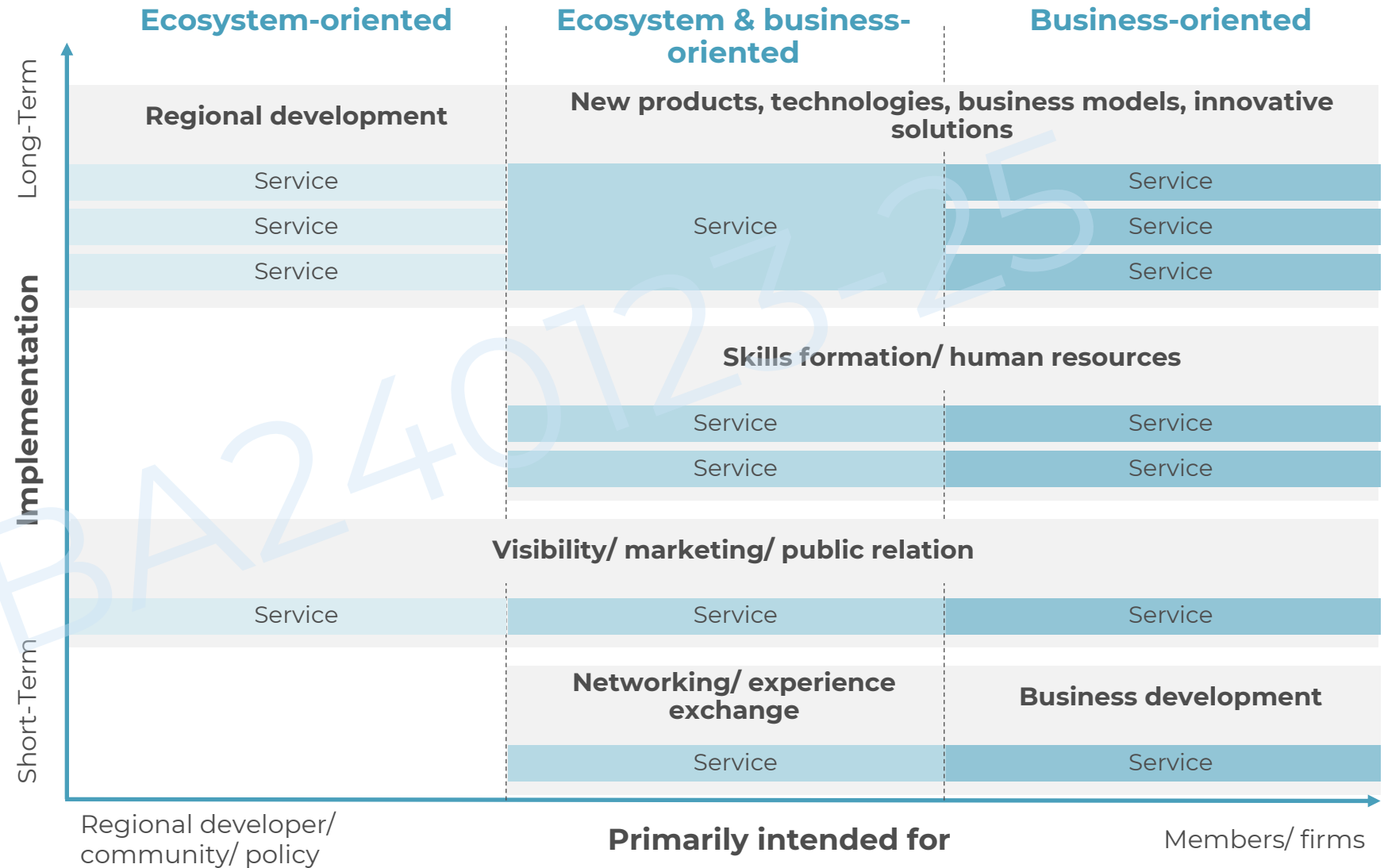
- Terminating or changing existing services (if necessary)
- Initiating new services (if necessary)
- Closing gaps according to profitability (step 3) and member feedback (step 4)



Existing services can be mapped and categorized via a dashboard, giving the cluster a systematic overview

Step 1 and 2 of service portfolio update process

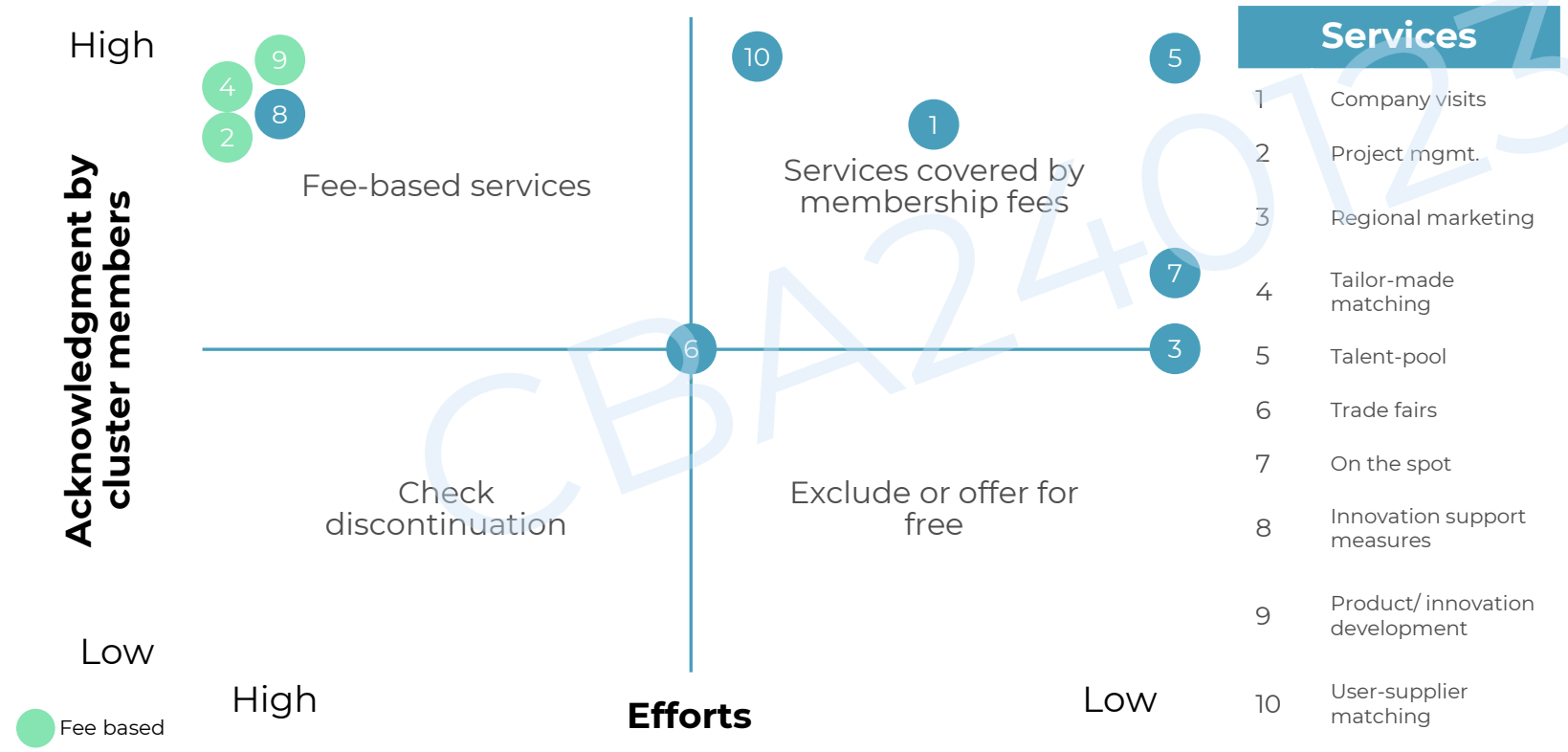
Status-quo service mapping (exemplary)



Step 3, 4, 5 of service portfolio update process

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



Background – results of analysis

Cluster managers **mapped** and **reviewed services** into **profitability matrix**:



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





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 **evolvment 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)



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



Break

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An initiative of the European Union

Source: IMP³ROVE



Challenges

Strategic planning to tactical implementation: the training consists of a baselining section followed by interactive present and future positioning parts

Day 1: Baselining

Setting the theoretical base and discussing challenges



Cluster Strategy Review

Reference point for setting the theoretical base



Challenges

Discussing overarching challenges within clusters and issues that ought to be solved

Day 2: Present Positioning

Discussing best practices and differences to own cluster, followed by assessing own status-quo



Best-Practices

Illuminating the characteristics of best practice clusters, while identifying distinctions to our own cluster



Present Business Model Self-Reflection

Ascertaining one's present positioning through an examination of prior inputs

Day 3: Future Positioning

Crafting future business model along with a strategic approach to adapt to changes



Future Trend Adaption

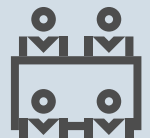
Presenting and discussing the findings of the Trend universe take home assignment



Action Plan Development

Defining an action plan to foster future positioning and solving present challenges

Learn from peer experiences, best practices & through interactive sessions



Drawing from typical cluster challenges, we have distilled these 10 key themes

Overview challenges

1

Attracting & Retaining Members

2

Digitalization

3

Service Innovation and Adaptability

4

Financial Sustainability

5

Measuring Growth and Success

6

Governance and Organizational Structures

7

Internationalization and Market Expansion

8

Stakeholder Engagement and Collaboration

9

Marketing and Visibility

10

Sustainability Transformation



Challenges not used for following breakout session



Challenges used for following breakout session

Strengthening the European economy through collaboration



An initiative of the European Union

Source: IMP³ROVE

Breakout room and presentation (90 minutes)

We've chosen 5 most frequently mentioned challenges by all participants.

Each participant will be assigned randomly to a breakout room.

Preparation:

Think of possible solutions to assigned challenge
(5 minutes)

Breakout room:

- 1. Each Participant presents their solution**
- 2. Each Breakout Group is divided in two groups, one group focusing on advantages, other team on disadvantages**
- 3. Enter your group findings into template**
(55 minutes)

Main room:

Presentation of ideas and findings by each group followed by a discussion
(30 minutes)



Breakout rooms & topics

Selected challenges

A

Attracting & Retaining Members

B

Service Innovation and Adaptability

C

Financial Sustainability

D

Internationalization and Market Expansion

E

Stakeholder Engagement and Collaboration



Potential solutions to challenges

Challenge A Attracting & Retaining Members

Potential solutions
-
-
-

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Potential solutions to challenges

Challenge B Service Innovation and Adaptability

Potential solutions
-
-
-

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Potential solutions to challenges

Challenge C Financial Sustainability

Potential solutions
-
-
-

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Potential solutions to challenges

Challenge D Internationalization and Market Expansion

Potential solutions
-
-
-

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Potential solutions to challenges

Challenge E Stakeholder Engagement and Collaboration

Potential solutions
-
-
-

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Your key learnings today

Day 1: Baselineing

Setting the theoretical base and discussing challenges



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Reference point for setting the theoretical base



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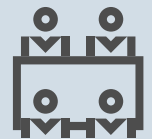
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Final Q&A

Note: Please book the slot for your coaching sessions by writing an Email to events@clustercollaboration.eu

with cc

manuel.seuffert@kearney.com

hanna.kim1@kearney.com

yankeren.zhu@kearney.com

The sessions will take place in between the virtual and physical training.



Take-Home Task: Assessing and evaluating trends for a specific ecosystem



Link

1

Please choose an **ecosystem** of your interest, examine the **mega trends** using **Trend Universe**. Please **start today**, as you need to **fill out a survey on day 2**.

2

Summarize your findings on ecosystem trends and their **impact** on your clusters, along with **potential approaches** to address these impacts. Please use the template provided to you. **You will be discussing your findings on Day 3**.

14 Ecosystems in Trend Universe

Aerospace & Defense	Health
Agri-Food	Mobility, Transport & Automotive
Construction	Proximity & Social Economy
Creative & Cultural Industries	Renewable Energy
Digital	Retail
Electronics	Textiles
Energy Intensive Industries	Tourism



Agenda Virtual Training (Day 2)

Present positioning:

Discussing best practices and differences to own cluster, followed by assessing own status-quo

10.00 – 10.15	Start and recap of day 1
10.15 – 10.45	Keynote speech: Internationalization of the Cluster Electric Mobility South-West - strategy and activities by Felicitas Behr
10.45 – 11.15	Keynote speech: Development of Automotive Cluster Bulgaria and best practices by Lyubomir Stanislavov
11.15 – 11.50	Best practices: <ul style="list-style-type: none"> – Introduction of sources available on ECCP – Presentation of best practice cases – Discussion on how to apply best practice examples to own cluster
11.50 – 12.20	Break
12.20 – 12.30	Business Model: Business model canvas introduction and explanation
12.30 – 13.15	Self-reflection business model of my cluster: Defining business model canvas for own cluster
13.15 – 13.30	Wrap-up and Q&A

- Beginning/ Ending
- Break





**CLUSTER
BOOSTER ACADEMY**

Cluster Booster Academy

Virtual Training: Day 2/3
23rd-25th of January 2024



An initiative of the European Union

Source: IMP³ROVE

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- Break



Recapping the first training day

Agenda Virtual Training (Day 1)

10.00 – 10.10	Start & Welcome
10.10 – 11.00	Introduction to the Cluster Booster Academy – Brief introduction by participants based on their pre-filled profile slide
11.00 – 11.45	Cluster Strategy Review: Introduction and review of cluster strategy elements
11.45 – 12.15	Break
12.15 – 13.45	Challenges: Discussion on current challenges – 5 Breakout rooms each discussing/brainstorming a specific challenge, its impact on cluster performance, potential solutions documented on a virtual whiteboard – Presentation by each group on their ideas and findings
13.45 – 14.00	Wrap-up and Q&A

Baselining:
Setting the theoretical base and discussing challenges

■ Beginning/ Ending
■ Break

What were your key takeaways from the first training day?



Keynote Speech

Internationalization of the Cluster Electric Mobility South-West - strategy and activities

Felicitas Behr
Cluster Elektromobilität Süd-West



An initiative of the European Union

Source: IMP³ROVE

Keynote Speech

Development of Automotive Cluster Bulgaria and best practices

Lyubomir Stanislavov
Automotive Cluster Bulgaria



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Source: IMP³ROVE



Strengthening the European economy through collaboration





Best Practices

Strategic planning to tactical implementation: the training consists of a baselining section followed by interactive present and future positioning parts



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Reference point for setting the theoretical base
✓
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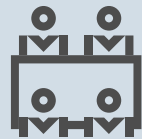
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Future Trend Adaption
 Presenting and discussing the findings of the Trend universe take home assignment
- 
Action Plan Development
Defining an action plan to foster future positioning and solving present challenges

Learn from peer experiences, best practices & through interactive sessions



The ECCP services empower you to connect, exchange and collaborate



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 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.



C2Lab

Interactive workshops for cluster organizations, companies, and other interested entities to meet up, establish new collaborations and develop project roadmaps.



Green Transition Support

Connect with other businesses in the green transition, and get practical knowledge, tools and information you need for your work.



Trend Universe

A strategic foresight instrument which allows you to get a deeper understanding of future trends and their impact on your cluster organisation.



On the ECCP website you are able to discover extensive reports and studies (1/2)

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.

[View More](#)



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.

[View more](#)



Policy Toolkit

Access the policy toolkit which provides a searchable database of policy initiatives from 53 countries to support clusters in fostering the twin transitions and building resilience

[View more](#)



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.

[View more](#)



An initiative of the European Union

Source: IMP³ROVE

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](#)



An initiative of the European Union

Source: IMP³ROVE

Best Practice Cases



An initiative of the European Union

Source: IMP³ROVE

Best Practice: Member directory to simplify matchmaking

SCOTLANDIS

ScotlandIS

- **Region:** Scotland
- **Industry:** Cyber Security
- **Number of members:** 300+
- **Founding year:** 2000

Situation

As the number of members increases, the efficient **coordination of matchmaking requests** becomes more challenging for cluster management.

Resolution

ScotlandIS developed an **online directory of companies**:

- Featuring the base data and **capability tags**(e.g. **data management; AI robotics**)
- Enables search based on city, name and capability
- Allows **externals entities** to include their companies in the list **independently**

Achievements

Establishing a platform featuring:

- A **user-friendly interface** and a **simplified search functionality**
- A **publicly accessible, consolidated list** of over 300 companies

Takeaways

- ScotlandIS's online directory effectively enables **the independent matchmaking** in the cluster through a **user-friendly platform** equipped with **advanced search features**
- The listed **contact** and **capability tag** information of the individual companies allows a quick access to preferred collaboration partners



Best Practice: Young talent engagement



NGen

- **Region:** Canada
- **Industry:** Advanced Manufacturing
- **Number of members:** 625
- **Founding year:** 2017

Situation

Traditional industries are experiencing a **decline in popularity among younger people**, notably the manufacturing sector, which confronts an additional **diversity challenge** with fewer than one-third of its workforce being female.

Resolution

The "[Careers of the Future](#)" campaign of NGen seeks to inspire high schooler/ university students to pursue advanced manufacturing careers through:

- Developing a creatively designed **multimedia website** that delivers advanced manufacturing concepts in plain language
- Hosting the "**Manufacturing the Future Contest**" in schools
- Broadcasting **Interviews** with role models in the industry

Achievements

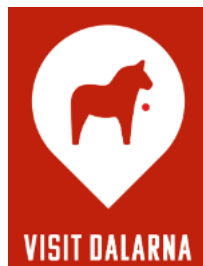
- engaged **over 67,000 students**
- **48% female** engagement

Takeaways

- A campaign **tailored for younger audiences** is an effective strategic approach to **revitalize interest in the manufacturing** sector and addressing its **diversity** challenges
- **Initiating awareness** at the school level can lead to a **rise in student engagement** in related fields, fostering a new, diverse generation of manufacturing professionals



Best Practice: Shared brand approach



Visit Dalarna

- **Region:** Dalarna, Sweden
- **Industry:** Tourism
- **Number of members:** 726
- **Founding year:** 2017

Situation

Dalarna is the 4th largest tourist region in Sweden (after the 3 main city areas). Tourism stands out as the **concentrated industry** and **primary economic driver** of the region, yet the industry faces **stagnation in growth**.

To promote a **shared brand image** for all member SMEs, Visit Dalarna provides support featuring:

- **Planning:** Providing guidance for collaborative tourism program development
- **Marketing:** Offering professional photographs of the region and hosting seminars on promotions on social media
- **Sales:** Implementing a consolidated booking app
- **Internationalization:** Representing collectively at global tourism fairs

Resolution

Achievements

- Achieved high tourist awareness: Visit Dalarna's online platform Visitdalarna.se has more than **1.5 million visits per year**
- **Steady growth of 4%-5%¹** per year in total nights tourists stayed before the pandemic

Takeaways

- Dalarna's initiative to **promote a shared brand for local tourism SMEs** successfully enhanced the region's tourism appeal through collaborative strategies
- The cluster's **support** for local SMEs in **planning, marketing, sales, and internationalization** not only alleviate SMEs of these tasks but also guides them towards the goal of creating a unified brand



An initiative of the European Union

¹: Approximated growth
Source: Visit Dalarna; IMP³ROVE

Best Practice: Prizes to evoke innovation



GSIC

- **Region:** Global, Based in Spain and Singapore
- **Industry:** Sports
- **Number of members:** 450+
- **Founding year:** 2015

Situation

Clusters aim to unite their members' strengths to address both current and future industry challenges with special focus on innovation. The process **from problem definition to solution** is **lengthy** due to bureaucracy.

Resolution

Hosted [Groundbreakers Challenges](#), featuring:

- **Solution of 49 predefined problems** in innovative touch
- Participation of sports entities by **submitting problem statements** to be included in the challenge
- Participation by **submitting solutions** to selected problems.
- Selection of ten ultimate winners from the submitted solutions, each receiving a prize of SGD 15,000

Achievements

- 75+ industry stakeholders from 25 countries in problem solving engaged
- **10 promising innovative solutions** with **significant implementation potentials**

Takeaways

- An award-funded challenge could effectively and efficiently leverage the collective strength of SMEs to tackle industry-wide problem
- Emphasizing innovative solutions has resulted in the emergence of numerous viable approaches for digital transformation



Self- reflection & break-out (35 minutes)

Discussion on how to apply best practice examples to your cluster.

Breakout room:
Development of a implementation plan of a best practice
(20 min)

Main room:
Discussion of the results with the entire group
(15 min)



Self-reflection: step-by-step plan to implement the best practice

Step	Goal	Stakeholders	To-Dos
Step 1: Preparation			
Step 2: Implemen- tation			
Step 3: Monitoring and evaluation			
...			



Break

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Source: IMP³ROVE




Business Model



CBA24012321

Strategic planning to tactical implementation: The training consists of a baselining section followed by interactive present and future positioning parts



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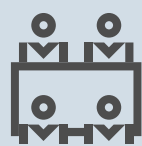
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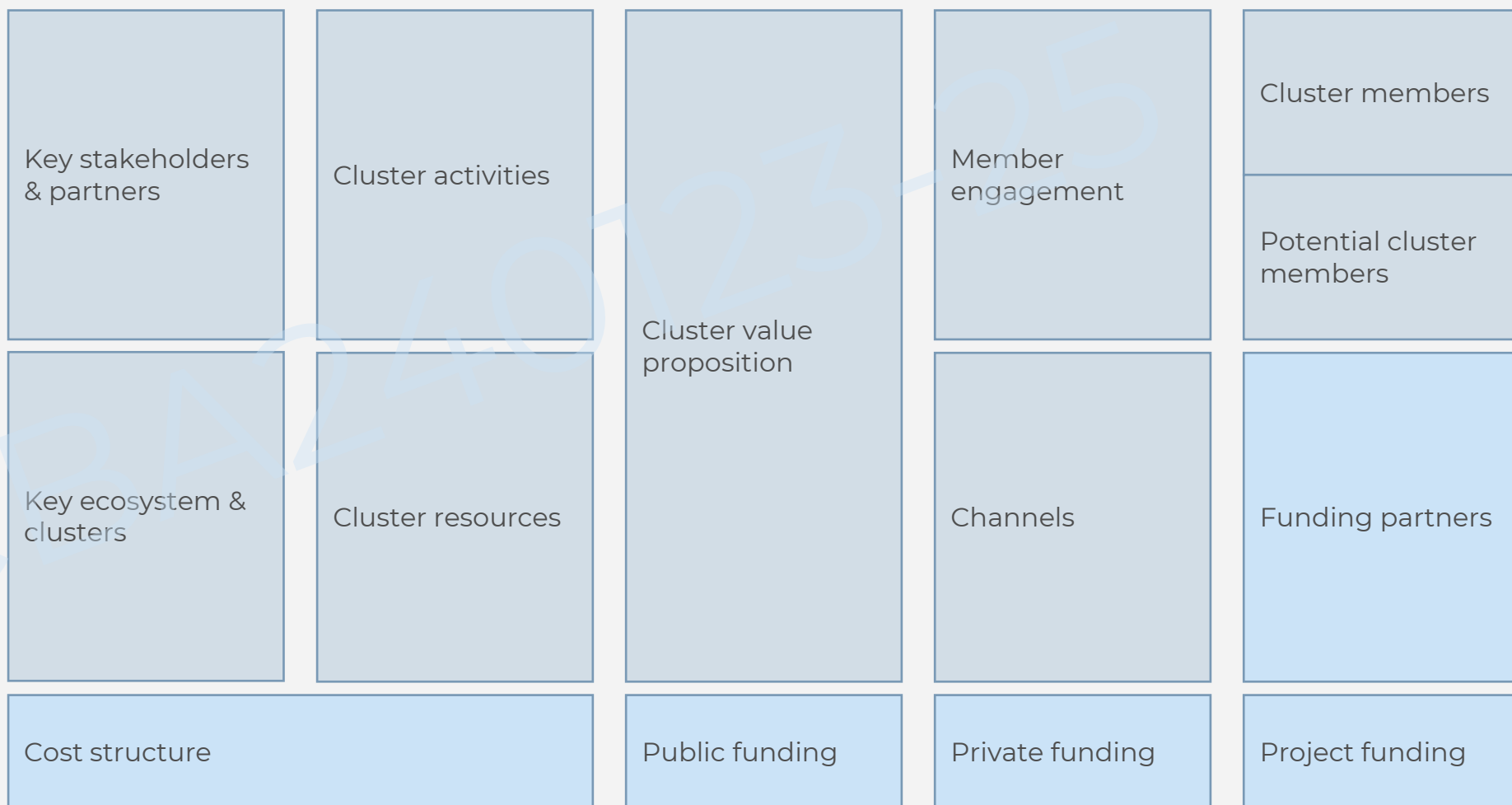
Learn from peer experiences, best practices & through interactive sessions



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

Business Model Canvas cluster version

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.



- Business development related
- Financing related

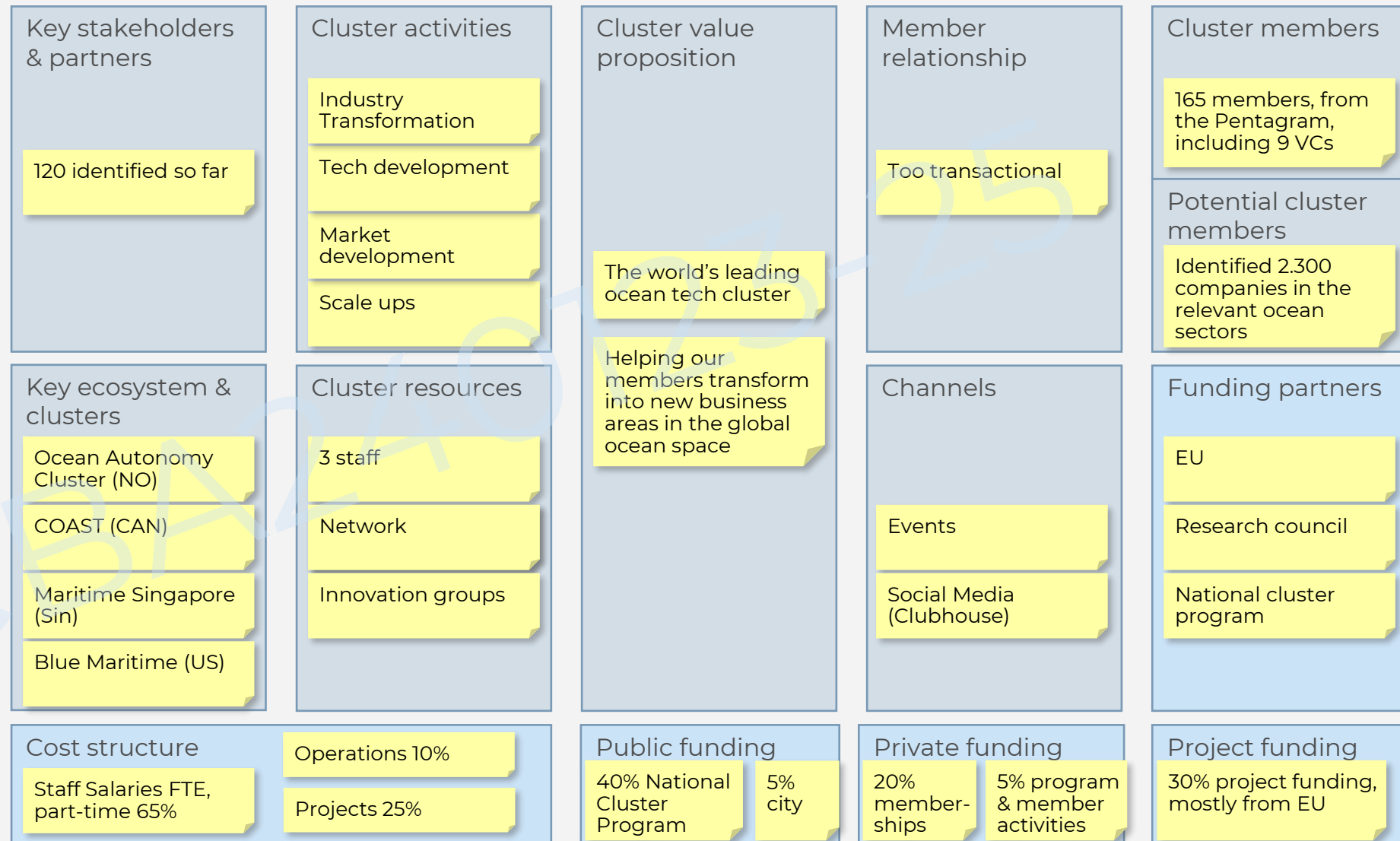


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Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

Case example: Ocean tech cluster

Business Model Canvas applied



Business development related
 Financing related



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Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

Self- reflection: Business Model Canvas (45 minutes)

Individual work: Sketch of the business model canvas for your cluster

*Optional: Fill out the funding
source template*
(25 min)

Group discussion: Presentation of business model canvas (20 min)



Self-reflection: Template

Business Model Canvas cluster version

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

<p>Key stakeholders & partners</p> <div style="background-color: yellow; width: 100%; height: 40px; margin-bottom: 10px;"></div>	<p>Cluster activities</p> <div style="background-color: yellow; width: 100%; height: 40px; margin-bottom: 10px;"></div>	<p>Cluster value proposition</p> <div style="background-color: yellow; width: 100%; height: 40px; margin-bottom: 10px;"></div>	<p>Member engagement</p> <div style="background-color: yellow; width: 100%; height: 40px; margin-bottom: 10px;"></div>	<p>Cluster members</p> <div style="background-color: yellow; width: 100%; height: 40px; margin-bottom: 10px;"></div> <p>Potential cluster members</p> <div style="background-color: yellow; width: 100%; height: 40px;"></div>
<p>Key ecosystem & clusters</p> <div style="background-color: yellow; width: 100%; height: 40px; margin-bottom: 10px;"></div>	<p>Cluster resources</p> <div style="background-color: yellow; width: 100%; height: 40px; margin-bottom: 10px;"></div>		<p>Channels</p> <div style="background-color: yellow; width: 100%; height: 40px; margin-bottom: 10px;"></div>	<p>Funding partners</p> <div style="background-color: yellow; width: 100%; height: 40px; margin-bottom: 10px;"></div>
<p>Cost structure</p> <div style="background-color: yellow; width: 100%; height: 40px;"></div>		<p>Public funding</p> <div style="background-color: yellow; width: 100%; height: 40px;"></div>	<p>Private funding</p> <div style="background-color: yellow; width: 100%; height: 40px;"></div>	<p>Project funding</p> <div style="background-color: yellow; width: 100%; height: 40px;"></div>

- Business development related
- Financing related



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Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

Self-reflection: Assisting diagram template financing business model

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



#	Takeaway
1	- ...
2	- ...



Your key learnings today

Day 1: Baselineing

Setting the theoretical base and discussing challenges



Cluster Strategy Review

Reference point for setting the theoretical base



Challenges

Discussing overarching challenges within clusters and issues that ought to be solved



Day 2: Present Positioning

Discussing best practices and differences to own cluster, followed by assessing own status-quo



Best-Practices

Illuminating the characteristics of best practice clusters, while identifying distinctions to our own cluster



Present Business Model Self-Reflection

Ascertaining one's present positioning through an examination of prior inputs



Day 3: Future Positioning

Crafting future business model along with a strategic approach to adapt to changes



Future Trend Adaption

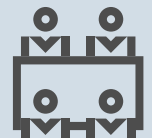
Presenting and discussing the findings of the Trend universe take home assignment



Action Plan Development

Defining an action plan to foster future positioning and solving present challenges

Learn from peer experiences, best practices & through interactive sessions



Final Q&A

Note: Please book the slot for your coaching sessions by writing an Email to events@clustercollaboration.eu

with cc

manuel.seuffert@kearney.com

hanna.kim1@kearney.com

yankeren.zhu@kearney.com

The sessions will take place in between the virtual and physical training.



Take-Home Task: Assessing and evaluating trends for a specific ecosystem

1

Please choose an **ecosystem** of your interest, examine the **mega trends** using **Trend Universe**.

2

Summarize your findings on ecosystem trends and their **impact** on your clusters, along with **potential approaches** to address these impacts. Please use the template provided to you. You will be **discussing your findings** on Day 3.

14 Ecosystems in Trend Universe

Please **register your ecosystem of choice** for the Trend Universe take-home task by **scanning the QR code** and **filling out the form**.

Tomorrow, you will be assigned to the according break out rooms to discuss and present your results.



Agenda Virtual Training (Day 3)

10.00 – 10.10	Start and recap day 2
10.10 – 10.40	Keynote speech: Norwegian Smart Care Cluster – strength through collaboration! by Arild Kristensen
10.40 – 11.25	Presentation: Take-home task Trend Universe
11.25 – 11.50	Action Plan Development: Introduction to action plans for structuring solutions to challenges
11.50 – 12.20	Break
12.20 – 13.30	<p>How to plan, structure and achieve your strategic goals:</p> <ul style="list-style-type: none"> – Introduction to action plan template and tasks – Self-reflection: Participants detail out the next steps to solving their challenges into an action plan – Presentation of action plans and feedback
13.30 – 13.45	Wrap-up and Q&A

Future positioning:

Reflecting on desired business model and structuring an action plan for future development

 Beginning/ Ending

 Break



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Source: IMP³ROVE



**CLUSTER
BOOSTER ACADEMY**

Cluster Booster Academy

Virtual Training: Day 3/3
23rd-25th of January 2024



An initiative of the European Union

Source: IMP³ROVE

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Future positioning:

Reflecting on desired business model and structuring an action plan for future development

 Beginning/ Ending

 Break



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Source: IMP³ROVE

Recapping the second training day

Agenda Virtual Training (Day 2)

10.00 – 10.15	Start and recap of day 1
10.15 – 10.45	Keynote speech: Internationalisation of the Cluster Electric Mobility South-West - strategy and activities by Felicitas Behr
10.45 – 11.15	Keynote speech: Development of Automotive Cluster Bulgaria and best practices by Lyubomir Stanislavov
11.15 – 11.50	Best practices: – Introduction of sources available on ECCP – Presentation of best practice cases – Discussion on how to apply best practice examples to own cluster
11.50 – 12.20	Break
12.20 – 12.30	Business Model: Business model canvas introduction and explanation
12.30 – 13.15	Self-reflection business model of my cluster: Defining business model canvas for own cluster
13.15 – 13.30	Wrap-up and Q&A

Present positioning:
 Discussing best practices and differences to own cluster, followed by assessing own status-quo

- Beginning/ Ending
- Break

What were your key takeaways from the second training day?



Keynote Speech

Norwegian Smart Care Cluster – strength through collaboration!







Arild Kristensen
Norwegian Smart Care Cluster



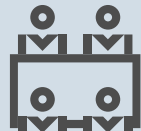
An initiative of the European Union

Source: IMP³ROVE

Strategic planning to tactical implementation: the training consists of a baselining section followed by interactive present and future positioning parts

Day 1: Baselining		
Setting the theoretical base and discussing challenges		
	Cluster Strategy Review <i>Reference point for setting the theoretical base</i>	✓
	Challenges <i>Discussing overarching challenges within clusters and issues that ought to be solved</i>	✓
Day 2: Present Positioning		
Discussing best practices and differences to own cluster, followed by assessing own status-quo		
	Best-Practices <i>Illuminating the characteristics of best practice clusters, while identifying distinctions to our own cluster</i>	✓
	Present Business Model Self-Reflection <i>Ascertaining one's present positioning through an examination of prior inputs</i>	✓
Day 3: Future Positioning		
Crafting future business model along with a strategic approach to adapt to changes		
	Future Trend Adaption <i>Presenting and discussing the findings of the Trend universe take home assignment</i>	
	Action Plan Development <i>Defining an action plan to foster future positioning and solving present challenges</i>	

Learn from peer experiences, best practices & through interactive sessions



Breakout room and presentation (45 minutes)

Breakout room:

Discussion on your results from the Trend Universe take-home task for your chosen ecosystem (25 min)

Main room:

Presentation of the results for your ecosystem (2min each ecosystem)



Example: Trend Universe – take-home task

Your name

Your cluster

Your ecosystem
of choice

Megatrends

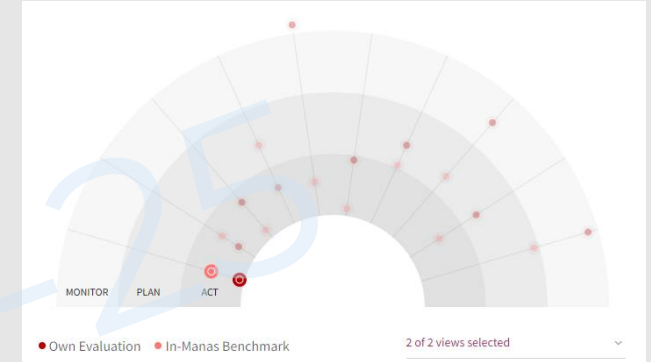
- What are the most important megatrends for your cluster?

Impact

- How does this megatrend manifest itself in your industry specifically? (e.g. implementation of manufacturing robotic arms)
- What are the potential risks and opportunities for your cluster arising from this megatrend?
- How might this megatrend affect your cluster's market position and competitive landscape

Benchmark comparison

Evaluate the megatrends using Trend Universe and then compare the results with the benchmarks



Reaction

- What are your current competences?
- Which competence do you need to adapt to the megatrends?
- What are the first actions to take under these premises?









Action Plan Development

Strategic planning to tactical implementation: the training consists of a baselining section followed by interactive present and future positioning parts



Day 1: Baselining
Setting the theoretical base and discussing challenges

- 
Cluster Strategy Review
Reference point for setting the theoretical base
✓
- 
Challenges
Discussing overarching challenges within clusters and issues that ought to be solved
✓

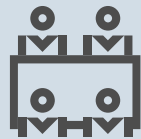
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Discussing best practices and differences to own cluster, followed by assessing own status-quo

- 
Best-Practices
Illuminating the characteristics of best practice clusters, while identifying distinctions to our own cluster
✓
- 
Present Business Model Self-Reflection
Ascertaining one's present positioning through an examination of prior inputs
✓

Day 3: Future Positioning
Crafting future business model along with a strategic approach to adapt to changes

- 
Future Trend Adaption
Presenting and discussing the findings of the Trend universe take home assignment
✓
- 
Action Plan Development
Defining an action plan to foster future positioning and solving present challenges

Learn from peer experiences, best practices & through interactive sessions




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.



Communication



... enables effective communication among managers, team, and stakeholders, fostering collaboration, coordination, and synergy through a shared understanding of goals, tasks, and timelines.

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.



By following a structured 3-step approach we can derive a detailed action plan



1. Goal Definition



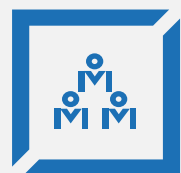
Clearly define the desired outcomes and objectives of the action plan.



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



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.





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

RESULT GOAL

A result goal represents the **desired outcome or achievement** that you aim to accomplish. It is a broad statement that defines the overall objective.

INDICATORS

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.

MEASURES

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.

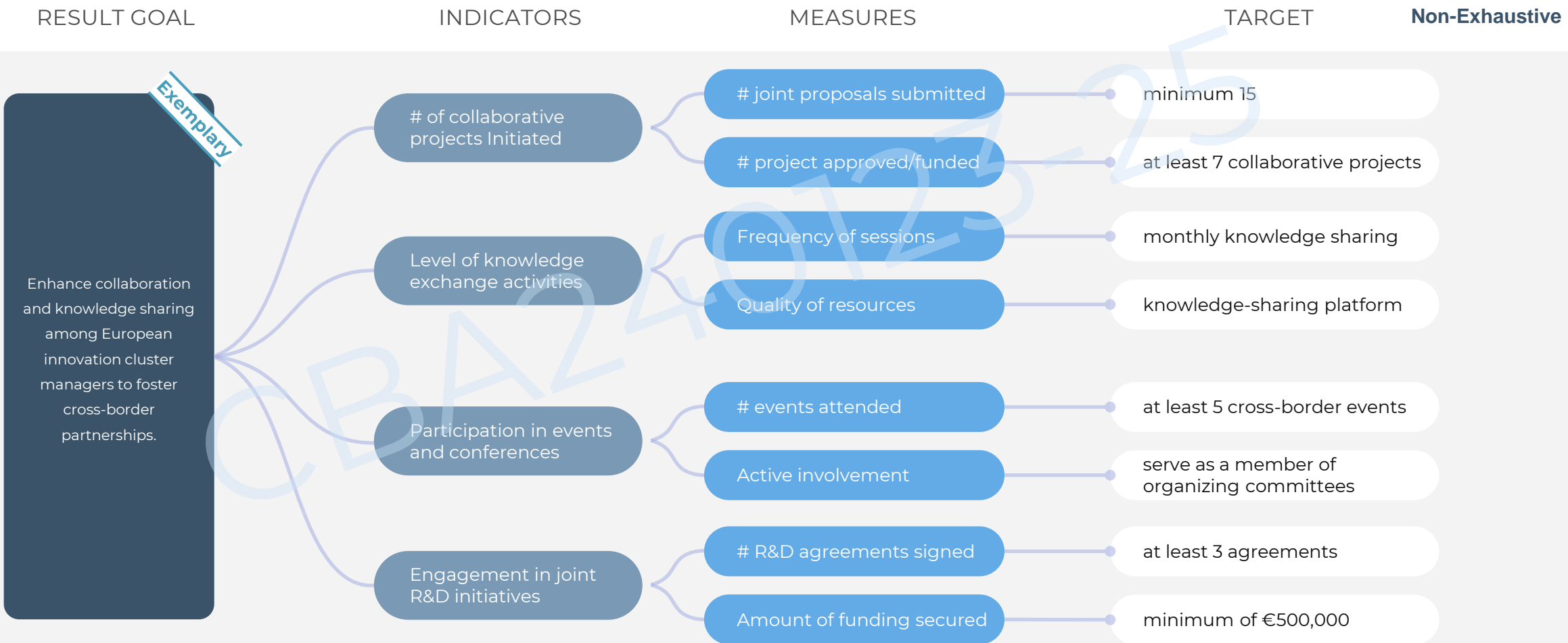
TARGET

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.





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



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.

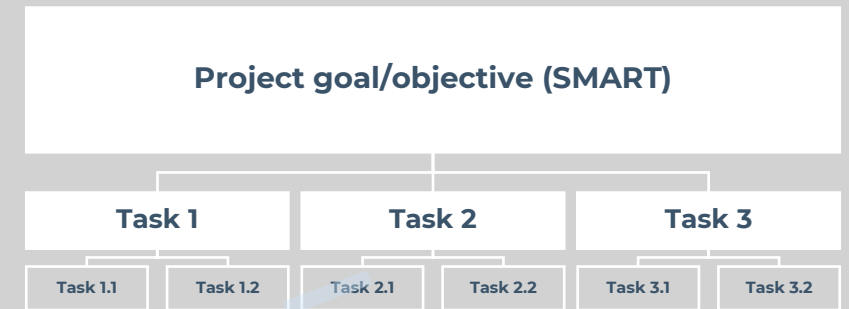
5

Monitoring & Control

- facilitates project **monitoring**, milestone **tracking**, and adjustments



Task Definition & Sequencing



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

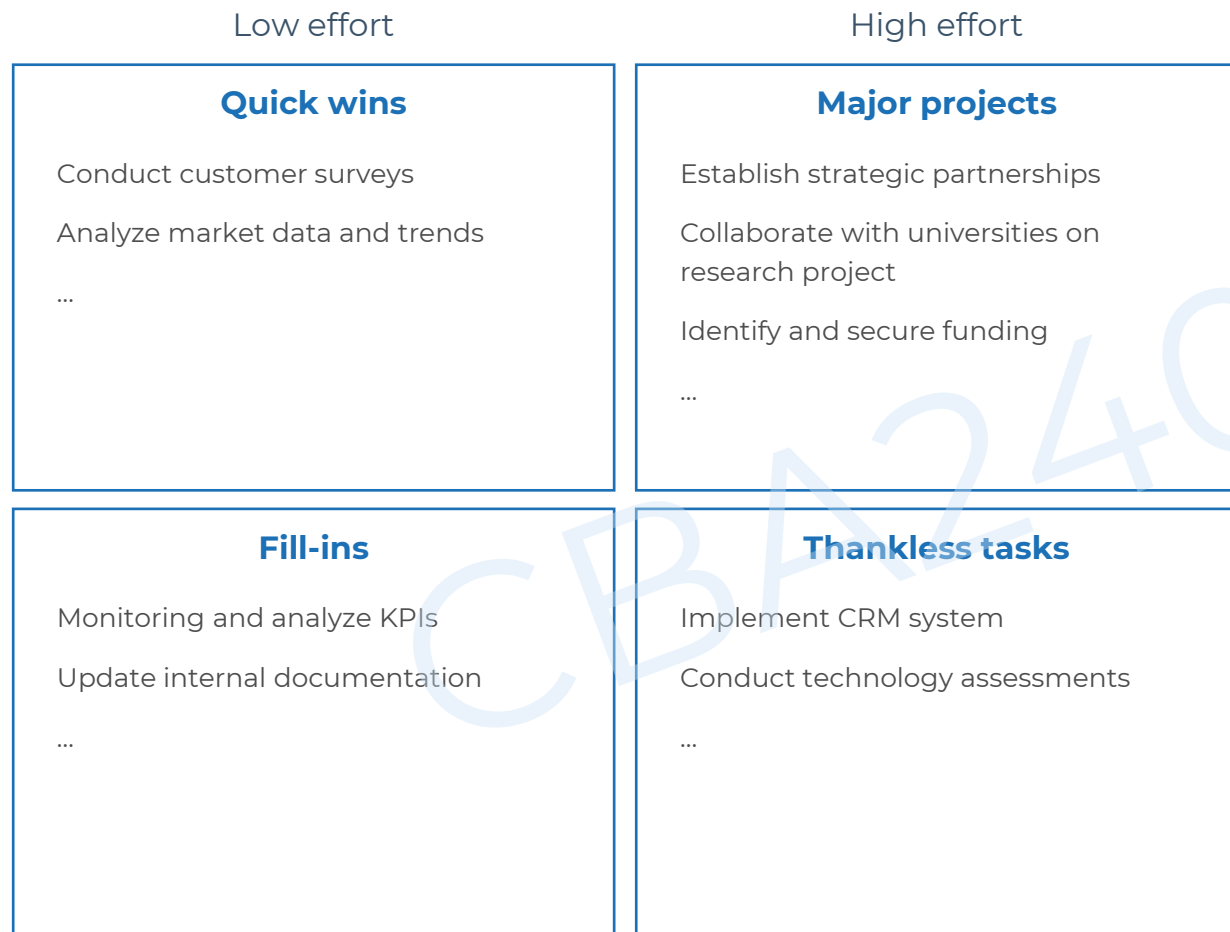
Timeline & Dependencies

- **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



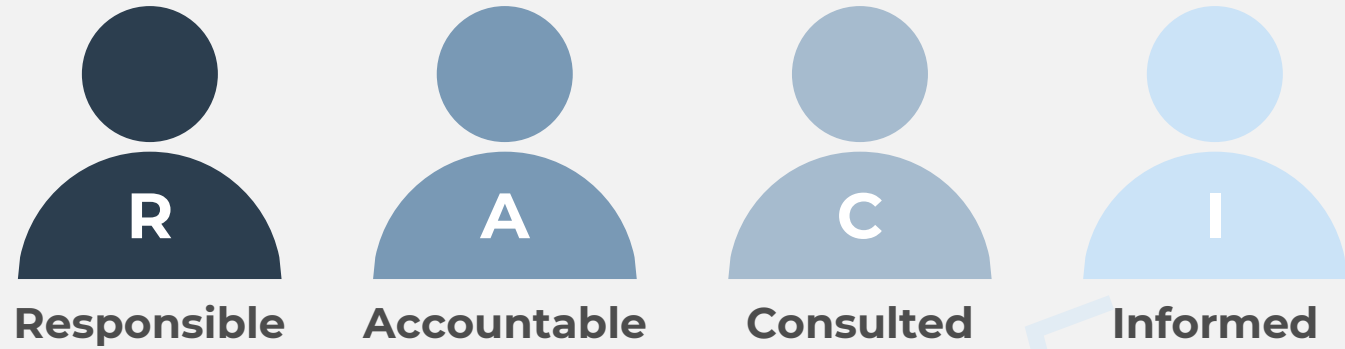
Exemplary

Actions			
Description	Impact	Effort	Status
Conduct customer surveys	High	Low	Not started
Analyze market data and trends	High	Low	Done
Monitor and analyze KPIs	Low	Low	Not started
Update internal documentation	Low	Low	Done
Establish strategic partnerships	High	High	In progress
Collaborate with university on research project	High	High	Done
Identify and secure funding	High	High	In progress
Implement CRM system	Low	High	Done
Conduct technology assessments	Low	High	Not started





Step 3: Establishing clear roles and respon- sibilities 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	Cluster Management					Cluster members					Other stakeholder			
	1	2	3	4	...	1	2	3	4	...	1	2	3	4
Action 1														
Subtask 1	A/C	R/A			I	A/C	A			C/I	C	I	C	
Subtask 2			C	I					I					I
...			R			I								

Exemplary



Action plan: template for developing business model changes to advance and improve

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

Step 1:

Step 2:

...



Break

CBA240123-25



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Source: IMP³ROVE



How to plan, structure and achieve strategic goals

Self-reflection & breakout session: developing an action plan

Develop an action plan to advance and improve your current business model

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?)
(25 minutes)

2

Pitch your ideas to other participants in a breakout session and receive ad-hoc feedback (active discussion on everyone's ideas). Develop the action plan on improving your cluster's business plan.
(45 minutes, 5 min presentation & discussion for each participants)

3

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



1

Long-list desired business model changes to advance	Prioritize: The 3 most promising business model changes to advance
-	-
-	-
-	-
-	-
-	-

Prioritize at least one short-term idea
(implementable in 3-6 months)



Breakout session: template feedback session

Please use this template to incorporate your peer feedback

- Content from step 1
- Content to work on in this session

2

Desired business changes to advance	Prioritize: The 3 most promising business model changes to advance	Notes on peer feedback
-	-	-
-	-	-
-	-	-



Action plan: template for developing business model changes to advance and improve

2

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

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

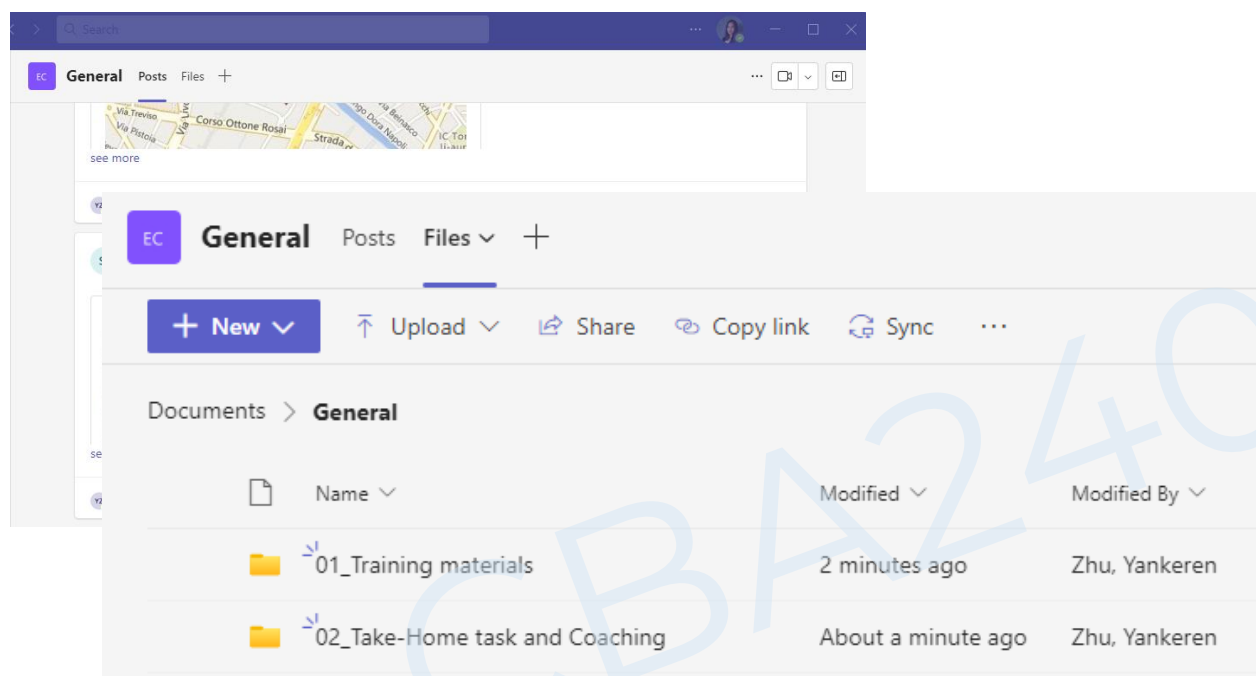


Actions		
Description/Step	Impact	Effort
-
-



Next steps and Q&A

We have created a shared Teams Channel for you!



1. In the Teams Channel you can find:

- Training documents
- Templates
- Presentations by Speakers
- Your personal folders for take-home tasks, coaching sessions, etc.

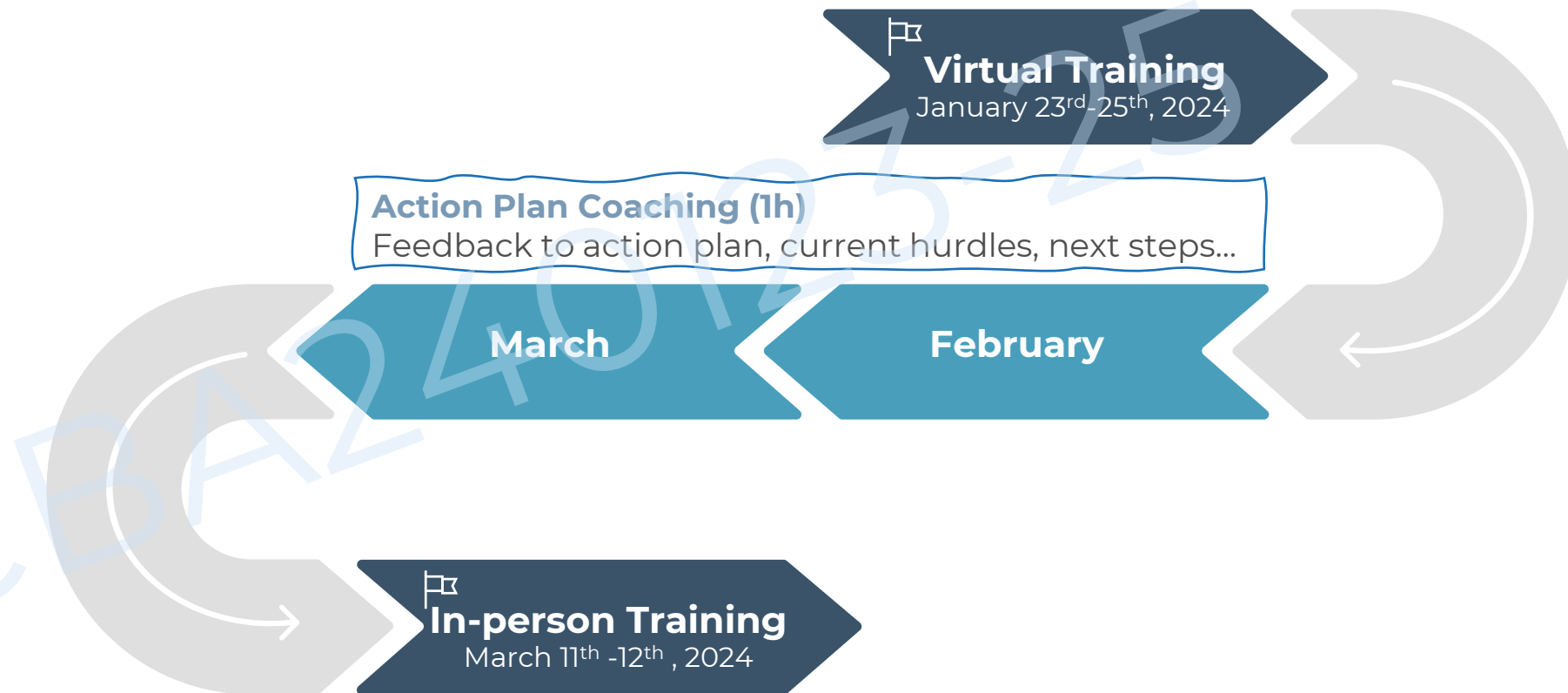
2. Calendar invites for Sofia going out soon incl. address and hotel recommendations



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.**

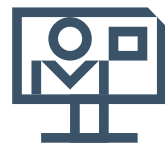


Templates for all sessions will be provided!



During the session we aim at detailing out your action plan and feedbacking on the status-quo

Action Plan Coaching (virtual)



Organization

Timing: flexible, between virtual and physical training (February-March)

Procedure: Select meeting time in appointment excel

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



Your key learnings of this training

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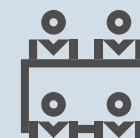


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Feedback



Final Q&A

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with cc

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yankeren.zhu@kearney.com

The sessions will take place in between the virtual and physical training.



Honored guest speakers



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An initiative of the European Union

Source: IMP³ROVE

IMP³ROVE

Strengthening the European economy through collaboration

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