



**CLUSTER
BOOSTER ACADEMY**

Cluster Booster Academy

Training Days 3 and 4
September 21-22, 2023
Torino, Italy



An initiative of the European Union



Agenda Cluster Booster Academy (Day 3)

09.00 – 09.30	Welcome and introduction to the workshop European Commission (30 years single market), MESAP Cluster, Environment Park, IMP ³ ROVE
09.30 – 11.15	<i>Share & Learn: Participant’s experiences on challenges and learnings while setting up and implementing a business model improving action plan</i>
11.15 – 12.00	Problem-solving strategies: Introduction and practical approach to promote creative thinking and generate, test, and validate innovative ideas
12.00 – 13.00	Lunch break
13:00 – 16:00	<i>Breakout session solutions to challenges: Interactive problem-solving to collaboratively develop solutions to biggest challenges</i>
16:00 – 16.15	Coffee break
16.15 – 16.45	Keynote by Marcos Suárez on: Cluster strategy development in action
16.45 – 17.45	Keynote by Davide Damosso on: Exploring cluster-laboratory synergies, including a laboratory site-visit
17.45 – 18.00	Wrap-up, feedback and Q&A

Beginning/ Ending

Break

Italics Interactive session



An initiative of the European Union

Source: IMP³ROVE

Agenda Cluster Booster Academy (Day 4)

09.00 – 09.30	Welcome day 4 and short recap
09.30 – 11.00	Breakout session ECCP Trend Universe: Gain insights into future trends and their influence on your cluster's organization and action plan development
11.00 – 12.00	Keynote by Paolo Dondo on: <i>Navigating meta cluster collaboration</i>
12.00 – 13.00	Lunch break
13.00 – 14:45	Self-reflection and breakout session on individual action plan: <ul style="list-style-type: none"> – Advance your action plan by refining and developing it further – Pitch the action plan and receive feedback – Integrate feedback into action plan
14.45 – 15.00	Coffee break
15.00 – 15.30	Setting up a monitoring system: <ul style="list-style-type: none"> – Overview of categories and indicators to monitor and evaluate cluster activities and business model improvements
15.30 – 16.00	Final Q&A, feedback and closing of the training

 Beginning/ Ending

 Break

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An initiative of the European Union

Source: IMP³ROVE

The program advances from strategy formation and problem-solving to reflective improvement via feedback integration

Overview key learnings



Day 1 (virtual): Cluster Analysis and Strategy Formulation

- Enhance abilities in trend analysis, strategic thinking, and communication for effective cluster leadership.
- Gain insights into prevailing challenges and delving into the process of crafting an action plan.



Day 2 (virtual): Business Model Innovation

- Elevate comprehension of the business model canvas within the realm of cluster strategy for a more sophisticated strategic outlook.
- Apply planning skills to construct a customized roadmap (individual business model canvas & action plan) for your cluster's growth.



Day 3 (in-person): Collaborative Problem-Solving

- Engage in knowledge sharing and creative problem-solving, bolstering collaboration, communication, and innovation capabilities.
- Work collectively to develop solutions to a cluster's most significant challenges.



Day 4 (in-person): Integrative Feedback and Reflective Improvement

- Refine individual action plan and pitching skills while integrating reflective learning for agility.
- Establish monitoring systems to bolster evaluation and iterative improvement.





Share & Learn

CBA2025

Main challenges while setting up and implementing your action plan

Instructions



You are divided into 2 groups, each consisting of equal amount of people.



Please **present your main challenges** while setting up and implementing the business model improving action plan **and discuss it with your group.**

Main Challenges

— ...

— ...

— ...

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Problem-solving strategies

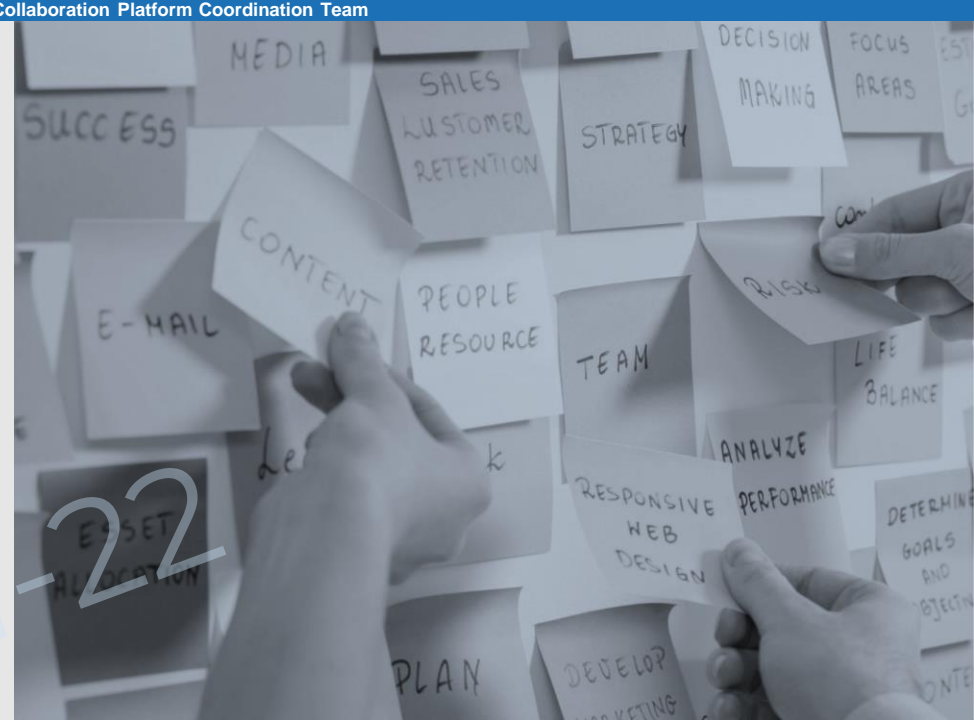
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Your interactions with problem-solving

Problem-solving

Problem-solving is a universal process of **identifying and analyzing challenges** or obstacles and **finding effective solutions** to overcome them.

It involves **critical thinking, creativity, and systematic approaches** to address issues and achieve desired outcomes.



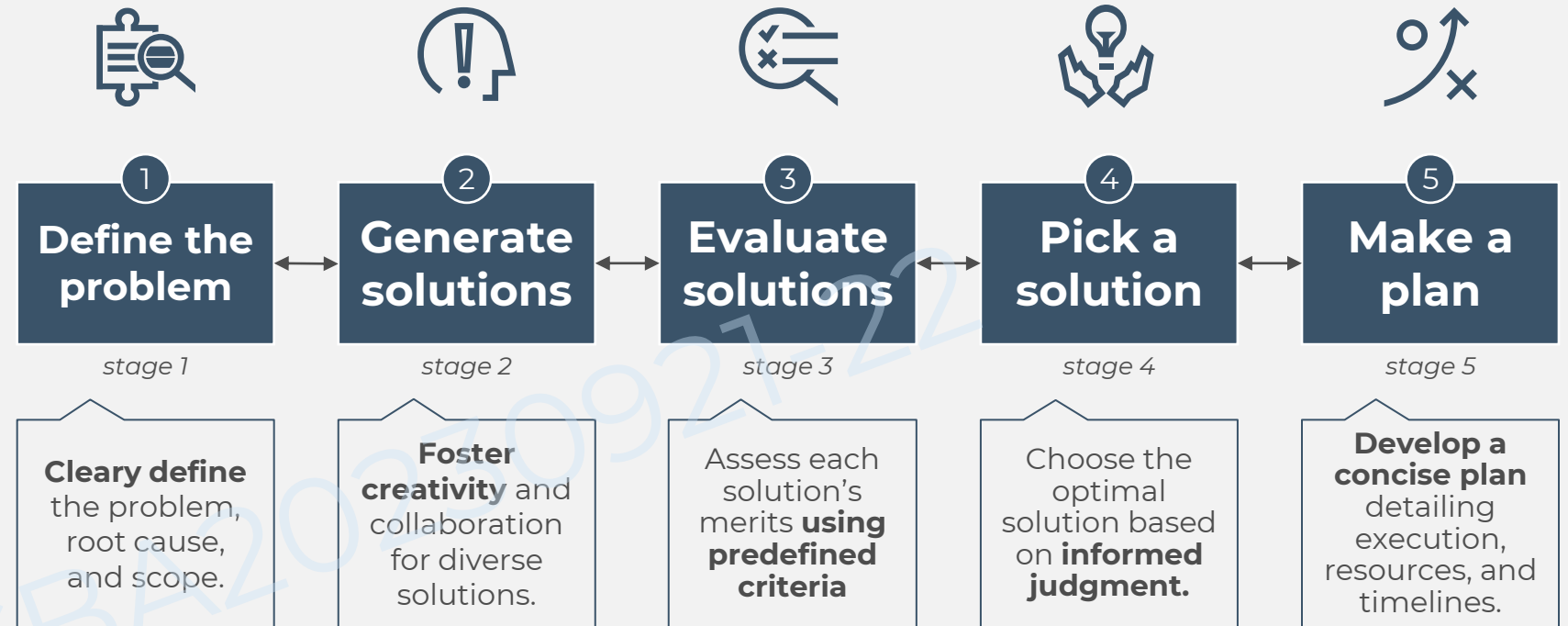
How do you usually approach a new problem or challenge?

What are your go-to tools or techniques for brainstorming?



The 5 stages of Problem-Solving

The 5 stages of problem-solving



1) Virtual days and coaching

Implicit problem-solving

informed virtual days and action plan development, addressing cluster organizations' challenges.

2) In-person days Torino

Today, with explicit intent, we harness the **5-stage problem-solving framework** to optimize action plan implementation.



Step 1: Define the Problem



In this step, we lay the **groundwork for effective problem-solving** by clearly **defining the issue** at hand. A well-defined problem sets the stage for finding the right solution!



Identify the root cause

Analyze the underlying reasons that led to the problem's occurrence.

Clearly state the problem

Provide a concise description of the problem.

Understand the scope

Determine the boundaries and limitations of the problem and focus on the essential aspects.

*Example:
As a cluster manager, you are faced with a sudden delay in project delivery. The key stakeholders are dissatisfied, and you need to address the issue promptly.*



Success Factors

Clarity is key: Ensure a clear and concise problem statement for a focused approach.

Environmental consideration: Examine the broader context that contributes to the issue.

Evidence-based analysis: Rely on empirical data and factual information to guide your decision-making process.



Common Hurdles

Unclear problem definition: Leads to misguided efforts in most cases.

Overlooking the root cause: Results in a temporary fix rather than a long-term solution.



Step 2: Generate Solutions

2

In this step, we encourage **creative thinking and collaboration** to generate a diverse **range of potential solutions**. The more ideas we generate, the better our chances are!



Brainstorming techniques

Encourage creative thinking and open-mindedness among team members.

Diverse perspectives

Seek input from various stakeholders to explore a wide range of ideas.

Quantity over quality

Initially focus on generating a large pool of solutions without evaluating them.

*Example:
Continuing with the project delay scenario, potential solutions could include reassigning tasks, allocating more resources, or adjusting the timeline.*



Success Factors

Embrace creativity: Encourage a non-judgmental atmosphere to foster innovative ideas from everyone.

Build upon ideas: Encourage participants to build upon each others' ideas.

Record and preserve: Document all generated ideas to preserve a record for further analysis and development.



Common Hurdles

Hasty idea rejection: Prematurely judging or discarding ideas is stifling creativity.

Lack of motivation and participation: Limited participation results in a lack of innovative solutions.



Step 3: Evaluate Solutions

3

In this step, we **carefully assess the generated solutions** to identify the most effective ones. A thorough evaluation is crucial for making an informed decision!



Criteria for evaluation

Establish clear criteria or metrics to measure the viability of each solution.

Pros and cons

Analyze the advantages and disadvantages of each solution objectively.

Feasibility and resources

Consider the practicality and available resources required for implementing each solution.

*Example:
For the project delay,
evaluating solutions would
involve examining the
impact, cost, and time
required for each proposed
approach.*



Success Factors

User acceptance: Consider the extent to which the solution is embraced by your members and stakeholders.

Cost-benefit analysis: Weigh the benefits against the associated costs of each solution.

Endurance evaluation: Consider the solutions ability to maintain effectiveness and relevance in changing contexts.



Common Hurdles

Personal biases: Allowing personal emotions to influence the evaluation process.

Follow the tradition: Overlooking the potential of unconventional solutions due to a conservative mindset.



Step 4: Pick a Solution



In this step, we make a well-informed decision and **select the most suitable solution**. The chosen solution will be the foundation of our problem-solving strategy!



Informed decision-making
Use the evaluation results to make an objective and rational choice.

Consensus building
Involve relevant stakeholders in the process to gain support for the desired solution.

Contingency plan
Prepare for potential challenges that may arise during implementation.

*Example:
In the project delay case, after thorough evaluation, selecting the solution with the least impact on the project timeline and cost.*



Success Factors

Cultural fit: Ensure the solution resonates with the organization's culture, values, and norms.

Innovation potential: Choose a solution that has the potential to spur innovation.

Integration compatibility: Pick a solution that can be integrated with existing systems and processes.



Common Hurdles

Authority: Decision-making by authority without considering input from others.

No backup plan: Neglecting a backup plan can lead to difficulties in case the chosen solution encounters obstacles.



Step 5: Make a Plan

5

In this step, we **create a comprehensive plan to effectively implement the chosen solution.** A well-structured plan ensures a smooth and successful execution!



Step-by-step approach

Break down the solution into smaller, manageable tasks.



The approach used in the **Action Plan Development** (virtual days) can be applied here.

*Example:
For the project delay, the plan would include task delegation, timeline adjustments, and periodic progress assessments.*



Success Factors

Detailed roadmap: Create a comprehensive plan with clear steps and responsibilities.

Flexibility and adaptability: Build a flexible plan to accommodate unforeseen challenges that may arise during implementation.

Continuous monitoring: Implement a system for ongoing monitoring of progress.



Common Hurdles

Lack of detail: An undetailed plan leads to confusion and inefficiency during implementation.

Ineffective communication: Failure to communicate the plan effectively to all team members and stakeholders involved.



Lunch Break

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Source: IMP³ROVE



Breakout session: Solutions to challenges

Breakout session: develop solutions to biggest challenges

Instructions

During the breakout sessions, we will adopt the 5-stage problem-solving approach and collaborate as a team to generate solutions. We will focus on the steps 2-5:

1

Briefly define the challenges and **ensure a comprehensive understanding** of their underlying root causes.



2

Please **provide your solutions for the corresponding challenge** by writing them on post-it notes and placing them on the board. (~20 minutes per challenge)

3

Once all ideas are placed on the board, please **vote** for the **best** idea per challenge. (~15 minutes per challenge)

4

The **trainer will select the solution** with the greatest number of votes for each challenge.

5

Together, please **detail the best idea** for each challenge. (~25 minutes per challenge)



Coffee Break

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Keynote: Marcos Suarez Garcia, Basque Energy Cluster

Notes

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**Keynote: Davide
Damosso, Environment
Park/ CLEVER Cluster**

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15.30 – 16.00	Final Q&A, feedback and closing of the training

Please make sure to set up a free **Pro User** account!

Beginning/ Ending

Break

Italics Interactive session



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Feedback



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Final Q&A

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Training Day 4

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Breakout session: ECCP Trend Universe

Understand future trends and their impact on your cluster



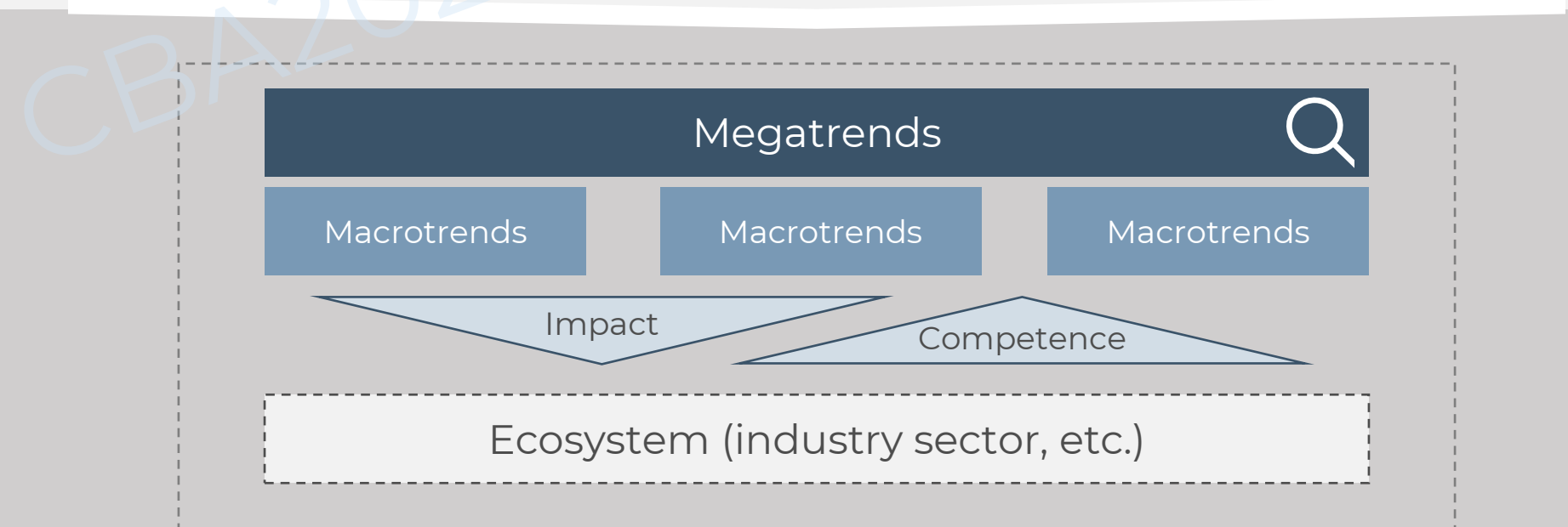
[Link](#)

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

The Trend Universe is a **strategic foresight instrument**, tailor-made for EU cluster organisations 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.





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...

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Trend monitoring

MY RADARS

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

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

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

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

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

ELECTRICAL INDUSTRY
Electronics
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 focus today

- **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 with several views:

- Agri-Food:** Overview page with navigation tabs for Basic Information, Megatrends, Macrotrends, Key Insights, and Statistics. It includes a description and a 'LEAVE' button.
- Tourism:** Overview page with a description and navigation tabs.
- Mobility, Transport & Automotive:** Overview page with navigation tabs and a 'LEAVE' button.
- Final Key Insights:** A page showing strategic core findings and conclusions.
- Statistics:** A page showing benchmark evaluation results, including 'OWN EVALUATION' and 'IN-MANAS BENCHMARK' tables.
- Climate Change:** A text-based overview of global warming and its impacts.
- Competences/Impact Matrix:** A 2x2 matrix with quadrants labeled I, II, III, and IV, used for benchmark evaluation.



Breakout session: Assessing and evaluating trends for a specific ecosystem



[Link](#)

Groups

Instructions

1

Within your groups, please **examine the mega trends** within your ecosystem and **discuss their impact on your clusters**, along with potential approaches to address these impacts. (~30 minutes)



Analyze

2

Pitch the insights you've gained and that are relevant to your clusters to the other participants. (~5 minutes per team)



Present

To be announced



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Source: IMP³ROVE

Notes

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News

Publications

Funding

Patents

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Notes

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Notes

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Keynote: Paolo Dondo, MESAP Cluster

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Lunch Break

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Source: IMP³ROVE



Self-reflection and breakout session: Individual action plan

CBA20230

Self-reflection and breakout session: Individual action plan

Instructions

Draw upon the insights gained from breakout sessions focused on solutions for the most significant challenges, the site visit, keynote speeches, and ECCP Trend Universe to **refine and adjust one of your individual action plans**.

1

Review the solutions discussed during yesterday's breakout session and **advance your action plan** by refining and developing it further.
(~45 minutes)



Reflection

2

Pitch your action plan to the other participants and receive further **ad-hoc feedback** and inspirations.
(~45 minutes)



Feedback

3

Integrate the feedback and inspirations received **into your action plan**.
(~15 minutes)



Reflection



Self- reflection: Template

The following structure can be used for your individual action plan

Action <i>What will be done?</i>	Responsible <i>Who will do it?</i>	Deadline <i>By when?</i>	Peer Feedback <i>What do your peers think?</i>
Step 1:			
Step 2:			
Step 3:			
Step 4:			
Step 5:			
Step 6:			



Self-reflection: Template

The following structure can be used for your individual action plan

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Coffee Break

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Source: IMP³ROVE



Setting up a monitoring system

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How to set up performance indicators?

Performance indicators serve as crucial measures in tracking and analyzing the progress of an action plan's execution.

- **Quantitative** indicators reveal numeric changes, percentages, or averages related to plan execution.
- **Qualitative** indicators provide insights into alterations in stakeholder attitudes, motivations, and behaviors.
- Despite requiring more time for collection and analysis initially, **qualitative indicators offer invaluable feedback** for action plan enhancement.
- Indicators are used to track progress towards project targets, which should conform to the **SMART principles**.

Tips for the development of indicators



... should be **relevant to the needs** of the cluster actors and the purpose of monitoring



... a vaguely defined indicator will be open to several interpretations, **be specific**.



... avoid information overload and over-aggregation by **selecting only few** indicators.



... data collection costs and time should be in line with the **indicator's relevance**.



... indicators must also measure trends over time and thus **should be readily adaptable**.



Performance indicators form the bedrock of an effective monitoring & evaluation system

Exploring useful examples of performance indicators

Membership and growth	<ul style="list-style-type: none"> – Number of members – Member retention rate – New member acquisition rate – Percentage of members participating in cluster events – Average number of events attended per member – Participation in online platforms or forums
Financial performance	<ul style="list-style-type: none"> – Total revenue – Revenue per member – Revenue growth rate – Amount of external funding secured for cluster activities – Ration of external funding to operational budget – Number of successful grant applications for cluster projects
Networking and relationship building	<ul style="list-style-type: none"> – Number of B2B meeting facilitated – Participation in polity-related workshops or consultations – Frequency of dialogues or meetings with policy makers
Internationalization	<ul style="list-style-type: none"> – Number of international partnerships – Number of international trade missions organized – Percentage increase in international sales for member companies
Visibility and recognition	<ul style="list-style-type: none"> – Media coverage of cluster events and initiatives – Social media engagement and following – Member testimonials and satisfaction survey

Exemplary







Monitoring tracks, evaluation assesses – both inform smarter actions

Monitoring and Evaluation (M&E)

Monitoring: Continuously analyzes real-time and ex-post outcomes compared to plans, serving as an objective early warning system for ongoing progress.

Evaluation: Involves reviewing the action plan to inform enhancements, considering subjective factors and potential future scenarios for a comprehensive understanding of program effectiveness and improvement possibilities.

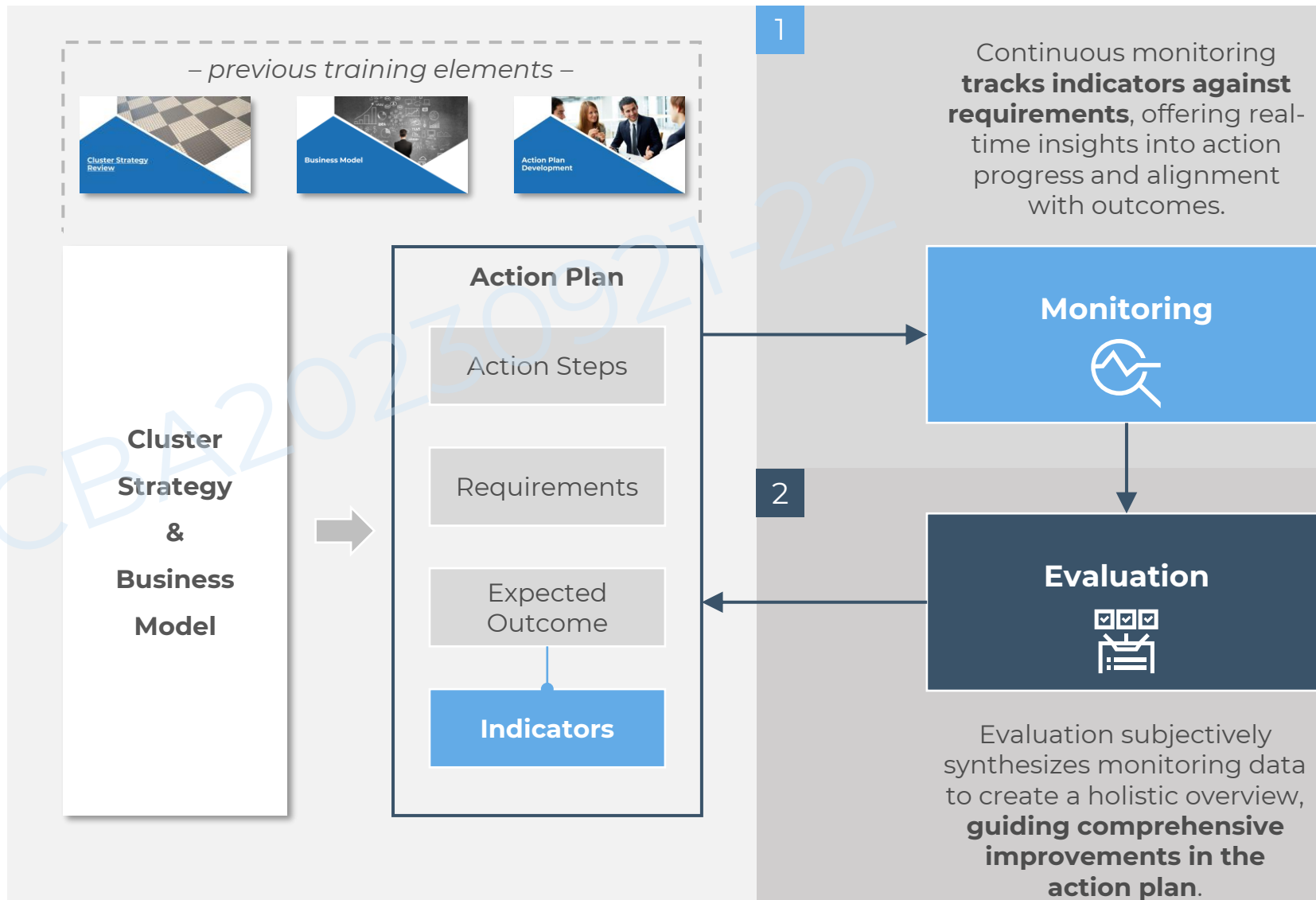
	Monitoring	Evaluation
 Character	Analytical, objective, and continuous tracking.	Evaluative, includes subjective aspects.
 Timing	Throughout the action plan cycle (ex-post or real-time).	After or at specific points during the action plan implementation.
 Purpose	Alerts and offers solutions for corrective action.	Performance assessment, improvement suggestions, and impact analysis.
 Judgement	Avoids performance judgment, focuses on progress.	Involves assessment and comparison, fosters refinement and accountability.



Monitoring & evaluation work in tandem during the Action Plan implementation

Relationship between Monitoring and Evaluation

Both monitoring and evaluation run alongside the Action Plan implementation and create a dynamic cycle of constant adaptation.



Extended Action Plan (incl. Monitoring & Evaluation)

Action <i>What will be done?</i>	Responsible <i>Who will do it?</i>	Stakeholders <i>Who are the stakeholders to involve for success?</i>	Requirements <i>What is required (e.g., resources)?</i>	Expected outcome <i>What kind of outcome do you expect?</i>	Deadline <i>By when?</i>	Indicators <i>How do I track action progress using clear metrics?</i>	Monitoring <i>Are my actions aligning with indicators and staying on course?</i>	Evaluation <i>What's the overall impact & effectiveness of my action?</i>

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Extended Action Plan - Example

Exemplary

Action <i>What will be done?</i>	Responsible <i>Who will do it?</i>	Stakeholders <i>Who are the stakeholders to involve for success?</i>	Requirements <i>What is required (e.g., resources)?</i>	Expected outcome <i>What kind of outcome do you expect?</i>	Deadline <i>By when?</i>	Indicators <i>How do I track action progress using clear metrics?</i>	Monitoring <i>Are my actions aligning with indicators and staying on course?</i>	Evaluation <i>What's the overall impact & effectiveness of my action?</i>
Step 1: Conduct an assessment of cluster needs and development goals	Cluster manager	Cluster members and key stakeholders	Cluster development expertise	A clear understanding of cluster needs and development objectives	November 2023	Needs assessment report: <ul style="list-style-type: none"> - number of identified cluster needs and development goals - stakeholder satisfaction with the needs assessment process (measured through surveys or feedback) 	Regular meetings with stakeholders to provide updates on the assessment process	Evaluate how well the identified needs align with potential funding opportunities
Step 2: Research and identify potential funding sources and opportunities	Innovation manager	Government agencies and potential partners	Research tools and networking capabilities	A list of potential funding sources and identified opportunities.	January 2024	List of potential funding sources <ul style="list-style-type: none"> - number of potential funding sources identified - relevance score for each funding source and opportunity (e.g., on a scale of 1 to 5) 	Regular progress updates on the research efforts	Assess the relevance and feasibility of each funding source and opportunity
Step 3: Develop project proposal based on the identified needs and opportunities	Cluster and innovation manager	Cluster stakeholders and project team members	Expertise in proposal development and assembling a project team	A comprehensive project proposal ready for submission	April 2024	Completed project proposal <ul style="list-style-type: none"> - Completeness and quality of the project proposal (e.g., percentage completion) - Reviewer feedback on the proposal's alignment with cluster needs and funding opportunities. 	Regularly track the progress of proposal development	Review the proposal to ensure alignment with cluster goals and identified funding opportunities



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Optional coaching sessions will help you address specific challenges and topics

Promotion x Support (30min)

We assist with ECCP or CBA presentations for events or webinars, crafting engaging narratives. Want to spread ECCP's benefits? Invite us to inform your network!



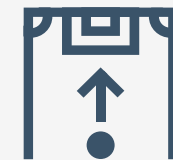
Training x Support (2-3h)

We are available for your cluster's training requirements. We'll aid in planning, idea generation, and more. Interested in the "train-the-trainer" approach? We will facilitate a strong start.



Strategy x Support (1h)

To build on previous workshop content, our individual coaching sessions provide positive guidance across various business aspects, aligning with your strategic objectives.



Upon the completion of the 4-day training program, additional coaching sessions will remain accessible via the Cluster Booster Academy.



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Source: IMP³ROVE

Feedback



<https://forms.office.com/r/gpRLzAdNuS>



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Final Q&A

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For further information please do not hesitate to contact:



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