



**CLUSTER
BOOSTER ACADEMY**

Cluster Booster Academy

Training Day 1

June 06, 2023





An initiative of the European Union



Agenda Virtual Training (Day 1)



10.00 – 11.00	Welcome and introduction to the Cluster Booster Academy <ul style="list-style-type: none">• Welcome speech by DG GROW• Brief introduction by participants based on their pre-filled profile slide
11.00 – 11:30	Cluster Strategy Review: Introduction and review of cluster strategy elements
11.30 – 12:00	Keynote speech: Kristoffer Jansson, EnergyVaasa, Finland
12.00 – 13.00	Challenges: Discussion on current challenges <ul style="list-style-type: none">• 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
13.00 – 13.45	Lunch break
13.45 – 14.15	Action Plan Development: Introduction to action plans for structuring solutions to challenges
14.15 – 14.45	Keynote speech on private financing: Bianca Dragomir, AVAESSEN, Spain
14.45 – 15.45	Best practices (1/2) <ul style="list-style-type: none">• Scavenger hunt: Participants receive hints pointing to a best practice exemplary cluster and have to present their guesses• Keynote speech: Best practice cluster manager i.a. Johan Halvarsson (SuperEcosystem, Finland) presenting their success factors
15.45 – 16.00	Coffee break
16.00 – 16.45	Best Practices (2/2) <ul style="list-style-type: none">• Introduction of sources available on ECCP• Discussion on how to apply best practice examples to own cluster
16.45 – 17.00	Wrap-up and Q&A

-  Beginning/ Ending
-  Break



Agenda Virtual Training (Day 2)

09.30 – 09.45	Short recap day 1 and welcome day 2
09.45 – 10.00	Business Model: Business model canvas introduction and explanation
10.00 – 11.30	Keynote speeches: Sandra Sundbäck (Paper Province, Sweden) and Thomas Meißner (Cluster Transport Mobility Logistics, Germany) talk about successful services, new initiatives, processes, etc. – what works, what doesn't
11.30 – 12.30	Self-reflection business model of my cluster: Defining business model canvas for own cluster
12.30 – 13.30	Lunch break
13.30 – 14.15	Self-reflection recap business model of my cluster: Desired business model in 5 years
14.15 – 16.00	How to plan, structure and achieve your strategic goals <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
16.00- 16.30	Next steps, Q&A, feedback and closing of the training

-  Beginning/ Ending
-  Break



Get to know me & my cluster!



Alejandro Utrera

Cluster Manager

Cluster joined in
2019

✉ autrera@clusterfodservice.com



An initiative of the European Union

FOODSERVICE CLUSTER Barcelona / SPAIN

2014

Cluster established

Foodservice

Active Ecosystems

112

Cluster members

Your Cluster in 3 words

Open Innovation

Collaboration

Sustainability &
Digitalization



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

... to engage with Cluster Managers from whole Europe and exchange experiences and learn from bests practices!

Get to know me & my cluster!



MARTA PERES

Degree in Marketing and Advertising
Graduate in Business Management.

Cluster joined in

2009



marta.peres@clustermaneralresources.pt



An initiative of the European Union

ASSOCIATION CLUSTER PORTUGAL MINERAL RESOURCES

2009

MINERAL RESOURCES

84

Cluster established

Active Ecosystems

Cluster members

Your Cluster in 3 words

Innovation

Competitiveness

Sustainability



Top 3 Challenges for your Cluster

- How do I guarantee long term sustainability of the cluster?
- What are new services that I can offer to the SMEs?
- What's the best governance model for the cluster?



My expectation of the CBA is ...

... to engage and learn with Cluster Managers from
whole Europe!

Get to know me & my cluster!



Josep Nadal

Cluster Manager

Cluster joined in
2017

✉ josepnadal@ciac.cat



An initiative of the European Union

CIAC Barcelona / Spain

2013 Cluster established **Automotive** Active Ecosystems **150** Cluster members

Your Cluster in 3 words

Digitalisation

Collaboration

Sustainability



Top 3 Challenges for your Cluster

- How do I attract and retain talented cluster members?
- How do I measure my growth / success?
- How to implement a cluster internationalization strategy?



My expectation of the CBA is ...

... to engage with Cluster Managers from whole Europe, to exchange best practices and to build partnerships!


Get to know me & my cluster!



Dimitris Silikas

Economist - Senior Project
Manager Head of
Entrepreneurship Department

Cluster joined in
2021

 d.silikas@clube.gr



An initiative of the European Union



CluBE – Cluster of Bioeconomy and Environment of Western Macedonia Kozani - Greece

2014

Cluster established

Business

Active Ecosystems

53

Cluster members

Your Cluster in 3 words

Synergies

Bioeconomy

Innovation



Top 3 Challenges for your Cluster

- How do I attract and retain talented cluster members?
- How do I increase member collaboration within the cluster?
- What are the best marketing structures for a cluster?



My expectation of the CBA is ...

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


Get to know me & my cluster!



Felicitas Behr

Cluster Manager, International Cooperation

Cluster joined in
2018

 felicitas.behr@e-mobilbw.de



An initiative of the European Union



Cluster Electric Mobility South-West Stuttgart / Germany

2007

Cluster established

Automotive

Active Ecosystems

>200

Cluster members

Your Cluster in 3 words

Innovation: new
mobility solutions

Collaboration:
accelerating research
& development

Sustainability: change
towards low-emission
technologies



Top 3 Challenges for your Cluster

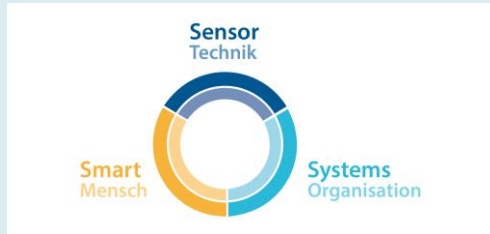
- How to adapt cluster services and address participation fatigue?
- How to measure the success of cluster services/activities?
- How can we support on the issue of skilled workforce?



My expectation of the CBA is ...

... to engage with Cluster Managers and to learn more about different cluster strategies, regional cluster policies and working cultures.

Get to know me & my cluster!



Stefanie Fuchs

CEO, Cluster Manager

Cluster joined in
2008

✉ s.fuchs1@sensorik-bayern.de



An initiative of the European Union



Strategische Partnerschaft Sensorik/Cluster Sensorik Regensburg/ Germany

2006

Sensor and measurement
technology

70

Cluster established

Active Ecosystems

Cluster members

Your Cluster in 3 words

People

Technology

Organization



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

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

Get to know me & my cluster!



CLUSTER OF
**MANUFACTURING
INNOVATORS**

Jolanta Zubkauskienė

Head of development/ Cluster coordinator

Cluster joined in

2021



jolanta.zubkauskiene@manuvalley.tech



An initiative of the European Union

Cluster of Manufacturing innovators Vilnius / Lithuania

2020 Manufacturing 21

Cluster established Active Ecosystems Cluster members

Your Cluster in 3 words

Innovation

Digitalization

Manufacturing



Top 3 Challenges for your Cluster

- How do I attract and retain talented cluster members?
- How do I sell successfully the benefits of the cluster?
- How can I engage my cluster members in all our EU activities and projects?



My expectation of the CBA is ...

... to build long term partnerships, to engage with Cluster Managers from whole Europe!

Get to know me & my cluster!

Wissenschaftsstadt
Darmstadt



Nicole Pinto

M. Sc. in Business Administration

Cluster joined in
2012



nicole.pinto@darmstadt.de



An initiative of the European Union

City of Science Clusters Darmstadt/ Germany

2012

Cluster established

Science, Cybersecurity, IOT, AI,
SPACE, Startup, Sustainability,
Chemistry&Pharma, E-Mobility,
culture & creative Industries,

Active Ecosystems

75

Cluster members
(partners)

Your Cluster in 3 words

Science

Innovation

Transfer



Top 3 Challenges for your Cluster

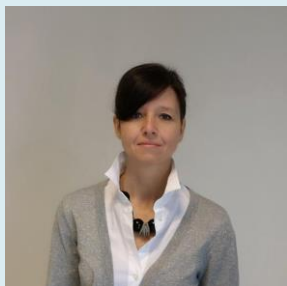
- Tools for daily business as a Cluster Manager
- How do I measure my growth / success?
- Create visibility / convince sponsors



My expectation of the CBA is ...

... to engage with Cluster Managers from whole Europe!

Get to know me & my cluster!



Irene Burroni

Degree in Far Eastern Languages

Cluster joined in

2011



irene@csm.toscana.it

distrettointerniedesign@gmail.com



An initiative of the European Union

Distretto Interni e Design Tuscany / Italy



2011

Cluster established

Living Spaces

Active Ecosystems

500

Cluster members

My Cluster in 3 words

Innovation & TT

Internationalization

Skills &
Competences



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

... to share with other Cluster Managers for personal and cluster growth and networking potential!


Get to know me & my cluster!



Marta Krakowiak

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

Cluster joined in
2018

 marta.krakowiak@elcacluster.eu



An initiative of the European Union



ELCA European Lighting Cluster Alliance Italy

2016

Cluster established

Lighting

Active Ecosystems

5

Meta-Cluster members

Your Cluster in 3 words

Meta-cluster

International
Collaboration

Innovation & co-
learning



Top 3 Challenges for your Cluster

- How do I attract new ELCA members ?
- How to ensure long-term financial sustainability?
- How to encourage members to be more pro-active?



My expectation of the CBA is ...

to learn from other cluster managers, exchange good & bad practices, expand our network and inspire new collaborations!

Get to know me & my cluster!



Irati Herrero Imaz

Deputy Director

Cluster joined in
2021

✉ Irati.herrero@stanpa.com



An initiative of the European Union

Feeling Innovation by Stanpa Madrid / Spain

2020 Cluster established **Cosmetics, perfumery, personal care** Active Ecosystems **80** Cluster members

Your Cluster in 3 words

Innovation
culture

Digitalization

Sustainability



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

... to share experiences and learn from other ECCP members, establish the ground for peer collaboration, strength skills on cluster management with role models

Get to know me & my cluster!



Iulian STOLERIU

CLUSTER Manager

Cluster joined in
2021

✉ is@diH.green



An initiative of the European Union

Green Technology CLUSTER (www.gtc.green) Bucharest / Romania

2019

Cluster established

ICT

Active Ecosystems

30

Cluster members

Your Cluster in 3 words

Innovation

Collaboration

Green
Technology



Top 3 Challenges for Your Cluster

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



My expectation of the CBA is ...

to engage with Cluster Managers from whole Europe, create synergies, partnerships, and learn from successful stories

Get to know me & my cluster!



Vesna Puric

Chief Operation Officer

Cluster joined in
2021

✉ vesna@ictcortex.me



An initiative of the European Union

ICT Cortex Podgorica / Montenegro

2021

Cluster established

ICT

Active Ecosystems

40

Cluster members

Your Cluster in 3 words

Education

Internationalization

Innovation & Digital
Transformation



Top 3 Challenges for your Cluster

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



My expectation of the CBA is

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

Get to know me & my cluster!



Antonella Venza

Cluster Manager

Cluster joined in
2016



Antonella.Venza@luceinveneto.com



An initiative of the European Union

Rete di Imprese Luce in Veneto - Italy www.luceinveneto.com

2016

Cluster established

Business

Active Ecosystems

50

Cluster members

Your Cluster in 3 words

Internationalisation

Innovation

Training



Top 3 Challenges for your Cluster

- How do I guarantee long term sustainability of the cluster?
- What are new services that I can offer to the SMEs?
- What's the best governance model for the cluster?



My expectation of the CBA is ...

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


Get to know me & my cluster!



Marcos Suárez

Industrial Engineer & MBA

Cluster joined in
2016

 msuarez@clusterenergia.com



An initiative of the European Union

Basque Energy Cluster Basque Country / Spain

1996

Cluster established

Energy

Active Ecosystems

206

Cluster members

Your Cluster in 3 words

Team

Customer-focused

Commitment



Top 3 Challenges for your Cluster

- Which new services would add value to my members?
- How do I engage members more?
- Which structure do we need to move to the next level?



My expectation of the CBA is ...

... to learn from my peers!


Get to know me & my cluster!



Jose Ramón Natal

Cluster Manager

Cluster joined in
2006

 jrnatal@metaindustry4.com



An initiative of the European Union

MetalIndustry4 Gijón / Spain

2006

Cluster established

Mechanical Engineering

Active Ecosystems

73

Cluster members

Your Cluster in 3 words

Innovation

Collaboration

Strategy



Top 3 Challenges for your Cluster

- How can I stand out from other regional organizations?
- How can I engage my cluster members in all our EU activities and projects?
- Is it possible to implement payment services from a cluster organization?



My expectation of the CBA is ...

... to exchange experiences (best and worst practices) and wide our network from whole Europe!


Get to know me & my cluster!



Tamas GYULAI

M. Sc. in Electrical Engineering

Cluster joined in
2012

 info@mienk.eu



An initiative of the European Union



Hungarian Open Innovation Cluster for Construction
(in Hungarian: Magyar Innovatív Építőipari Nyílt Klaszter – MIÉNK)
Kecskemét / Hungary

2011

Cluster established

Construction

Active Ecosystems

52

Cluster members

Your Cluster in 3 words

Responsible
Innovation

Sustainable and
Smart Buildings

International
Cooperation



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

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

Get to know me & my cluster!



**PACKAGING
X CLUSTER**

Mònica Riera

M. in Digital Solutions Development & Innovation, Strategy and Entrepreneurship

Cluster joined in
2019

 mriera@packagingcluster.com



An initiative of the European Union

Packaging Cluster Sabadell / Spain

2012

Cluster established

Packaging

Active Ecosystems

134

Cluster members

Your Cluster in 3 words

Innovation &
Digitalisation

Collaboration

Sustainability



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

... to engage with other clusters from whole Europe, identify synergies and potential collaborations, and learn from them!


Get to know me & my cluster!



Susana Remotti

Cluster Manager

Cluster joined in
2016

 susana.remotti@proplast.it



An initiative of the European Union



PROPLAST Alessandria/Italy

2009

Cluster established

Plastics

Active Ecosystems

177

Cluster members

Your Cluster in 3 words

Innovation

Collaboration

Sustainability



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

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

Get to know me & my cluster!



Silvia Rossi

Architect – Innovation Manager

Cluster joined in
2019

✉ Silvia.rossi@build.clust-er.it



An initiative of the European Union

Clust-ER BUILD Bologna / Italy

2018

Cluster established

Build

Active Ecosystems

109

Cluster members

Your Cluster in 3 words

Open Innovation

Collaboration

Digitalisation



Top 3 Challenges for your Cluster

- How do I attract and retain talented cluster members?
- How do I implement cluster internationalization strategy?
- What are the best marketing structures for a cluster?



My expectation of the CBA is ...

... to create new strong collaboration with Clusters from whole Europe!

Get to know me & my cluster!



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

Your 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!



Sıdika Arıkan

Project Manager

Cluster joined in

2020

✉ sarikan@dto.org.tr



An initiative of the European Union



Denizli Technical Textiles Cluster Denizli / Türkiye

2020

Cluster established

Textiles

Technical Textiles

100

Cluster members

Your Cluster in 3 words

Transformation

Internationalization

Innovation



Top 3 Challenges for your Cluster

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



My expectation of the CBA is

Networking with other EU clusters and create multiply effect for clusters in Turkey!


Get to know me & my cluster!



Martin Petrov

Marketing and Development Director

Cluster joined in
2023

 mpetrovorg@gmail.com



An initiative of the European Union



Sofia Knowledge City Cluster Sofia, Bulgaria

2017

Cluster established

Business

Active Ecosystems

60

Cluster members

Your Cluster in 3 words

Smart City

Building Bridges

Innovation



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

... to build long term partnerships, learn more about cluster governance and how to market it successfully as a product!

Get to know me & my cluster!



Daniela Ferková

Cluster Manager

Cluster joined in
2022

✉ daniela.ferkova@smartcluster.sk



An initiative of the European Union

Slovak Smart City Cluster Poprad / Slovakia

2017

Cluster established

Smart City

Active Ecosystems

20

Cluster members

Your Cluster in 3 words

Education

Collaboration

Innovation



Top 3 Challenges for your Cluster

- How do I engage cluster members in our activities?
- Improve services for cluster members
- Be unique on the market



My expectation of the CBA is ...

... to exchange practices and engage with Cluster Managers
from whole Europe!

Get to know me & my cluster!



Marta Kurpašová

Cluster Manager

Cluster joined in
2017

✉ sscc@smartcluster.sk



An initiative of the European Union



Slovak Smart City Cluster Poprad / Slovakia

2017

Cluster established

Smart City

Active Ecosystems

20

Cluster members

Your Cluster in 3 words

Education

Collaboration

Innovation



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

Get to know practices from other clusters in Europe

Get to know me & my cluster!



Helen Tammo

Healthtech Manager

Cluster joined in
2019

✉ helen@biopark.ee



An initiative of the European Union

Tartu Health Cluster Tartu / Estonia

2018

Cluster established

Health

Active Ecosystems

50

Cluster members

Your Cluster in 3 words

Innovation

Collaboration

Synergy



Top 3 Challenges for your Cluster

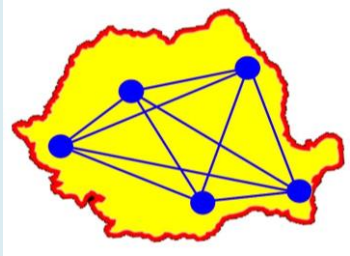
- What should be the value proposition for members?
- How to attract new cluster members and grow the sector and community?
- How to integrate cluster member into international value chains?



My expectation of the CBA is ...

... to engage with Cluster Managers from whole Europe and learn from others' experience!

Get to know me & my cluster!



Cristian Cristescu

Communication Manager

Cluster joined in
2016

 cristi.cristescu@gmail.com



An initiative of the European Union

DRIFMAT Cluster Romania

2016

Cluster established

New Materials and Technologies

Active Ecosystems

20

Cluster members

Your Cluster in 3 words

Innovation

Collaboration

Sustainability



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

... to engage with Cluster Managers from whole Europe!

Get to know me & my cluster!



Elisabetta Bracci

Cluster Manager
Engineer, Innovation Manager

Cluster joined in

2022



elisabetta.bracci@innovate.clust-er.it



An initiative of the European Union

Clust-ER Innovate Emilia-Romagna Region / Italy

2018

Cluster established

**Digital
Transformation**

Active Ecosystems

98

Cluster members

Your Cluster in 3 words

Innovation culture

**Enabling
technologies and
methods**

« Coopetition »



Top 3 Challenges for your Cluster

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



My expectation of the CBA is ...

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

Your key learnings of this training...

Cluster Strategy Review



Learn how to **analyze trends** and **define** the most **important** ones for your cluster

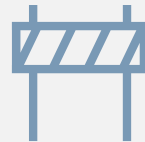
Determine the **needs** within your cluster and among the members

Explore the **existing** and **desired competencies** within your cluster

Find inspiration for **new services** and service **portfolio** optimization

Gain insights on how to **communicate** with members and towards the public from a cluster management perspective

Challenges



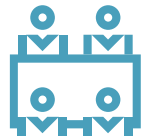
Discuss **current challenges** and work on **initial solutions** in preparation of the action plan

Business model & Action Plan

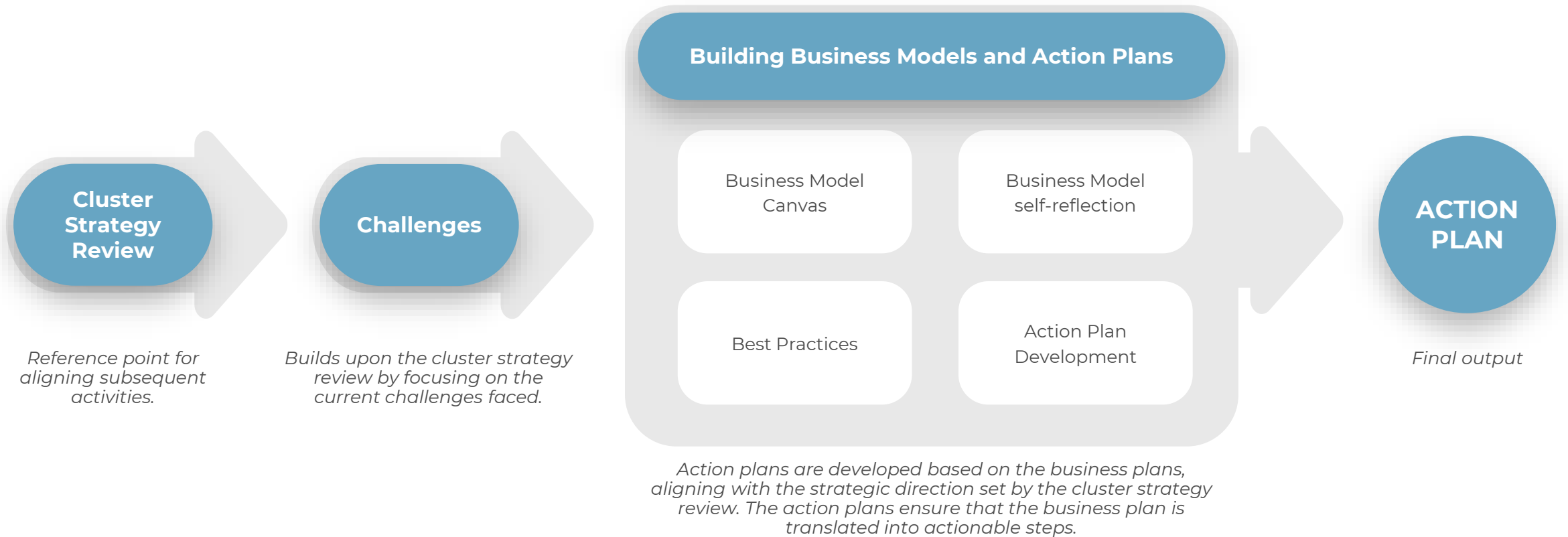


Develop an individual **action plan** to **advance and improve** your cluster's **business model**

Learn from peer experiences, best practices & through interactive sessions



Strategic planning to tactical implementation: the training consists of a theory section followed by interactive application





Cluster Strategy Review

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**



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

Increasingly **converging technologies**



Increasing challenges to stay globally competitive for member companies



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

Changing roles for **intellectual property** and **data protection**



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



An initiative of the European Union

Source: GIZ Cluster Development Guide 2021, IMP³ROVE

... and execution of an active change and innovation management

Strategic change and innovation management describes the **ability** and **will** to **derive** the **future** from the **future** and not from the past

When organizing an active change and innovation management, cluster managers should consider:

- Existence of **differences among members** such as **size**; especially with regard to **operationalization**, **structure** and **standardization** of innovation management

On **different levels**, **clusters** can **enforce** and **position themselves** as **active drivers** of **change and innovation management**

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- environ- mental 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



Talking about trends (examples)

Online retail



Price, followed by promotion and delivery at low/ no cost are the top choices for consumers to choose online FMCG retailers (source: [Kantar](#))

Animal wellbeing



>60% of German consumers are looking at the animal welfare label when buying groceries (source: [BMEL](#))

Automotive industry



Self-driving vehicles will disrupt the business of at least one-third of industries in the developed world (source: [Gartner](#))

Food industry



~15% of grocery products in Denmark are labeled as organic, making it the top market in Europe (source: [Statista](#))



An initiative of the European Union

Source: BMEL (2022), Gartner (2022), Kantar (2022), Statista (2022)



Step 2: Member and cluster needs

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

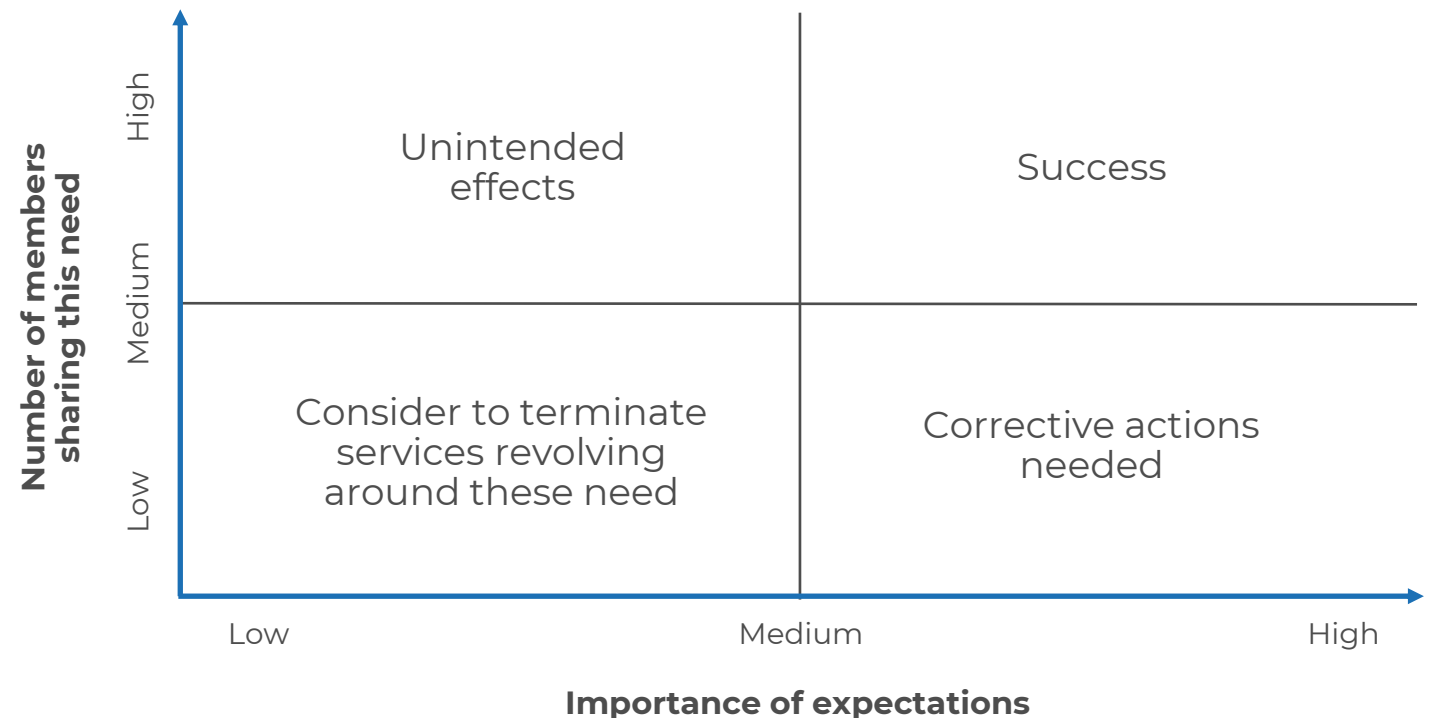
1. Identifying key members and their needs

Not every member has the same **relevance** to the cluster. Hence, it is **important to:**

- 1 Identify key members
- 2 Identify needs of key members
- 3 Attribute higher relevance to key members' needs in analysis

Cluster understands needs of key members and can prioritize them in their work **leading to remaining commitment of members** over time and throughout cluster development processes

2. Prioritizing the members' needs



**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 evolutions 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"**



An initiative of the European Union

Source: IMP³ROVE



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

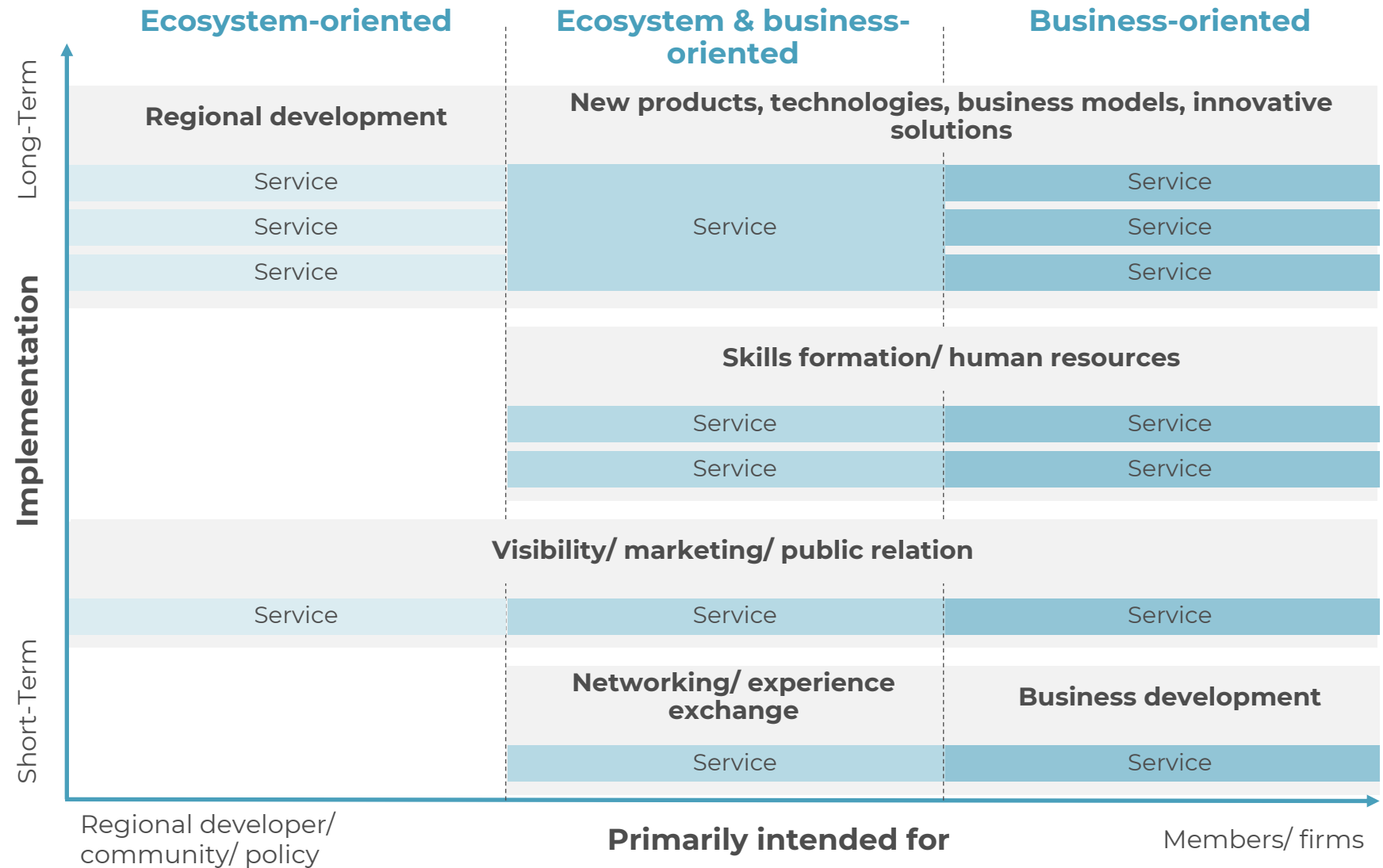
- Terminating or changing existing services (if necessary)
- Initiating new services (if necessary)
- Closing gaps according to profitability (step 3) and member feedback (step 4)



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

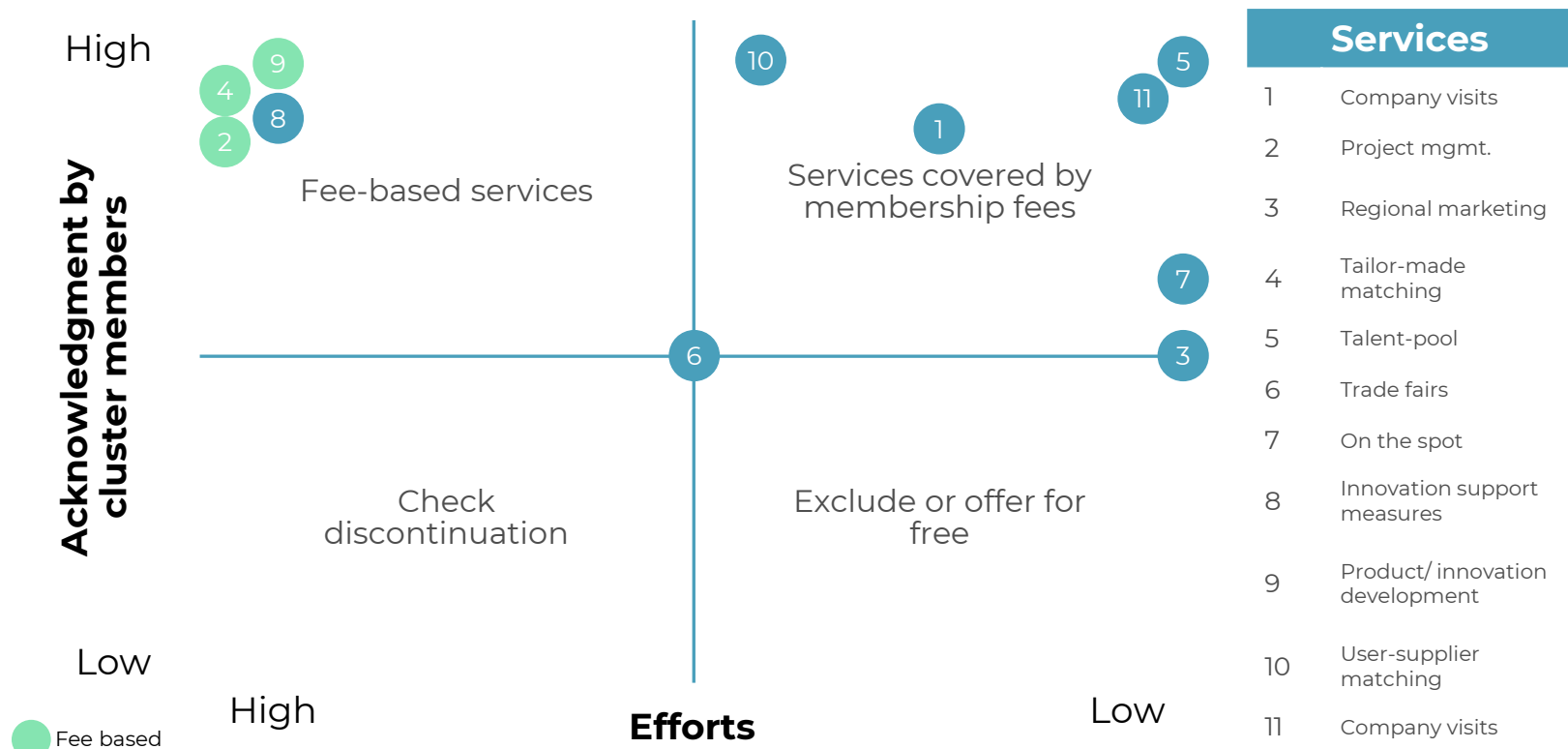
Status-quo service mapping (exemplary)

Step 1 and 2 of service portfolio update process



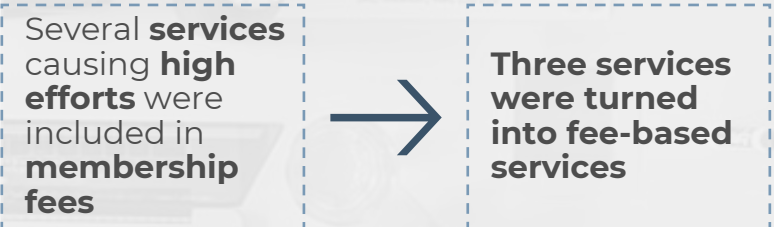
Case example: A profitability analysis assists in making the right service portfolio adaption choices

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



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)

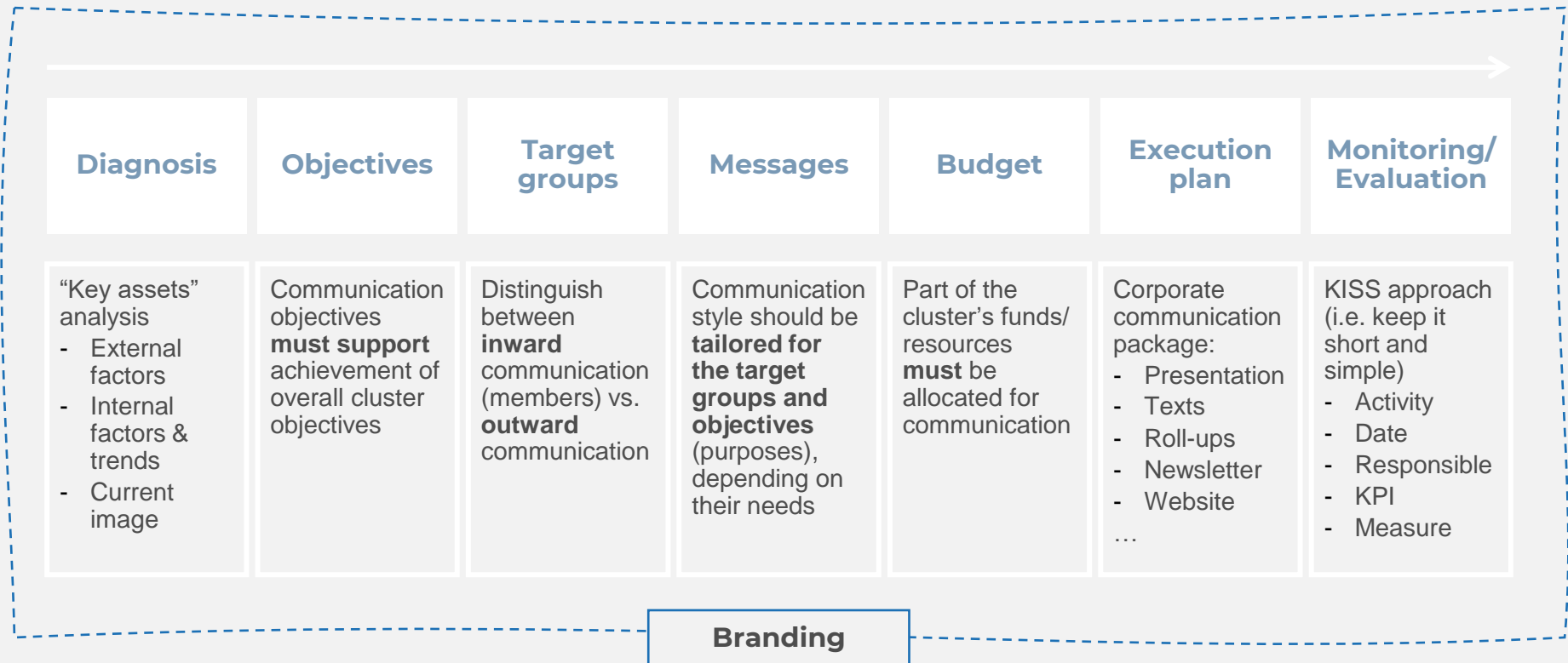


The art of effective communication: crafting a winning strategy through 7 essential elements

What makes a (good) communication strategy?



Communication is the engine of a cluster



**Impulse
speech**

Kristoffer Jansson
EnergyVaasa, Finland

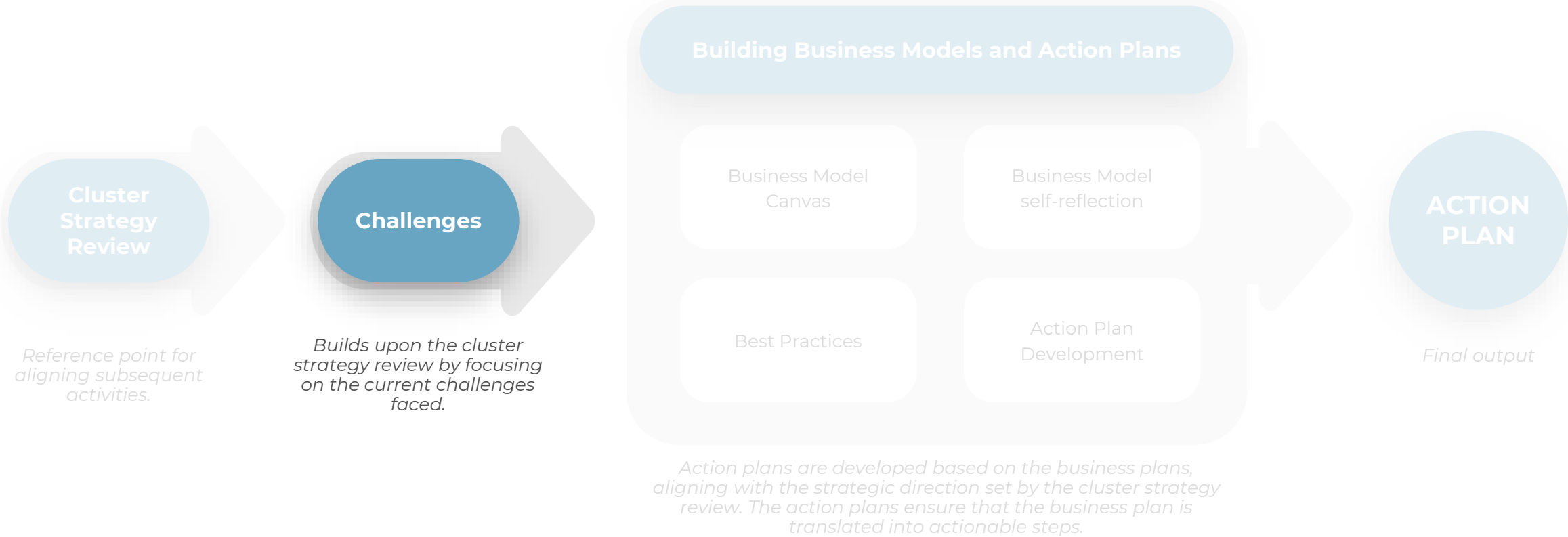


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Challenges



Having reviewed the cluster strategy as our framework, our attention will now shift towards addressing present challenges



Drawing from your shared challenges, we have distilled these into 10 key themes

 Focus areas breakout sessions

Overview challenges

1 Attracting Members 

2 Retaining Members and Talent Development

3 Service Innovation and Adaptability 

4 Financial Sustainability

5 Measuring Growth and Success 

6 Governance and Organizational Structures

7 Internationalization and Market Expansion 

8 Member Engagement and Collaboration 

9 Marketing and Visibility

10 Cross-Sector Connections and Workforce Development



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Source: Template filled out by the participants; thematic groups derived afterwards

Breakout room and presentation (60 minutes)

Breakout room:

**Please discuss a specific challenge,
its impact on cluster performance and
potential solutions?**

(30 minutes)

Main room:

**Each group please present
their ideas and findings**

(30 minutes)



Lunch Break

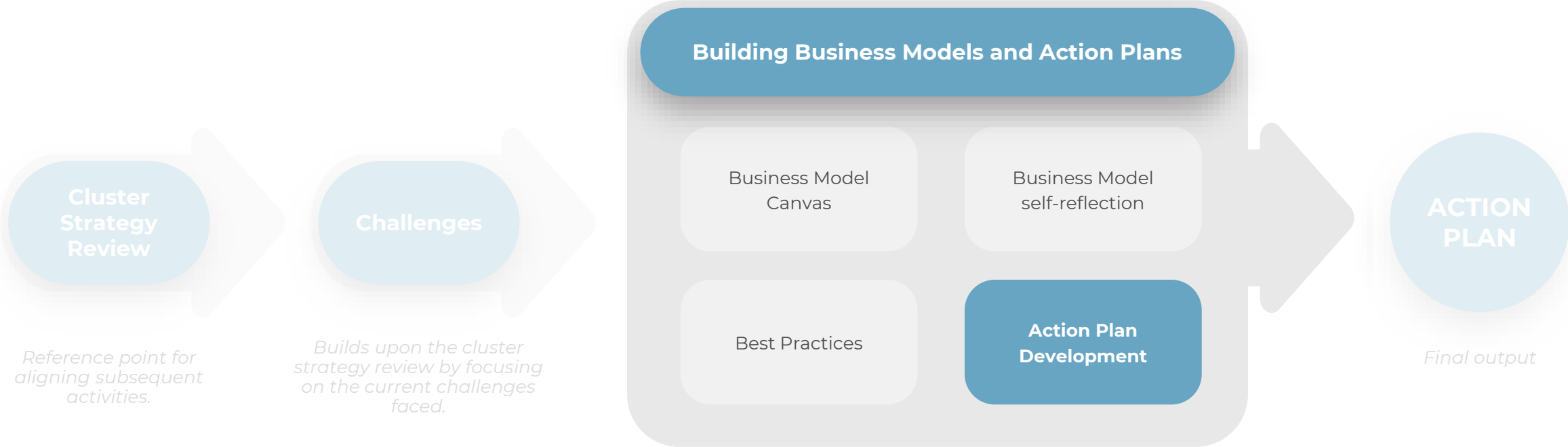


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Action Plan Development

In order to effectively implement potential solutions, it is vital to establish an action plan that provides a clear path forward



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



An action plan is a structured and detailed document that outlines the specific steps, tasks, & strategies and...

Goal-oriented Approach

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



Systematic Problem-solving

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



Resource Optimization

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



Accountability / Monitoring

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



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.



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Source: IMP³ROVE

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



1. Goal Definition



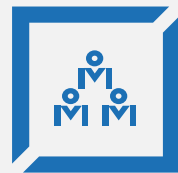
Clearly define the desired outcomes and objectives of the action plan.



2. Task Identification



Identify and list the specific tasks & activities required to achieve the defined goals.



3. Role Assignment



Assign roles & responsibilities to individuals or teams involved in the action plan.



Step 1: For setting goals and objectives, we can use the SMART framework



S
Specific



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

M
Measurable



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

A
Achievable



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

R
Relevant



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

T
Time-bound



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

3 tips for SMART goals

1 Simple language

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

2 Action words

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

3 Numbers

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





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.



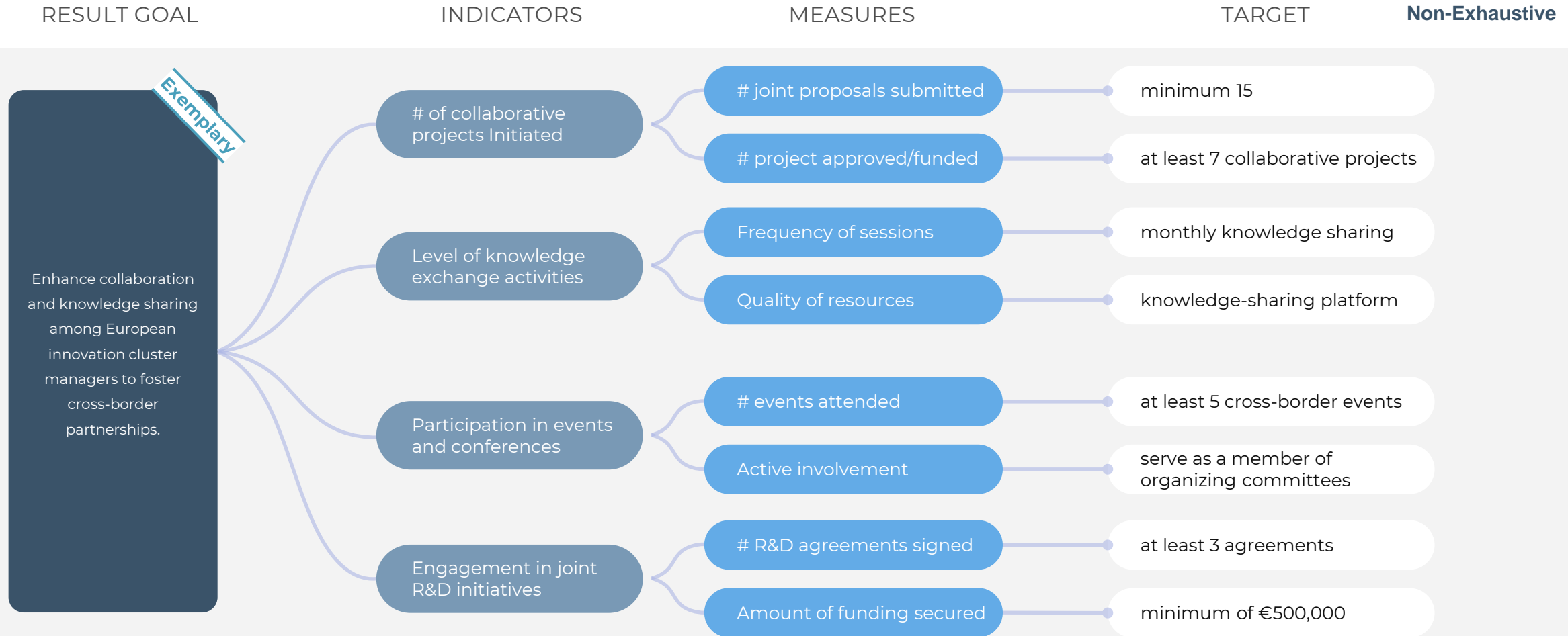
TARGET

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

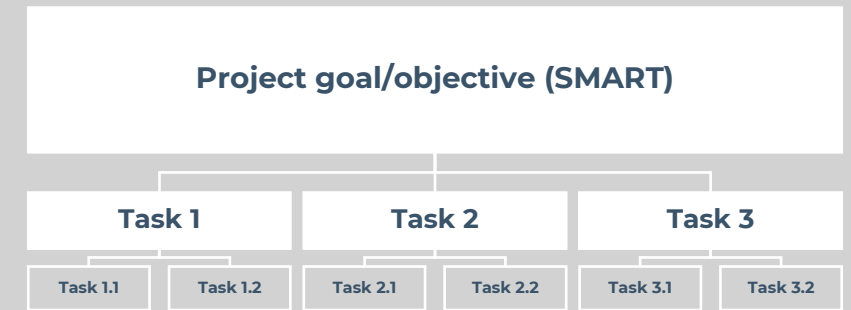
Introduction: Task list & WBS



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



Low effort	High effort
<p>Quick wins</p> <p>Conduct customer surveys</p> <p>Analyze market data and trends</p> <p>...</p>	<p>Major projects</p> <p>Establish strategic partnerships</p> <p>Collaborate with universities on research project</p> <p>Identify and secure funding</p> <p>...</p>
<p>Fill-ins</p> <p>Monitoring and analyze KPIs</p> <p>Update internal documentation</p> <p>...</p>	<p>Thankless tasks</p> <p>Implement CRM system</p> <p>Conduct technology assessments</p> <p>...</p>

High impact

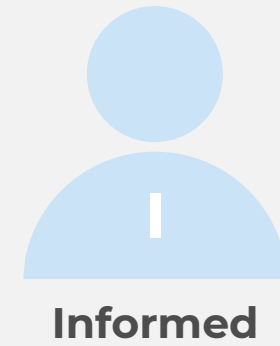
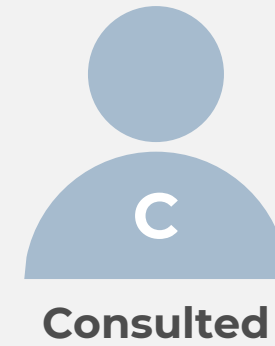
Low impact

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 responsibilities with RACI Matrix is key for effective action planning



- 1** Clearly define the roles and responsibilities of individuals or teams involved in the action plan.
- 2** Use RACI matrix to clarify roles and decision-making authority
- 3** Consider the skills, expertise, and availability of each team member when assigning tasks.



DELIVERABLES	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	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:

...



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Source: IMP³ROVE

Private Financing



**Impulse
speech
private
financing**

Bianca Dragomir
AVAENSEN, Spain

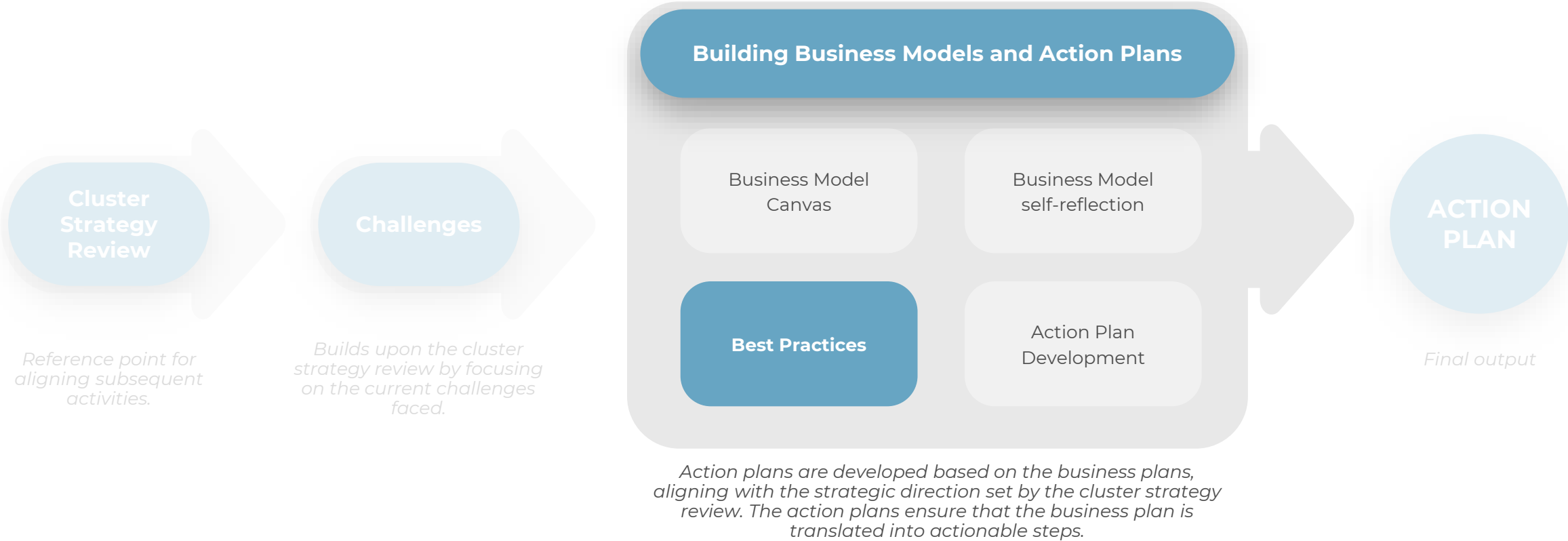


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Best Practices

Having deliberated upon significant challenges, let us now delve into success stories from other clusters to gain further insights



Self- reflection & presentation (15 minutes)

Please evaluate the clues that suggest a best practice cluster and share your informed speculation (15 minutes)



**Impulse
speech**

Best Practice Cluster



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**Impulse
speech**

Johan Halvarsson
SuperEcosystem, Finland



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Coffee Break



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



Matchmaking Events

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



ClusterXchange

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



EU Clusters support Ukraine Forum

ECCP enhances the ability of European industry to contribute to the delivery of humanitarian aid for Ukraine and Ukrainian refugees.

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](#)

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](#)

**Self-
reflection &
group
discussion
(30 minutes)**

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

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

15 minutes individual work

15 minutes sharing of results in main room



Final Q&A



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For further information please do not hesitate to contact:



Manuel Seuffert

Tel: +49 (0)211 1377 2761
manuel.seuffert@kearney.com



Hanna Kim

Tel: +49 (0)211 1377 2268
hanna.kim1@kearney.com



Simon Jacobs

Tel: +49 (0)211 1377 2840
simon.jacobs@kearney.com



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IMP³ROVE



**CLUSTER
BOOSTER ACADEMY**

Cluster Booster Academy

Training Day 2

June 07, 2023





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Agenda Virtual Training (Day 2)

09.30 – 09.45	Short recap day 1 and welcome day 2
09.45 – 10.00	Business Model: Business model canvas introduction and explanation
10.00 – 11.30	Keynote speeches: Sandra Sundbäck (Paper Province, Sweden) and Thomas Meißner (Cluster Transport Mobility Logistics, Germany) talk about successful services, new initiatives, processes, etc. – what works, what doesn't
11.30 – 12.30	Self-reflection business model of my cluster: Defining business model canvas for own cluster
12.30 – 13.30	Lunch break
13.30 – 14.15	Self-reflection recap business model of my cluster: Desired business model in 5 years
14.15 – 16.00	How to plan, structure and achieve your strategic goals <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
16.00- 16.30	Next steps, Q&A, feedback and closing of the training

-  Beginning/ Ending
-  Break



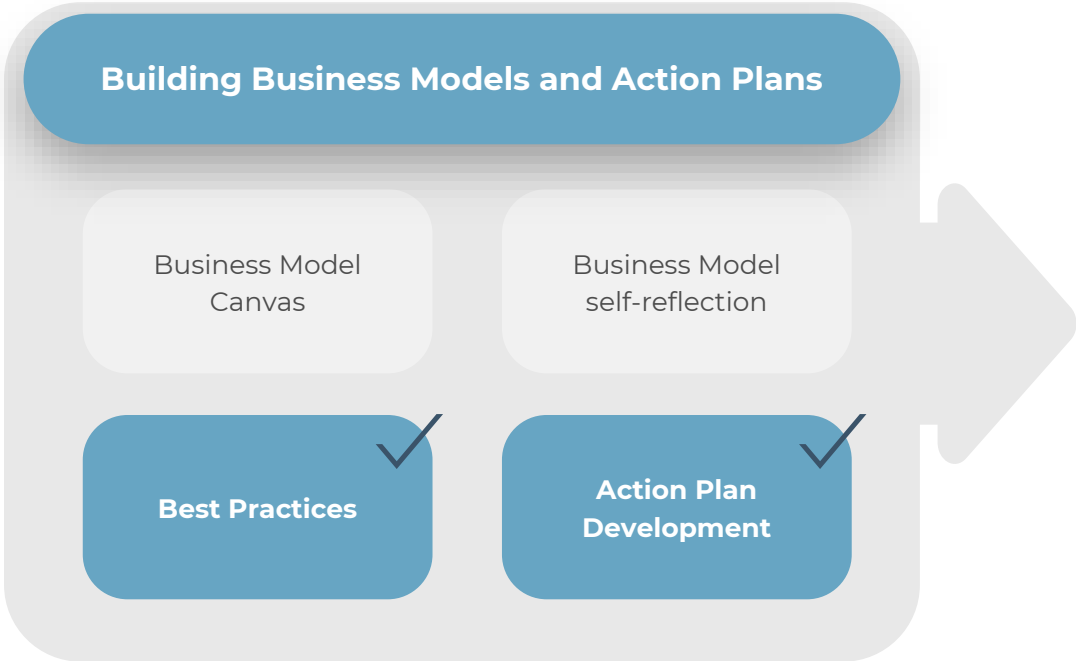
Strategic planning to tactical implementation: the training consists of a theory section followed by interactive application



Reference point for aligning subsequent activities.



Builds upon the cluster strategy review by focusing on the current challenges faced.



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



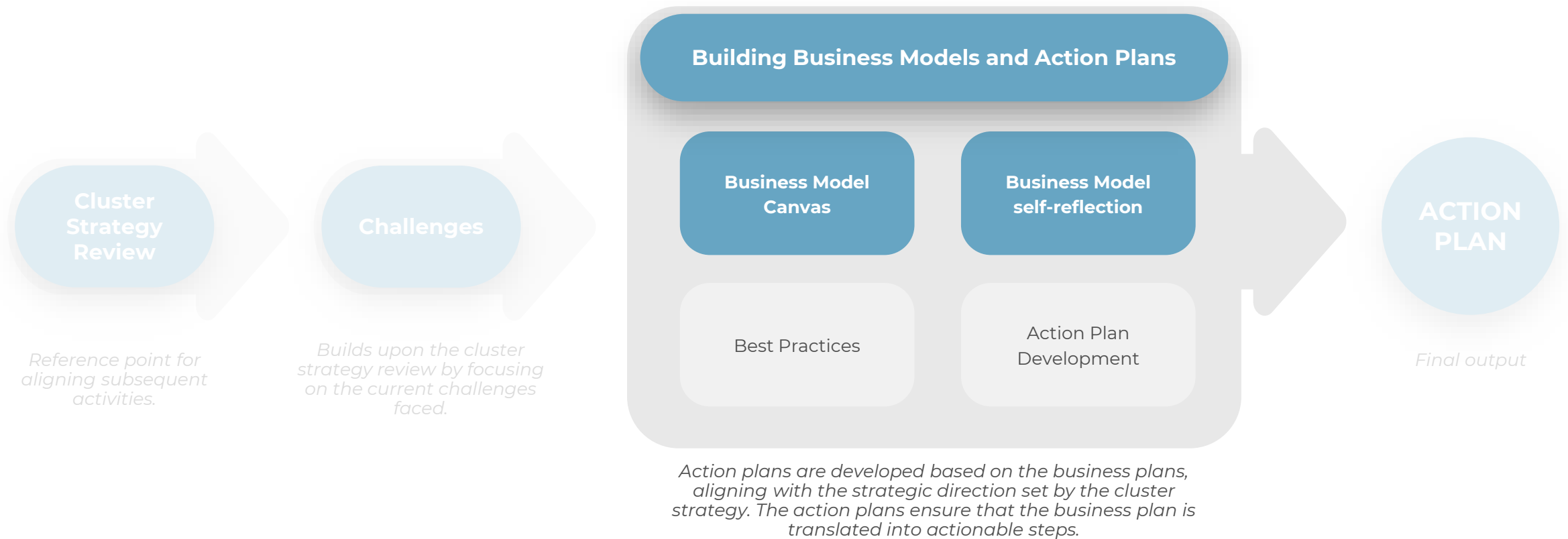
Final output



Business Model



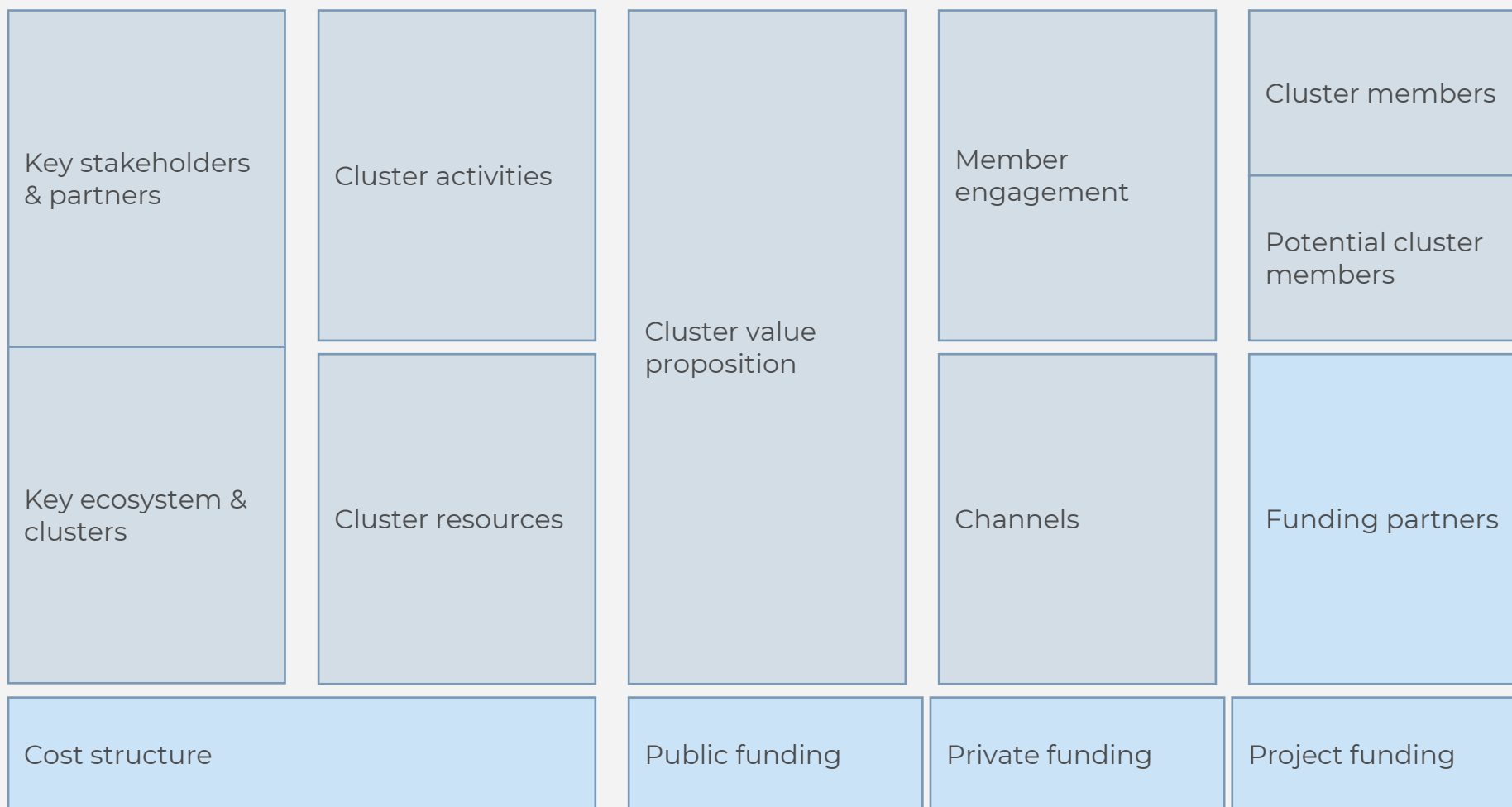
To create a successful action plan, we must thoroughly analyze the business plan and identify areas for improvement





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

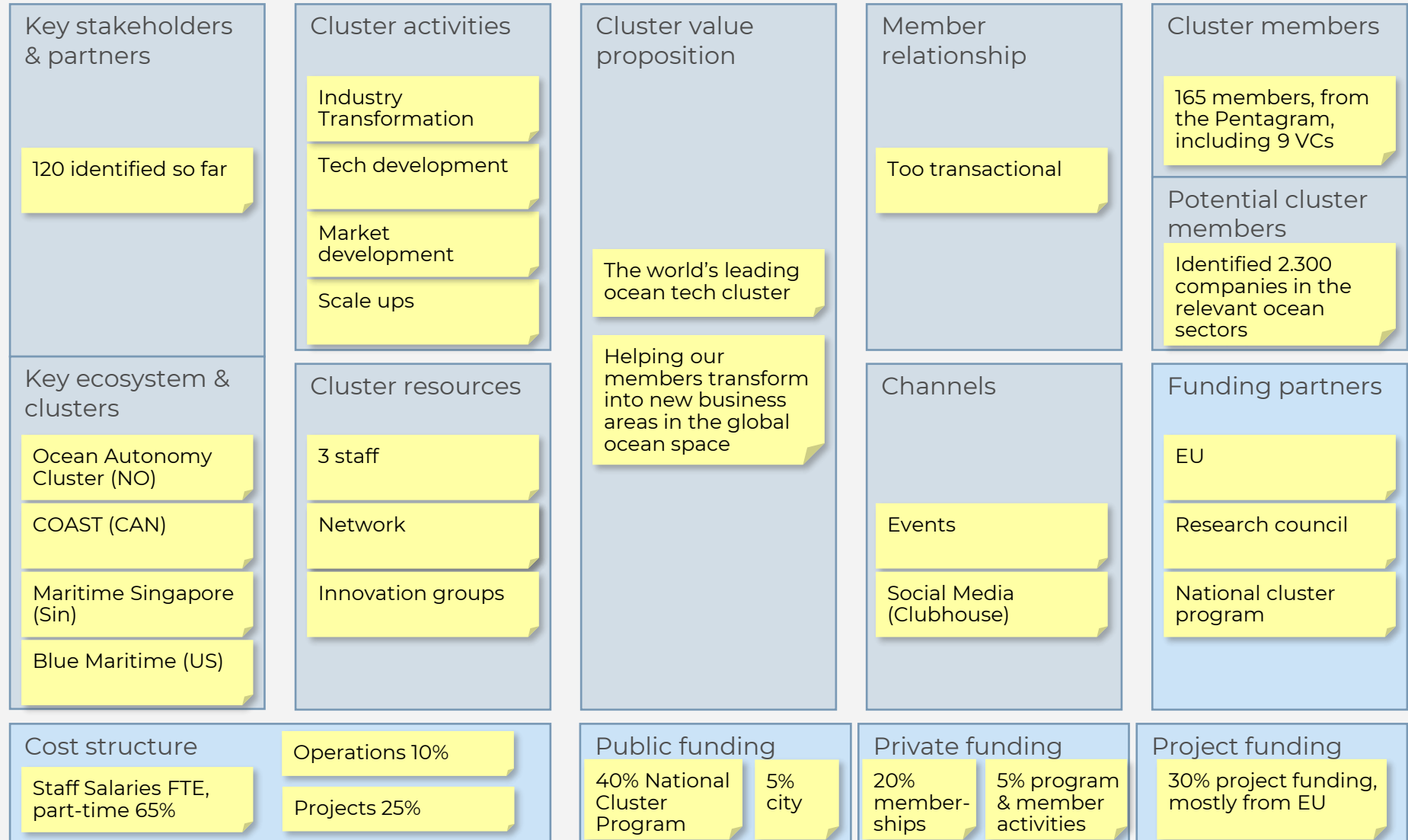


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Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

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

Impulse speeches

Sandra Sundbäck
Paper Province, Sweden

Thomas Meißner
Cluster Transport | Mobility | Logistics, Germany



Self- reflection: Business Model Canvas (60 minutes)

Please sketch the business model canvas for your cluster












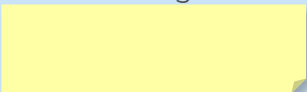
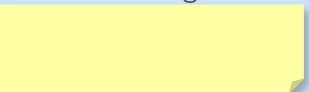
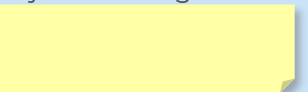
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Source: IMP³ROVE

Self-reflection: Template

Business Model Canvas cluster version

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

Key stakeholders & partners 	Cluster activities 	Cluster value proposition	Member engagement 	Cluster members 
Key ecosystem & clusters 	Cluster resources 		Channels 	Potential cluster members 
Cost structure 		Public funding 	Private funding 	Project funding 

-  Business development related
-  Financing related

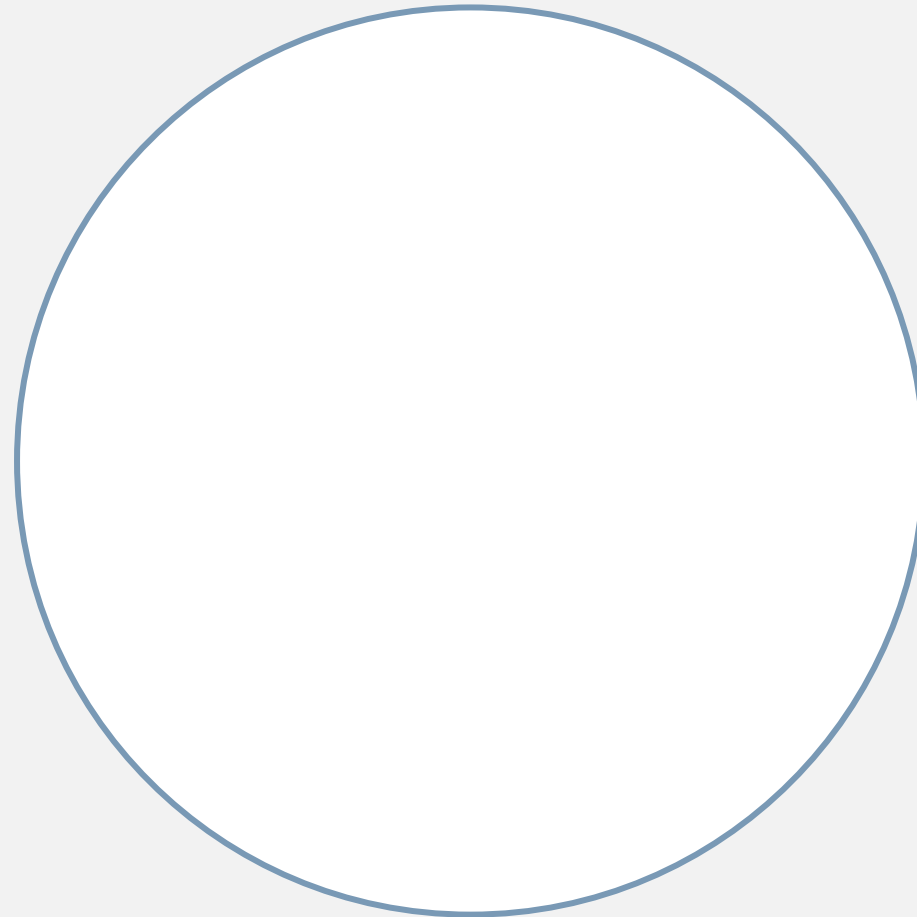


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Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

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	- ...



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Source: IMP³ROVE

Lunch Break



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Self- reflection: Business Model Canvas (45 minutes)

**Please sketch your desired future business
model canvas (5 years)**
(30 minutes)

**Please reflect on the differences to your
current business model (previous self-
reflection)**
(15 minutes)













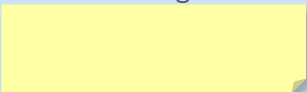
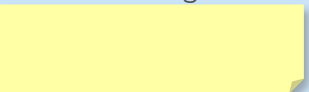
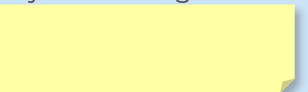
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Source: IMP³ROVE

Self- reflection: Template (30 minutes)

Business Model Canvas cluster version

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

Key stakeholders & partners 	Cluster activities 	Cluster value proposition	Member engagement 	Cluster members 
Key ecosystem & clusters 	Cluster resources 		Potential cluster members 	
			Channels 	Funding partners 
Cost structure 		Public funding 	Private funding 	Project funding 

-  Business development related
-  Financing related



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Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

Self-reflection: Template (15 minutes)

Business Model Canvas cluster version



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

Current Business Model Canvas

Key stakeholders & partners ...	Cluster activities ...	Cluster value proposition ...	Member engagement ...	Cluster members ...
Key ecosystem & clusters ...	Cluster resources ...		Channels ...	Potential cluster members ...
Cost structure ...	Public funding ...	Private funding ...	Project funding ...	

Desired Future Business Model Canvas

Key stakeholders & partners ...	Cluster activities ...	Cluster value proposition ...	Member engagement ...	Cluster members ...
Key ecosystem & clusters ...	Cluster resources ...		Channels ...	Potential cluster members ...
Cost structure ...	Public funding ...	Private funding ...	Project funding ...	

-  Business development related
-  Financing related

Field	Desired Change
— ...	
— ...	

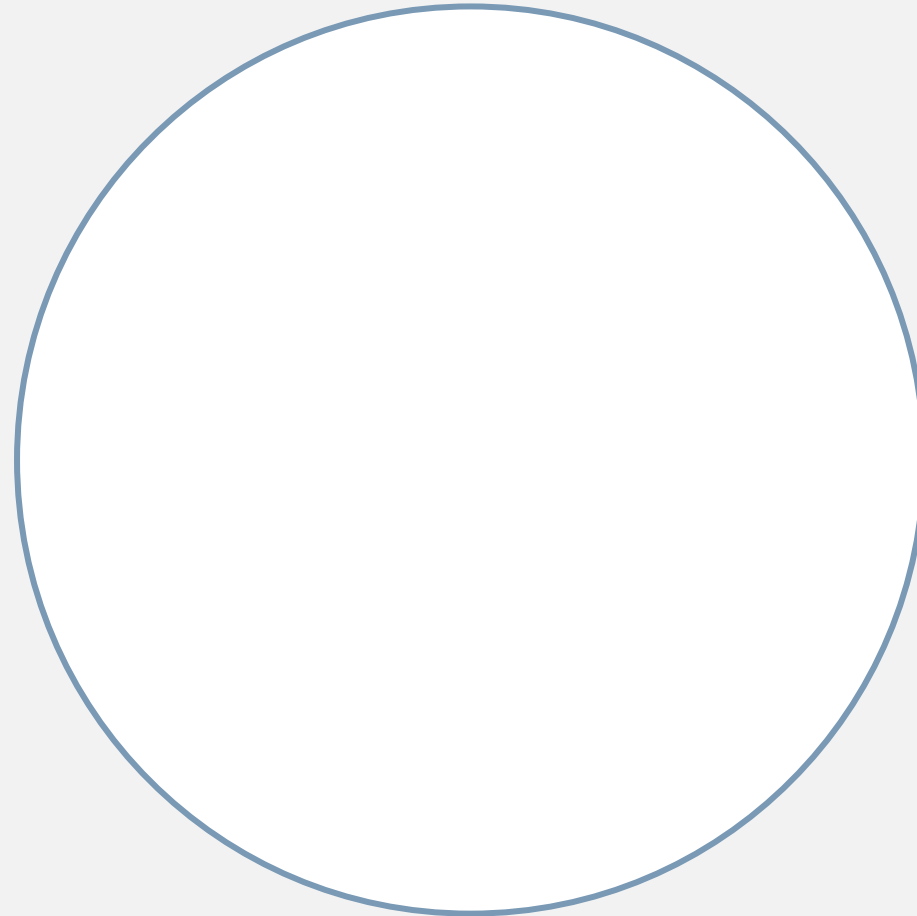
Please use the template to the left to reflect and document the desired changes to your current business model.

The template serves as a starting point for your action plan.



Self- reflection: assisting diagram template financing business model

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



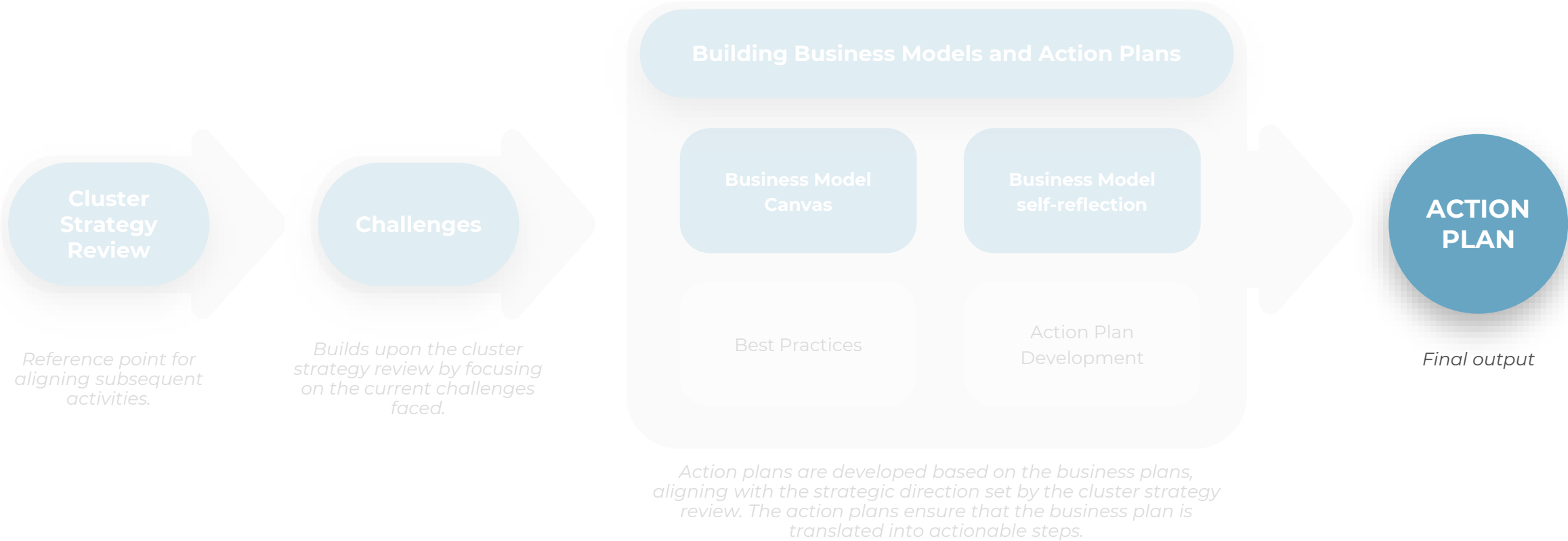
#	Takeaway
1	- ...
2	- ...





Action plan development

Leveraging the insights gained from the session and incorporating best practices, we are poised to draft a comprehensive action plan



Self- reflection & breakout session: developing an action plan (1/2)

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



Self- reflection & breakout session: developing an action plan (2/2)

1

Conduct a deep individual brainstorming session on the desired changes identified in the previous self-reflection and define how to advance and improve your cluster's business model (what could be immediate starting points?)
(30 minutes)

2

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

15 minutes coffee break

3

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

4

Prioritize your defined action steps based on its expected effort and impact
(optional)



Self-reflection: brainstorm on business model changes to advance and improve

Please reflect on the content presented yesterday

... and

the content presented and created today



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
-	-
-	-
-	-



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Source: IMP³ROVE

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

3

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?

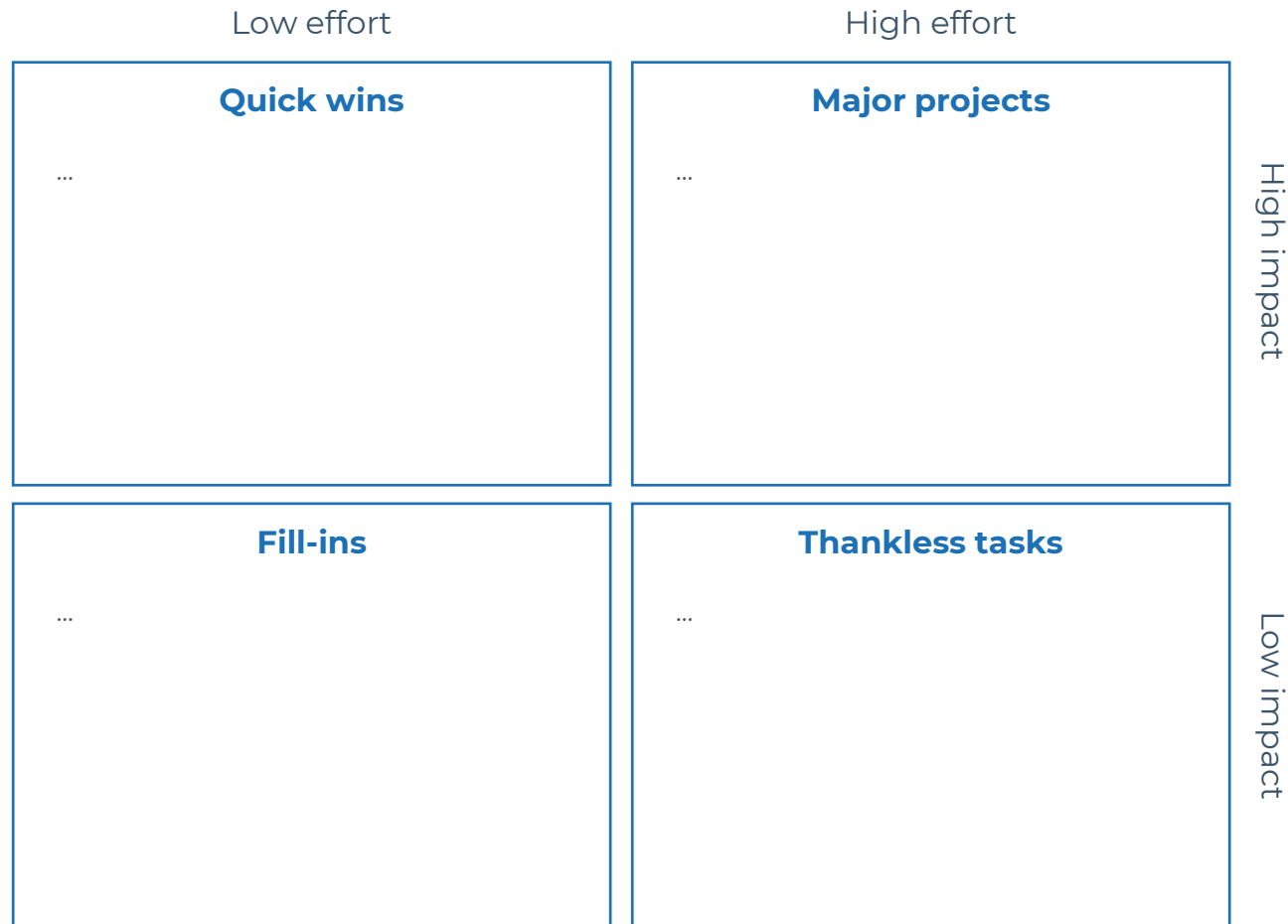
First: Identify business model changes to advance and improve (e.g., change in member fee structure – fee discrimination by size or change in service structure)

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
-
-



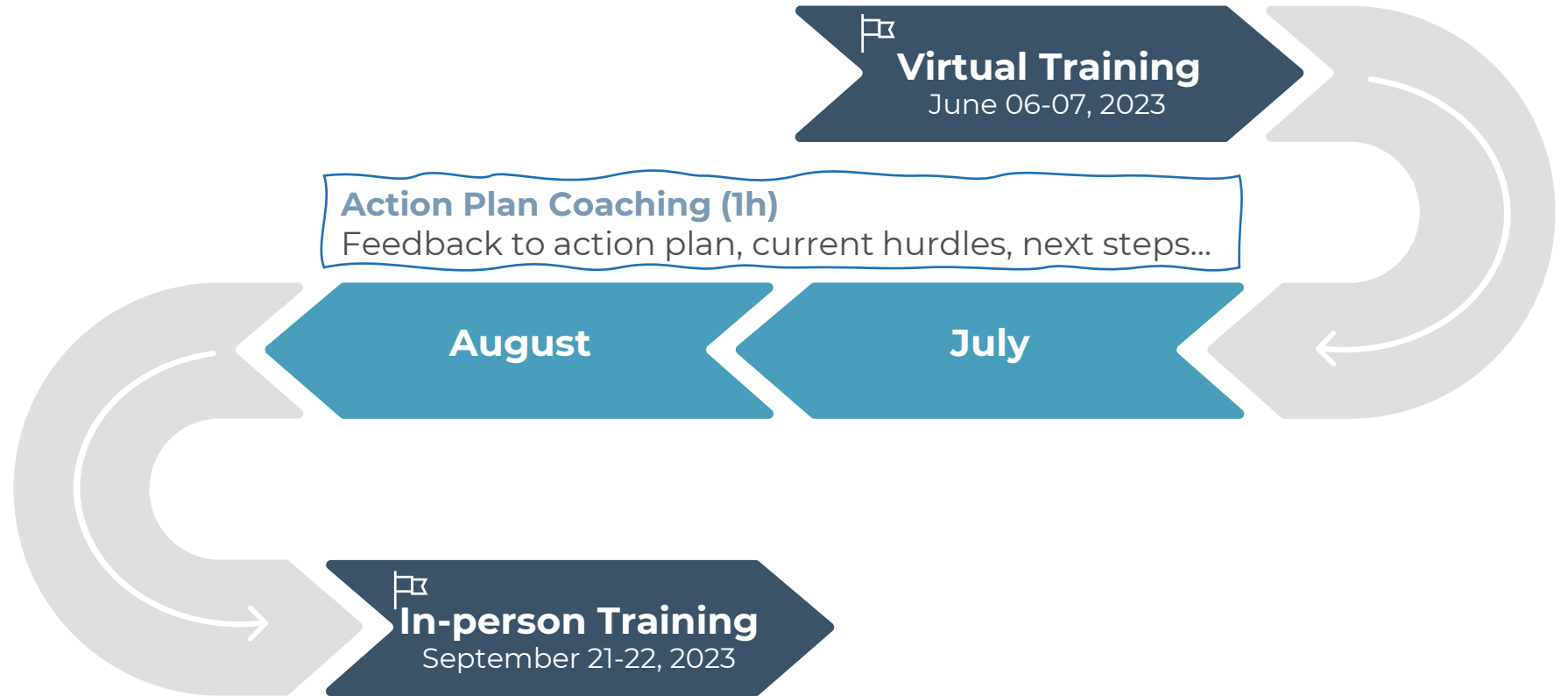


Next steps and Q&A

We 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!



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

Action Plan Coaching (virtual)



Organization

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

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

Length: 1 hour



Action Plan Coaching

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

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

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



Questionnaire Feedback

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

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

After meeting: You will have an iterated version of your questionnaire – please progress and ask your members to fill it out by 20th of January (please send out a reminder to your members on 10th of January)



Final Q&A



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For further information please do not hesitate to contact:



Manuel Seuffert

Tel: +49 (0)211 1377 2761
manuel.seuffert@kearney.com



Hanna Kim

Tel: +49 (0)211 1377 2268
hanna.kim1@kearney.com



Simon Jacobs

Tel: +49 (0)211 1377 2840
simon.jacobs@kearney.com



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