D2.2 | AgriFoodX5.0 Partnership strategy

28.10.2022

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Author: Clusaga

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AgriFoodX5.0 project partners and main facts

The AgriFood5X.0 project is composed by **5** organisations from **4** EU countries.

AgrifoodX5.0 is an EU co-funded project that aims:

- To strengthen cluster management excellence
- To facilitate exchanges and strategic partnering between clusters and specialised eco-systems across Europe;
- To offer to the cluster's SMEs and integrated programme and services based on excellence to drive and catalyze the Industry 5.0 concept in the food sector;
- The specific objective of AgrifoodX5.0 is to enhance the collaboration, networking and capacity building of cluster organisations and their members.

Direct beneficiaries:

- Agriculture and food clusters and its coordinators/ managers;
- SMEs (SMEs members of the partner clusters and also other SMEs from other clusters related to the agri-food and ICT/digital solutions sectors);
- Other European agri-food and ICT digital solutions clusters members.

Indirect beneficiaries:

- Other European clusters;
- Regional/national authorities and policy makers.

Introduction

This deliverable, *D2.2 Partnership Strategy* defines a joint strategy for the project duration (short-term) and at the mid-term (2024-2025) and long-term (2026-2028). The strategy builds on the synergies between the partners' competences as well as on the shared needs of their members.

Overall, the strategy includes:

- The definition of collaboration objectives and collaboration areas.
- The definition of responsibilities for each partner.
- The definition of the management, internal communication and decision-making processes.
- The definition of the joint services/ actions.

D2.2 is complemented by *D2.3 Implementation roadmap*, defining an action plan with a calendarisation and responsibilities for the implementation of the services and activities considered in the partnership strategy.

We also provide as an annex the portfolio of individual services defined by each partner.

Content

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| 1 |
AgriFoodX5.0 strategic definition

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1.1 | Overview of the strategy

The general elements guiding the AgriFoodX5.0 strategy are:

- The partnership vision: how we see AgriFoodX5.0 in the long-term;
- The partnership mission: which is the purpose of AgriFoodX5.0;
- The strategic objectives: defining what the partnership aims to achieve;
- The operational pillars: work areas aligned with the strategic objectives that will guide the action plan and roadmap in the short-term (during project lifetime), mid- and long-term (after the project lifetime).

All these strategic elements are aligned with the Clusters' Excellence principles and with the AgriFoodX5.0 proposal. They are defined in the following slides.

AgriFoodX5.0 timeframe has two main periods, clearly differentiated:

- Short-term (02/2022-01/2023): during the project lifetime, through which the partnership will be focusing on successfully implementing the grant agreement and setting strong basis for cooperation in the long-term.
- Mid- term (2024-2025) to long-term (2026-2028): the partnership will continue cooperating and searching for funding opportunities to support relevant collaboration actions.

1.2 | Vision and mission

Mission

- AgriFoodX5.0 partnership is a driver of the ecosystem, that plays an essential role in the process of overcoming the challenges in the transition of agrifood SMEs towards the Industry 5.0 principles (digital transition, green transition, internationalisation, human-centric approach).

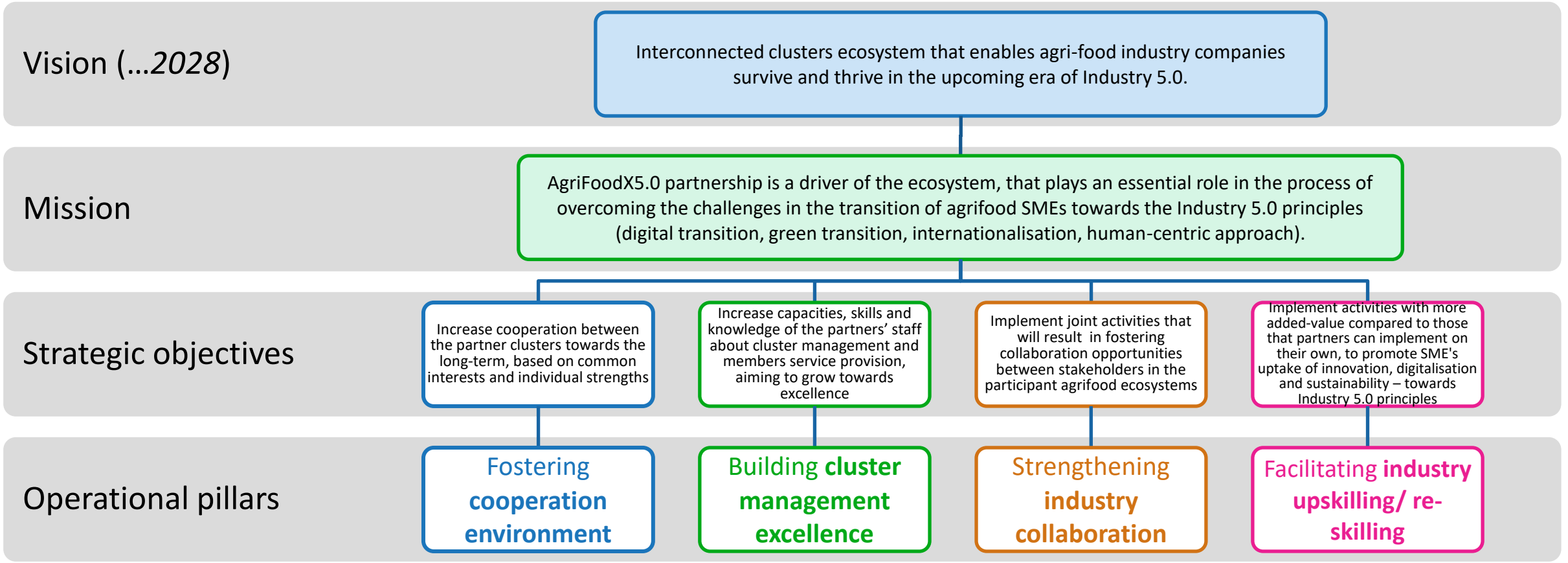
  During that transition process, the partnership strengthens and improves the management and professional competencies and skills of the partners.

  Furthermore, the partnership should be ready to transform the challenges of the agrifood sector into innovation, business and investment opportunities, optimising their resources and expanding their field of action from regional/national level to European and international level.

Vision (…2028)

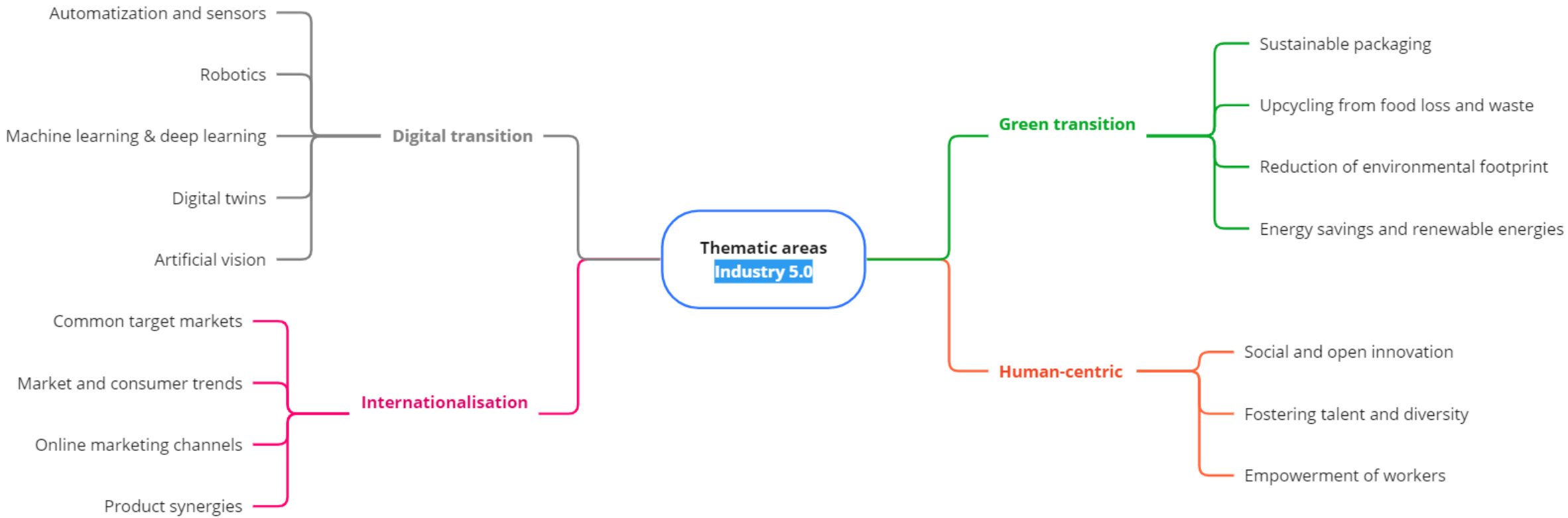
- Interconnected clusters ecosystem that enables agri-food industry companies survive and thrive in the upcoming era of Industry 5.0.

1.3 | Strategic objectives and operational pillars



1.4 | Thematic areas of AgriFoodX5.0

In addition, to the aforementioned operational pillars, AgriFoodX5.0 is thematically driven by the Industry 5.0 principles. In that sense, the different actions/ services to be implemented will be focused on the thematic areas in the figure below, which are based on the priorities and trends of digital transition, green transition, internationalisation and the human-centric approach; thus, those that are key for the transition towards Industry 5.0 in the food sector.



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Joint actions/ services of AgriFoodX5.0

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2.1 | Overview of joint actions/ services

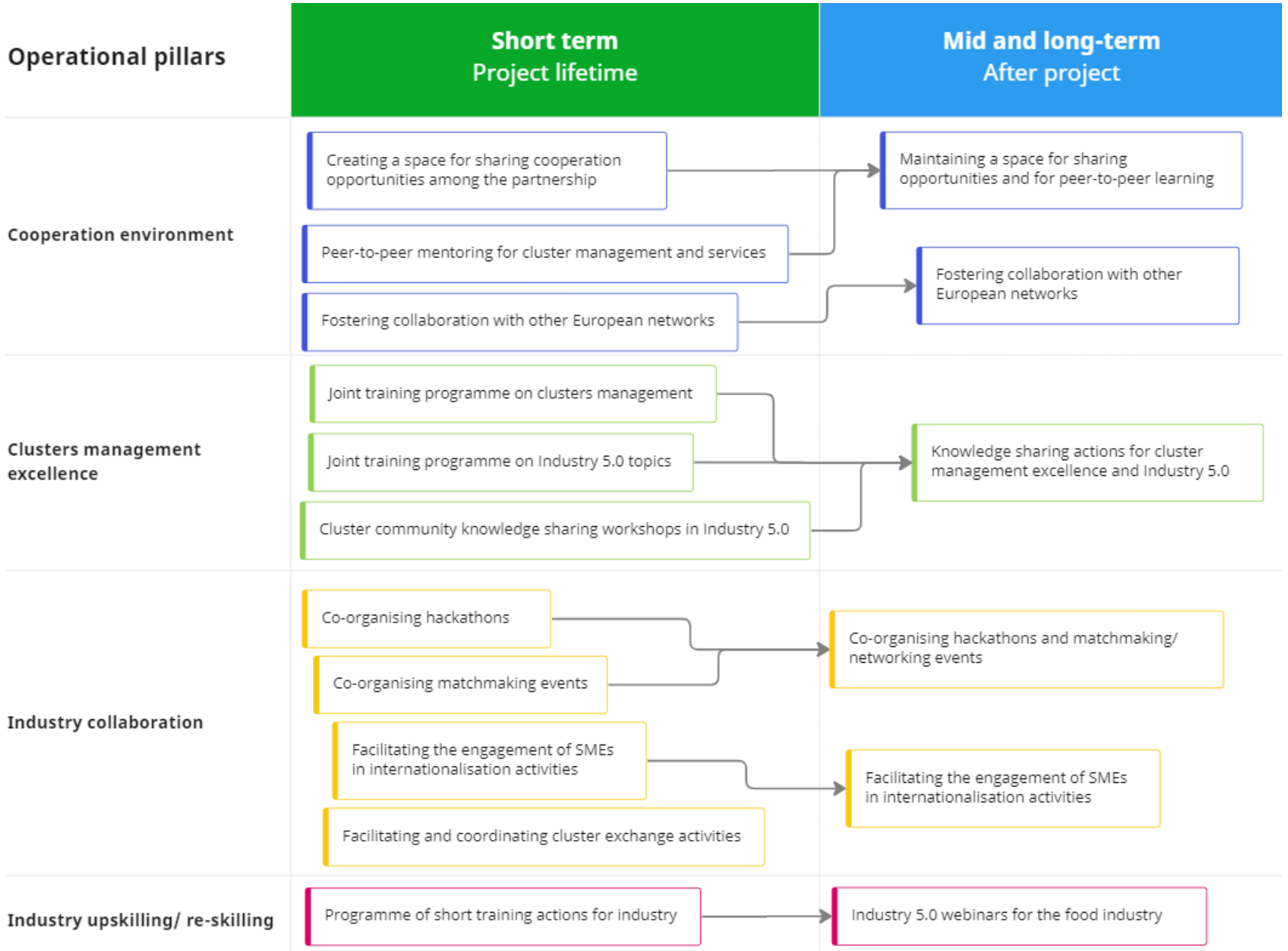
This chapter defines and presents a set of actions and services to be jointly designed and provided by the partnership.

These actions/ services are aligned with the interests, priorities and needs of the partners, while taking advantage of the possibilities that collaboration within the AgriFoodX5.0 partnership brings.

As shown in the figure, some actions will be mainly implemented in the short-term (during project lifetime), while others will continue in the mid- and long-term.

However, the continuation of those actions after the end of the co-funded project will need to be revised in their content and scope.

These actions are presented in the following slides.



2.2 | Joint actions/services during project lifetime

A) Cooperation environment

Action A.1 Creating a space for sharing cooperation opportunities among the partnership

Motivation: in order to build strong cooperation bounds among the partners, it will be convenient to share additional cooperation opportunities beyond the specific activities included in the AgriFoodX5.0 project.

Objective: the objective of this action is to facilitate that the partners have a space and get the habit of sharing among them information about relevant opportunities for collaboration or other opportunities that may be relevant for each of them individually.

General description of action:

The project internal communication channels will be used to share information about specific opportunities related to:

- Policies, programmes, reports, etc. that are relevant for cluster excellence, for industry 5.0 principles, or for the agrifood industry
- Calls that may be suitable to continue and expand the collaboration among the partners
- Other projects in which partners are involved in

This will be done mainly through the Google Drive folder and through the monthly partnership meetings, as well as in other partnership events. In each monthly partnership meeting, 10 minutes will be allocated for two partners to present relevant information about the topics indicated above.

2.2 | Joint actions/services during project lifetime

A) Cooperation environment

Action A.2 Peer-to-peer mentoring for cluster management and services

Motivation: in order to build strong cooperation bounds among the partners, as well as to learn from one another, is important to facilitate moments of experience and knowledge sharing. Furthermore, as the partners are implementing their individual service portfolios (see Annex) and some of them are new or improved services, they may need to discuss difficulties they face with other clusters that have more experience in the specific area of that service.

Objective: the objective of this action is to facilitate that the partners consult among themselves the difficulties they face in their cluster activities – related to the service provision, management, members relationships or other activities – and share recommendations and lessons learnt based on their experience.

General description of action:

In this action, the project internal communication channels will be used to discuss good practices, experiences and lessons learnt in relation to:

- Good provision of services
- How to improve and maximise the individual services provided
- Relevant topics for dissemination activities
- Partners suitable for specific projects or actions

Furthermore, each partner will be available to meet and discuss with the other partners and support them with knowledge sharing and recommendations (mentoring) through peer-to-peer meetings. For this, it would be relevant to consider the strengths of each cluster: LIC – digitalisation, international network connections; Clusaga – knowledge about European project opportunities, sustainability services; LITMEA – internationalisation, cluster labelling processes; PFQC – internationalisation; and Inovcluster – product design, labelling processes.

2.2 | Joint actions/services during project lifetime

A) Cooperation environment

Action A.3 Fostering collaboration with other European networks

Motivation: there is a need to create links with networks such Enterprise Europe Network or other pan-European platforms that connect and foster cooperation among regional or local innovation actors and enable the sharing of experiences, contacts, and results.

Objective: to take advantage of the individual networks of the partners to strengthen the partnership integration in other European networks to open new opportunities for cluster members.

General description of action:
The partnership is already well connected with the biggest European business support network the Enterprise Europe Network, where LIC is long-term members. There is a very strong connection to the 600+ EEN members at both operational and management levels, ensuring that partnership opportunities, results and needs can be widened effectively to other regions and industries. The partnership members can identify other pan-European networks that might be used both as inspiration, as a resource or as a dissemination channel where challenges of the cluster members might be addressed.

2.2 | Joint actions/services during project lifetime

B) Clusters management excellence

Action B.1 Joint training programme on clusters management

Motivation: as identified in the strategic analysis, partners need to improve the impact and value-added of the services to their members, while being able to have more effective and efficient management processes and find new funding sources to secure the activities for their members.

Objective: to define and implement a joint training programme for the partners to help their staff to improve their cluster management skills; thus, to become more economically sustainable and more impactful and valuable for their members.

General description of action:

This action will include the definition and organisation of a joint programme including training, coaching and mentoring activities, aiming to help the partners to be better prepared to define and implement successful clusters' services, business models and management processes.

The identified relevant aspects to be included in the training are:

- Successful clusters' business models
- Methodologies and good practices for the successful provision of services to cluster members and to enhance their engagement in the clusters' activities
- Good practices to create and update a strategy aligned with the needs of the clusters' members
- Relevant management processes (good practices) making a difference in clusters' management

This joint training programme will include an explanatory presentation from an expert on the matter, followed by a discussion and sharing of good practices.

2.2 | Joint actions/services during project lifetime

B) Clusters management excellence

Action B.2 Joint training programme on Industry 5.0 topics

Motivation: as identified in the strategic analysis, in order to be able to provide valuable services for members – specially SMEs – and support them in their transition towards Industry 5.0, the partners need to become more knowledgeable about Industry 5.0 principles, and which kind of activities can be effective to support SMEs.

Objective: to define and implement a training programme to provide clusters' staff with knowledge and tools for topics related to Industry 5.0, that they can use during the implementation of services for their members.

General description of action:

This action will include the definition and organisation of a joint training programme for clusters' staff in topics related to Industry 5.0, including:

- Digital transition: how to operationalise the clusters as a strategic tool to leverage SMEs for a digital transition and assist in integrating into EU and global value chains.
- Creative economy: social and open innovation methodologies to foster collaboration with and among members
- Sustainability: how to better address the green transition challenges with the SMEs in an impactful way that actually leads them to change
- Circular economy: key enablers of circular business model innovations in agri-food industry: what is the role of clusters?

2.2 | Joint actions/services during project lifetime

B) Clusters management excellence

Action B.3 Cluster community knowledge sharing workshops in Industry 5.0

Motivation: as identified in the strategic analysis, in order to be able to provide valuable services for members – specially SMEs – and support them in their transition towards Industry 5.0, there is a need of partners to learn about the experience and good practices of other clusters that are already more advanced in providing support for the digital and green transition of the industry.

Objective: to define and implement a series of workshops fostering a space for networking with other European clusters as well as peer learning opportunities about digital and green transition with other European clusters and stakeholders.

General description of action:

This action will include the definition and organisation of series of online discussion groups with other European clusters and stakeholders on topics related to how clusters can foster the digital and green transition of the agrifood industry.

This action complements Action A.2 (more focused on Industry 5.0 concepts and tools) with more hands-on lessons learnt from other clusters.

2.2 | Joint actions/services during project lifetime

C) Industry collaboration

Action C.1 Co-organising hackathons

Motivation: there is a need to foster collaboration between the different actors and stakeholders in the agrifood innovation value chain, so they can collaborate and work together to solve challenges of the sector. At the same time, there is a need to foster that collaboration at European level, increasing the contact networks of the individual cluster members.

Objective: to foster the organisation of a hackathon (during the Project) that will address challenges of the agrifood industry in Europe.

General description of action:

The partners will collaborate to organise a hackathon that will address specific challenges proposed by agrifood companies and other sector stakeholders in Europe, mainly members of the AgriFoodX5.0 clusters.

The partners will also cooperate to foster the mobilisation of challenge owners, mentors, challenger solver teams, etc. as well as to promote the hackathon as a highly visible European innovation event.

Overall, the planned hackathons will provide a number of benefits, providing a concrete focus area where the AgriFoodX5.0 partners can cooperate, learn and integrate new skills, while developing closer operational networks. Benefits for participating companies include access to new business models and technical solutions for companies to enable them to become more competitive in the future, and be better prepared for the transition into the economy based on the Industry 5.0 principles. The cross-border element will allow easier scaling up and transnational co-operation via expansion of networks, market information and relationships. Both organisations and companies will gain access to a wider pool of top expertise and best practices.

2.2 | Joint actions/services during project lifetime

C) Industry collaboration

Action C.2 Co-organising matchmaking events

Motivation: there is a need to foster collaboration and business opportunities between companies, technology centres, universities, etc. in the agrifood sector across Europe.

Objective: to foster opportunities to meet, find synergies and collaboration opportunities between the different actors in the agrifood sector in Europe, specially between companies and other actors in the agrifood value chain.

General description of action:

The action includes the organisation of four matchmaking events in collaboration among the different project partners. Events will have a European outreach and will be organised by the partners involved in each of the project countries (Latvia, Lithuania, Portugal and Spain) in collaboration with other stakeholders.

The events will cover the thematic topics of the project, related to Industry 5.0: digital and green transition, human-centric technology and innovation as well as internationalisation.

The matchmaking events will be organised in an online mode, using the B2match platform. They will combine plenary sessions with specific matchmaking (B2B sessions).

The partnership will focus not only on organising the events, but also in providing direct support to maximise the opportunities of the participants to reach agreements.

2.2 | Joint actions/services during project lifetime

C) Industry collaboration

Action C.3 Facilitating and coordinating cluster exchange activities

Motivation: there is a need to foster collaboration and business opportunities between companies, technology centres, universities, etc. in the agrifood sector across Europe.

Objective: to foster opportunities to meet, find synergies and collaboration opportunities between the different actors in the agrifood sector in Europe.

General description of action:

The action includes the planning and implementation of the ClusterXChange scheme by the AgriFoodX5.0 partnership.

To achieve this, the partners are monitoring and sharing information about suitable opportunities to facilitate exchanges, including: European events and exhibitions that are relevant for the agrifood industry, relevant events organised in the scope of other projects in which the partners work in, identification of outstanding agrifood regions in Europe, that may be especially relevant for a joint study mission.

2.2 | Joint actions/services during project lifetime

C) Industry collaboration

Action C.4 Facilitating the engagement of SMEs in internationalisation activities

Motivation: SMEs internationalising through clusters have highlighted the value of getting introduced to the “right contacts” – where they can gain new insights/ inspiration as well as relevant channels into new markets, as well as the importance of receiving international visibility/legitimacy and exposure to a broader range of opportunities.

Objective: the objective is knowledge sharing and identification of new opportunities and access to new partners and broadened networks.

General description of action:

The main cluster activities supporting internationalisation are:

1. General networking and access to new international contacts/ cooperation partners.
2. Access to market information/benchmarking/ inspiration.
3. Exposure to new opportunities/new partners in other sectors/other countries.

2.2 | Joint actions/services during project lifetime

D) Industry upskilling/re-skilling

Action D.1 Programme of short training actions for industry

Motivation: each partner has identified the needs of their members in terms of upskilling and re-skilling. Although some of these needs are common, training actions will be more effective if adapted to each local language and business and cultural context.

Objective: to improve the skills of key staff of agrifood companies in each involved region, mainly in relation to Industry 5.0 principles, with a stronger focus on digital and green transition, and innovation in general.

General description of action:

This action will be implemented in a decentralised manner, in order to facilitate that the specific training actions are tailored to the specific needs and language of each country. However, the partners will collaborate in sharing relevant contents, recommendations of experts, methodologies, and conclusions.

Topics that are to be considered for the individual member training actions are:

- European projects: relevant calls for food industry, how and where to find partners, cascade funding opportunities
- Compliance with legislative changes related to environment and sustainability
- New digital technologies and applications to agrifood sector
- Methodologies for open innovation within the organisation
- How to turn into a more sustainable company? Reaching a compromise between environmental, economic and social levels

2.3 | Joint actions/services after the project

AgriFoodX5.0 partners will be fostering the collaboration among themselves in the mid-term (2024-2025) and long- term (2028).

In general terms, and considering the strategic interests of the partners, the collaboration pillars in the mid- and long-term would continue being:

- Pillar A - Fostering cooperation environment
- Pillar B - Building lusters management excellence
- Pillar C - Strengthening industry collaboration
- Pillar D - Facilitating industry upskilling/re-skilling

2.3 | Joint actions/services after the project

A) Cooperation environment

Maintaining a space for sharing opportunities and for peer-to-peer learning

Motivation: in order to keep the identification of potential collaboration opportunities after the project, it will be necessary to set and keep alive the communication channels.

Objective: keep communication to foster collaboration and knowledge sharing among the partners after the end of the project.

General description of action:

Partners will keep continued communication and collaboration, through:

- Creation of a MS Teams space (or similar) for discussion and collaboration
- Creation and utilisation of a repository (in MS Teams or similar) for sharing of relevant information (policies, reports, events, missions, etc.) related to Industry 5.0 in the agrifood sector and related to the internationalisation, innovation and competitiveness of the agrifood industry
- Online meetings each 3-months to share and discuss: opportunities for collaboration in European projects, opportunities for collaboration in organisation/attendance to international fairs/ missions, etc.
- Availability of partners to have peer-to-peer mentoring meetings with other partners and share experience and recommendations on specific aspects related to cluster management or service provision
- Maintain the visual identity of the project

2.3 | Joint actions/services after the project

B) Clusters management excellence

Knowledge sharing actions for cluster management excellence and Industry 5.0

Motivation: the justification of this action would be to keep the essence of the partnership in relation to cluster management.

Objective: to provide clusters' staff with knowledge and tools on topics related to good cluster management that they can use in services for their members; as well as with knowledge to keep them updated on Industry 5.0 (innovation, digital and green transition) trends.

General description of action:

This action will include the organisation of a series of online workshops/webinars (5/ year, one per partner) in relevant topics related to cluster management and Industry 5.0.

Partners will collaborate for the organisation of these workshops (preparation of the programme, identification of speakers, dissemination of the event, etc.). The workshops will also be open to other invited clusters and to cluster members when relevant.

When possible, partners will seek the collaboration with other X-partnerships or other excellence clusters.

2.3 | Joint actions/services after the project

C) Industry collaboration

Co-organising hackathons and matchmaking/networking events

Motivation: there is a need to foster collaboration and business opportunities between companies, technology centres, universities, etc. in the agrifood sector across Europe.

Objective: to foster opportunities to meet, find synergies and collaboration opportunities between the different actors in the agrifood sector in Europe, specially between companies and other actors in the agrifood value chain.

General description of action:

The action includes the organisation of one matchmaking event or hackathon per year, in collaboration among the different project partners.

Events will have a European reach, and will cover the thematic topics of the project, related to Industry 5.0: digital and green transition, human-centered technology and innovation as well as internationalisation.

The matchmaking events will be organised in an online mode, using the B2match platform. They will combine plenary sessions with specific matchmaking (B2B sessions).

2.3 | Joint actions/services after the project

C) Industry collaboration

Facilitating the engagement of SMEs in internationalisation activities

Motivation: SMEs internationalising through clusters have highlighted the value of getting introduced to the “right contacts” – where they can gain new insights/ inspiration as well as relevant channels into new markets, as well as the importance of receiving international visibility/legitimacy and exposure to a broader range of opportunities.

Objective: the objective is knowledge sharing and identification of new opportunities and access to new partners and broadened networks.

General description of action:

The main cluster activities supporting internationalisation are:

1. General networking and access to new international contacts/ cooperation partners.
2. Access to market information/benchmarking/ inspiration.
3. Exposure to new opportunities/new partners in other sectors/other countries.

2.3 | Joint actions/services after the project

D) Industry upskilling/re-skilling

Industry 5.0 webinars for the food industry

Motivation: companies need to keep their knowledge updated about Industry 5.0 trends, technologies, opportunities, etc.

Objective: to plan and organise jointly a series of workshops/webinars to improve the knowledge and skills of key staff of agrifood companies in each involved region, mainly in relation to Industry 5.0 principles, with a stronger focus on digital and green transition, and innovation in general.

General description of action:

This action will include the organisation of a series of workshops/webinars (5/ year, one per partner) in Industry 5.0 topics that are interesting for companies.

Partners will collaborate for the organisation of these workshops/webinars (preparation of the programme, identification of speakers, dissemination of the event, etc.). The workshops will also be open to other invited clusters and to cluster members when relevant.

|3|
Partnership sustainability

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3.1 | Overview of partnership sustainability

Towards the end of the project the partners will collaboratively revise this partnership strategy in order to prepare the long-term cooperation agenda for AgriFoodX5.0.

To do so, partners will need to assess the performance and implementation of AgriFoodX5.0 in order to see what specific aspects would need to be improved or updated. This may lead to the review of the strategic objectives of the partnership, collaboration pillars, or specific actions.

This assessment will not only be done in the end of the funded project, but it will also be done yearly to keep track of the partnership progress, through quantitative assessment based on the scorecard (presented in next slide) as well as through qualitative assessment based on the close relations among the partners.

The specific qualitative aspects that partners will need to discuss for the sustainability of the partnership are:

- Strategic objectives and collaboration pillars: do we still find relevant to focus on i) Cooperation environment; ii) Clusters management excellence; iii) Industry collaboration, and iv) Industry upskilling/re-skilling? Are there other collaboration pillars to be added?
- Is it convenient for the partnership to be enlarged with additional members that complement the value chain or the geographical scope?
- Is it convenient to keep similar responsibilities as during project lifetime, or should these be revised and re-defined?
- Do we need to make changes in our communication channels?

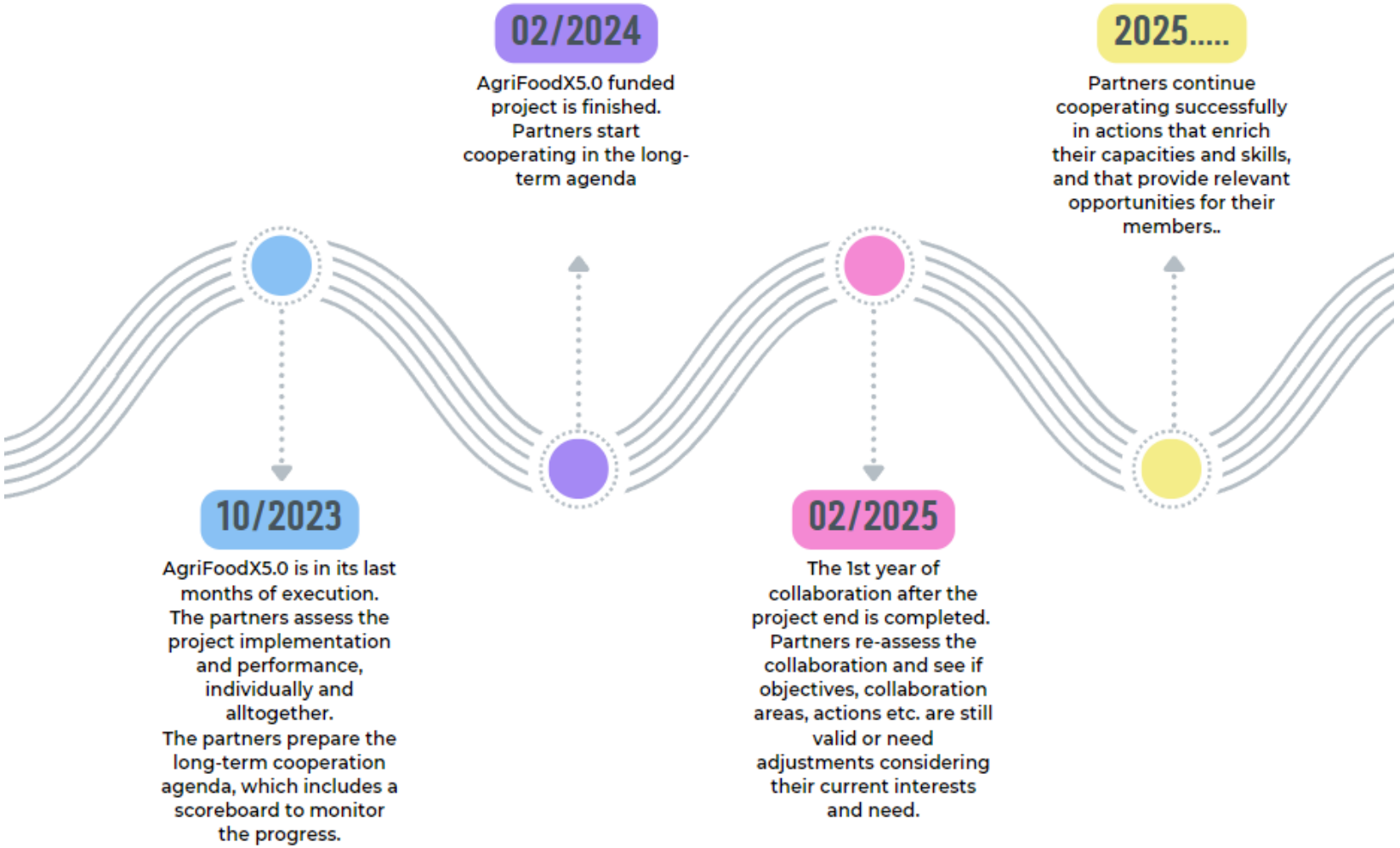
3.2 | Progress scorecard

In order to assess the progress and performance of the partners in the mid- and long-term, the partners will prepare a scorecard with KPIs related to the proposed actions.

The scorecard will be used to assess the progress in the different objectives, areas and actions of the partnership; thus, allowing to introduce adjustments and improvements when needed to ensure the relevance and impact of the partnership in the long-term.

KPI	Target per year	Low performance	Mid performance	High performance
Number of opportunities (events, exhibitions, etc.) shared among the partners	6	<5	5-7	>7
Number of project proposals involving more than three project partners	1	<1	=1	>1
Joint organised matchmaking events	1	<1	=1	>1
Joint webinars	5	<4	4-6	>6
Number of cooperation agreements among members of the clusters	2	<2	2-3	>3
Number of participants in matchmaking events	50	<45	45-55	>55
Number of participants in joint webinars	100	<80	80-120	>120

3.3 | Sustainability process milestones



3.4 | Management structure

After the end of the project, the partnership will continue working under a collaboration agreement or Memorandum of Understanding, which will be signed.

The managing structure will include the following elements:

- Coordinator: responsible for general management activities and for the organisation of partnership meetings.
- Steering committee: formed by the managing directors of each partners. The SC will act as the strategic decision making body, and well as day to day management body.

Decision making and conflict solving will be agreed in the partnership.

Decisions will usually be taken by seeking consensus. However, after sufficient time given, voting will be conducted (one organisation, one vote). Simple majority will be accepted.

The decision making processes and responsibilities for after the end of the project will be further detailed in the collaboration agreement or MoU.

D2.2 | AgriFoodX5.0 Partnership strategy

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D2.2 | Annex 1

Individual service portfolios and roadmaps

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Content

This annex 1 “Individual service portfolios and roadmaps” presents the results of Task 2.2 – *Design of the individual service portfolios* and T2.3 *Definition of the individual implementation roadmaps*.

The individual portfolios for each cluster includes a set of new or improved services, defined according to their specific needs, which complements the actions defined in the D2.2 Joint Strategy.

Complementing the portfolios (T2.2), this document includes also the respective implementation roadmaps, with actions and guidelines to support the implementation of the services.

1. Summary of services and support areas
2. Service catalogues
   - LIC
   - Clusaga
   - LITMEA
   - FPQC
   - Inovcluster
3. Service roadmaps
   - LIC
   - Clusaga
   - LITMEA
   - FPQC
   - Inovcluster

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Summary of services and support areas (1/2)

The table below provides a summary of the services included in each partners' individual portfolio.

Each cluster proposes at least four new or improved services. Each service contributes to one or more support areas (innovation, digital transition, green transition, internationalisation, and skills). Some of the services are more transversal and contribute to several support areas, specially in those cases in which the service focuses on innovation linked with digital and green transition.

It can also be seen that some partners propose services that are similar, such as support in the preparation of proposals, or the development of training actions for the members.

	List of services	Innovation support	Digital transition	Green transition	Internatio-nalisation	Skills
LIC	International market and partner search services				X	
	Digitalisation audit services		X			
	Advising on innovation funding opportunities	X				
	Providing recommendations for innovation policy	X				
	Test before invest	X				
	SME Sustainability Transition Plan			X		
Clusaga	Environmental regulatory oversight		X			
	Oversight of innovation, digitalisation and sustainability grants and other support actions	X	X	X		
	Support for preparation of innovation, digitalisation and sustainability projects	X	X	X		
	Training programme					X

Summary of services and support areas (2/2)

	List of services	Innovation support	Digital transition	Green transition	Internatio-nalisation	Skills
LITMEA	Export promotion services: organizing business missions and exhibitions				X	
	Join Activities by creating common products	X				
	Funding and support actions advice services for companies and support of preparation projects	X				
	Qualification and Training services					X
FPQC	Improved Cluster programme	X			X	
	Collecting and sharing information about financial support for cluster members	X	X	X	X	
	Participation in DIH (digital innovation hub)		X			
	Support in proposal writing to get financial support	X	X	X		
Inovcluster	Observatory of innovation, internationalisation, digitalisation and sustainability grants and other support actions	X	X	X	X	
	Partner search services and proposal writing of innovation, internationalisation, digitalisation and sustainability projects in cooperation	X	X	X	X	
	Green Observatory – Sharing knowledge and latest developments on sustainable processes and solutions			X		X
	Support for the integration of more sustainable processes and circular economy / sustainability			X		
	Digital observatory - Technological surveillance and dissemination service		X			
	Support in the diagnosis of technological needs and development of action plans and their implementation for the digital transition		X			

Individual service catalogues

Co-funded by the European Union

LITHUANIAN INNOVATION CENTRE

Lithuanian Innovation Centre (LIC)

Co-funded by the European Union

Services catalogue - LIC

International market and partner search services
What is the objective of the service? Assisting in finding partners both abroad and in Lithuania for enterprises and research institutions, who: (i) create and implement innovations; (ii) aim to sell or introduce new technologies; (iii) search for partners in international research, technological, and innovation projects. Search for technologies: (i) Searching for the technologies needed; (ii) consulting on technology transfer, intellectual property protection, and other related issues Assisting organisations in selecting and preparing for international events: (i) Advising on opportunities to participate in international events and fairs, aiming to find partners.
How will the service be implemented? Step 1. Value Chain (VC) analysis / recognition: The activities are named and the value of each of them is understood, links between them are explained, VC activities are evaluated Step 2. Assessment of internationalization potentials and identifying tools: Identification of opportunities for VC activities improvement along with internationalization potentials. Simply, the improvement ideas eventually lead to costs reduction or/and improvement of value delivered to customers. And identifying tools (events, matchmaking events, international open calls etc.) that might be applicable at each case. Step 3. Brief internationalization offer: The brief description of internationalization offers to circulate between networks where LIC is involved, this is the basis of matching partners. Step 4. Matching and working on cooperation model: All the relationships and networks of LIC are exploited to find appropriate partners. Industries boundary-crossing relationships exchange, both upstream and downstream in the value chain. Once the appropriate opportunities are open, LIC helps organizations in trust building, formulation of a target cooperation model etc.
What will the client receive (product/output)? Client-centric advises on which internationalisation model fits the best, also practical advices how to use specific internationalisation tools. Appropriate partner that might enable organisation to scale-up.
What will be the benefit? Clients have better opportunities to do business with international partners, also they get the risk assessment, and assessment of resources needed connected to different internationalisation strategies.

Services catalogue - LIC

Advising on innovation funding opportunities
What is the objective of the service? Assisting organisations in finding the most suitable funding alternative for their business goals or other projects. Providing consultations for public institutions, aiming to increase the efficiency of their activities by participating in pre-commercial and (or) innovative procurement. Helping companies to prepare proposals for participation in pre-commercial and (or) innovative procurement organized by public institutions.
How will the service be implemented? 1.Organising events, workshops or participating in the external events where we communicate about possibilities to apply of funding schemes. 2.Providing consultations on the possibilities to apply for co-financing of projects from the national. EU funds, and other funds 3.Advising on the risks and resources needed to apply for the co-financing of projects from the national, EU and other funds. 4.Funding sources together with the ideas are evaluated against the strategy of the organisation, the internal resources that the organisation owns. 5.Assisting in the preparation of funding application, and if needed activating international partner search services.
What will the client receive (product/output)? Access to public or alternative financial sources and setting strategy to acquire the funding.
What will be the benefit? The access to national or EU public funding is not transparent enough and it does not specifically target organisations with potential to become market leaders, especially for research intensive SMEs, getting access to finance is even more challenging because they are too far from selling commercialized products, thus consultants that help to overcome these hurdles are very relevant in the innovation ecosystem, and provide benefits for the SMEs.

Services catalogue - LIC

Providing recommendations for innovation policy
What is the objective of the service? Strengthening the dialogue, sharing knowledge and good practice, identifying the needs and issues in different sectors, initiating collective projects.
How will the service be implemented? Step 1. Analysing the development and potential of research & development & innovation in various sectors. Assessing economic, legal, and social elements as well as the latest technologies and market trends in various sectors Step 2. Bringing the actors of the innovation ecosystem (business, science, government, and society) together for joint initiatives promoting sustainable development of innovation based on the analytical data. Step 3. Providing expert insights to encourage their further development, launching dialogue and discussions on the most prominent questions. Step 4. Making recommendations in cooperation with public institutions, based on analytical activities and international practices, aiming to increase the efficiency and effectiveness of the innovation ecosystem.
What will the client receive (product/output)? New policy recommendations that are based on data and good practices.
What will be the benefit? The new policy framework which set priorities in order to address emerging opportunities and market developments.

Services catalogue - LIC

Test Before Invest
What is the objective of the service? The test before invest services allow companies to test digital technology before investing. The cluster will provide state-of-the-art test facilities and expertise to assist the companies with competence and testing of new digital solutions and technologies.
How will the service be implemented? Step 1. Information provision and digital maturity assessment. The digital maturity assessment provides SMEs with information on the degree of digitalization in their company and on further development potential. A special attention will be paid to risk assessment with regard to their exposure to various cyberattacks combined with corresponding action recommendations to reduce the greatest risks. Step 2. Demonstration activities and digital transformation modelling. Partner universities and research institutions set-up an information platform for their demonstrators. In this way, the partners make digitization tangible and use practical application examples to show where medium-sized companies can start in their own operations. Step 3. Knowledge and technology transfer Partners provide a wide range of consulting services, from data analysis to image recognition, to help companies select and use the right technologies. Also the consultants and researchers facilitate the knowledge exchange and provide evaluation of further ideas and product development.
What will the client receive (product/output)? Transferring knowledge on innovation process by advising on current technologies, conducting digital maturity analyses and providing the necessary infrastructures to test new developments without major investments.
What will be the benefit? Partner universities and research institutions offer a well-developed ecosystem for innovation and digitalization, focusing on competence building and testing to enhance innovation and market commercialization of products and services.

Services catalogue - LIC

SME Sustainability Transition Plan
What is the objective of the service? To assist companies in preparation of sustainability transition plan which will involve recommendations and practical advices how to transition to a low-carbon, more resource-efficient and circular economy.
How will the service be implemented? Step 1. Carbon Footprint Assessment This calculator will be capable to estimate the carbon footprint of industrial companies and will offer advice to its user on how to reduce their footprint. Step 2. Sustainability Transition Plan Development for SMEs The initial assessment will recommend SMEs to carry out detail assessment for providing the transformation support based on the industry best practices. Step 3. Training and support strategy in alignment with SME needs Online and onsite training program will be developed for each SME and matched with relevant sustainable advisors.
What will the client receive (product/output)? SMEs will be assessed on current and future status, readiness for EU Taxonomy and transition to develop the transformation plan.
What will be the benefit? SMEs will receive assessment reports, action steps and recommendations for the implementation of Sustainable Transition plans.

clúster alimentario de galicia

Galicia Food&Drink Cluster (Clusaga)

Co-funded by the European Union

Services catalogue - Clusaga

Environmental regulatory oversight
What is the objective of the service? The objective of this service is to provide to Clusaga's members information about new regulations, strategies and policies related to environmental sustainability, as well as changes in current ones, at the regional, national and European level, that are relevant for the Galician food industry.
How will the service be implemented? The service will be done in collaboration with a subcontractor with experience in strategic environmental regulation oversight, as well as in developing reports with the main environmental drivers for food industrial companies. The methodological steps are the following: 1) Define the minimum requirements that Clusaga expects for the service, in collaboration with Clusaga's Commission for Sustainability (members) and working groups 2) Review of methodologies for environmental or food security monitoring with public institutions or clusters 3) Identify and compare potential service providers based on their methodology or portfolio or previous report examples 4) Compare offers and choose a provider 5) Start collaboration with the provider and prepare the draft of the first newsletter 6) Prepare the template for the newsletter 7) Distribute the newsletter among the interested companies
What will the client receive (product/output)? Clusaga's interested members will receive an email with a document (newsletter) that includes information about environmental legislative changes relevant for the food industry. It will include: - Strategic framework in terms of environmental sustainability at European, national (Spanish) and regional (Galician) level - Already approved legislation - Environmental drivers - Preliminary draft regulations - Policies and law public participation initiatives and the state of the consultation process. The newsletters will be released (under subscription) every two months.
What will be the benefit? This service answers a need and demand of Clusaga's members (identified through Clusaga's Commission for Sustainability), who indicated that many regulatory changes are taking place (both at the European, national and regional level). Therefore, companies (specially SMEs) feel lost and unprepared to adjust themselves to the potential implications of those new regulations. Not being prepared on time for these legislative changes is a major threat for the industry companies. With this service, the companies could be informed and even participate in the creation of the news policies, strategies or regulations and could be forewarned of the changes taking place.

Services catalogue - Clusaga

Oversight of innovation, digitalisation and sustainability grants and other support actions
What is the objective of the service? The objective of the service is to provide to Clusaga's members information about available support actions at the regional, national and European level (through service programmes, grants, vouchers, etc.) that might be relevant to foster food innovation (product and processing innovation), digital transition and also green transition.
How will the service be implemented? The methodological steps are the following: - Identification of main funding bodies for innovation, green and digital transition at regional, national and European level - Subscription of relevant newsletters of funding bodies - Definition of types of calls and support actions to be monitored - Preparation of excel file for monitoring of relevant calls and compilation of the respective information, including the definition of the relevant fields to include - Definition and preparation of newsletter template - Preparation of first draft newsletter (test) - Implementation of the service (monthly newsletters)
What will the client receive (product/output)? Monthly newsletter for Clusaga's members with relevant opportunities (calls, vouchers, services, etc.). It will include: - Calls for innovation, digitalisation (industry 4.0/5.0), and sustainability projects open and foreseen. - Calls for expression of interest relevant for NextGen funds. - Relevant partner search opportunities identified. The newsletters will be released every month.
What will be the benefit? With this newsletter, Clusaga wants to improve the support given to their members. Currently Clusaga does an identification of relevant calls (non-systematic process), which are published in Clusaga's website and members are informed by mailing about highly relevant opportunities. By having this newsletter, the identification and information of opportunities will be more systematic, members will be better informed in advance of relevant opportunities and could be better prepared for participating and taking advantage of those support actions. Furthermore, Clusaga will be better prepared to organise workshops to build collaborations and project ideas for relevant calls.

Services catalogue - Clusaga

Support for preparation of innovation, digitalisation and sustainability projects
What is the objective of the service? The objective of the service is to provide to Clusaga's members direct support in building and preparing proposals to be submitted to public funding calls. By doing so, Clusaga will be encouraging and supporting their members in embarking on projects related to innovation, digitalisation and sustainability (collaborative or non-collaborative projects).
How will the service be implemented? This service builds on the results of the service "Oversight of innovation, digitalisation and sustainability grants and other support actions". Once Clusaga has a good systematic approach for the identification and information of available funding opportunities, Clusaga will foster the participation of their companies (mainly food SMEs) in those funding calls. This service has two cases: - Case A: the food company approaches Clusaga requesting support to apply to a funding opportunity - Case B: Clusaga fosters the preparation of projects for calls that are highly relevant for the sector The methodological steps will be the following: - Analysis of available funding opportunities and selection of calls to focus on (case B only) - Identification of food companies that may benefit from the call and direct contact with them (case B only) - Identification of relevant partners or providers (technology companies, researchers, consultancy companies, etc.) for the project - Establishment of contacts and support in the establishment of collaborations - Support needed in the preparation of the proposal
What will the client receive (product/output)? The main output will be the submission of a project application.
What will be the benefit? The supported companies will be benefited mainly by being encouraged to take advantage of support actions fostering their innovation, digitalisation and green transition. Also, they will receive support from Clusaga, technology providers and consultancy companies that are highly experienced and that have a track record of experiences.

Services catalogue - Clusaga

Upskilling and reskilling programme for the food industry
What is the objective of the service? This service aims to support the upskilling and reskilling of the Galicia food industry staff, specially young workers (under 30 years old), so they are better prepared to contribute to the competitiveness of the companies they work in; thus, of the sector.
How will the service be implemented? This is a new service. Up until now, Clusaga has been implementing some separate training actions, but not structured under a complete training programme. The methodology and action plan to provide the service is the following: <u>Definition</u> – 04/2022-06/2022 • Identification of industry needs • Definition of general themes to be included in the programme <u>Preparation</u> – 05/2022-09/2022 • Identification of training provider • Identification of funding support programme • Preparation of application to funding support programme (including proposal of contents to be included in the training programme) <u>Communication</u> – 12/2022-12/2023 • Mailing and communication through social media and WhatsApp channel to members to inform about the overall training programme and the expected training actions • Promotion of the overall training programme in meetings with the executive board, commissions and working groups • Monthly mailing to inform about the training actions in the next month <u>Implementation</u> – 01/2023-12/2023 • Preparation of training contents • Detailed calendarization of training actions (to be implemented monthly) • Monitoring of satisfaction
What will the client receive (product/output)? The output of the service will be a complete programme of training modules actions, including the following training topics: internationalisation, food regulation, digital marketing, circular economy and RSC, lean methodology, innovation-digitalisation, automation and robotics, logistics and traceability. Each training action is planned to be about 30h.
What will be the benefit? Participants will improve their skills to implement their responsibilities (or others) in the food industry.

Lithuanian Food Exporters Association (LITMEA)

Services catalogue - LITMEA

Export promotion services: organizing business missions and exhibitions
What is the objective of the service? Organizing joint business missions and assisting participating in exhibitions to promote internationalization, exports, business cooperation's, export activities and business development internationally.
How will the service be implemented? The methodological steps are the following: Step No 1. Research of the need of export promotions activities in organizations; Step No.2. Collect the information and analyse the data; Step No.3. Make a year plan for business missions, and list of exhibitions that would be of interest. Step No.4. Organizing joint business missions and assisting participating in exhibitions Step No.5. Collect the feedback form the organization who participating in internationalizations activities.
What will the client receive (product/output)? Each customer who are interesting in the internationalisation activities get: consultations, meetings, detailed plan for yearly business missions and exhibitions.
What will be the benefit? Each participants have opportunities to develop their business at international level in different international markets, to present their products and services in exhibitions which creates better opportunities for cooperation and connections.

Services catalogue - LITMEA

Joint activities by creating common products
What is the objective of the service? Shaped by the dynamic pace of life, the increasingly popular western culture, the increasing flow of foreigners, which poses new challenges for companies producing food products. Cooperation in the development of joint products by applying innovative solutions would create prerequisites not only for maintaining and strengthening export positions in foreign markets, but also for exploring opportunities for finding new niches and markets. To organize joint activities that are related to the activities of the SMART Food Cluster in pursuit of common goals through the development of new joint products and services.
How will the service be implemented? The methodological steps are the following: Step No.1 To group Cluster members by the food categories Step No.2 To organize workshop in different groups to find common things for creating new products. Step No. 3 To analyse the results of the workshop and generate few ideas. Step No. 4 To organize focus groups to find the best idea suitable for Cluster members organizations. Step No. 5 To search for external funding resource. Step No. 6 To implement joint activities by creating common products.
What will the client receive (product/output)? Each Cluster member who are interesting in the joint activities by creating new common products get: workshops, focus group with experts, ideas exchanges, now-how on new products.
What will be the benefit? Each participants have opportunities to participate in workshops and focus group, exchanging ideas and Know how, to build cooperation with other participants by generating new ideas and creating common products and services.

Services catalogue - LITMEA

Funding and support actions advice services for companies and support of preparation projects
What is the objective of the service? The main objective of the service is to provide advisory service for Cluster members about support actions at regional, national and international levels. Assistance at the application stage and during the project implementation.
How will the service be implemented? The methodological steps are the following: Step No. 1 To build a database of support actions at regional, national and international levels; Step No.2 Identification of Cluster's members needs to foster their innovation, digitalization, green transition and etc. Step. No.3 Grouping Cluster's members by their needs and organizing the consultation on the support action there are interesting in. Step No.4 Individual consultation of interested organization to navigate them through different support actions and programmes relevant to their needs. Step No.5 Assisting in proposal writings by attacking funds. Step No 6. Implementation of the service (if needed)
What will the client receive (product/output)? As a delivery the participants get the summary of various regional, national and international funding programmes, summary about open calls in the area participants are interested in. Relevant partners search (if needed). And assistance in application writings and implementation of the projects.
What will be the benefit? All Cluster members will know the opportunities for their organizations on the region, national and international support actions, relevant open calls and full support to attack funding to implement their needs and ideas.

Services catalogue - LITMEA

Qualification and training services
What is the objective of the service? To provide and organize short-term, time-limited and/or tailor-made qualification training which are signed to improve the qualifications of employees of companies in order to improve the products and services provided by companies.
How will the service be implemented? The methodological steps are the following: Step No 1 To find out Cluster members who are interested in qualification training; Step No.2 Research of the needs of short-term, time-limited and/or tailor-made qualification training in organizations; Step No.3 Create the qualifications programmes; Step No.4 Make a year or two years plan qualifications training. Step No.5 To search for external funding resource Step No.6 Organizing the qualifications training. Step No.7 Collect the feedback form the organization who participated in qualification training.
What will the client receive (product/output)? The organizations get the qualification training programmes short-term, time-limited and/or tailor-made qualification training plans, and the trainings itself.
What will be the benefit? All Cluster members who will be interested will have the possibility and opportunity to reskill and upskill employees of their organizations.

Food Product Quality Cluster (FPQC)

Co-funded by the European Union

Services catalogue - FPQC

Improved Cluster programme
What is the objective of the service? The aim of the event is to promote cooperation between businesses and research, education and knowledge dissemination organisations and other institutions at the local and international level, thus enhancing the competitiveness of businesses, increasing exports and the share of high value-added products and services, as well as innovation and new products.
How will the service be implemented? 1.At the beginning FPQC will collect the needs of its members and the requirements of the Clusters Program. Clusters program next round is not announced yet. 2.Considering collected information above, FPQC will include it in the FPQC further strategy. 3.Then FPQC will submit its project according National Clusters Program requirements.
What will the client receive (product/output)? FPQC members from the Clusters program will receive support activities for business growth, including export, training, knowledge exchange support.
What will be the benefit? FPQC members from the Clusters program will receive support activities for business growth, including export, training, knowledge exchange support.

Services catalogue - FPQC

Collecting and sharing information about financial support for cluster members
What is the objective of the service? The aim of the event is to collect information about possible financial support to FPQC members. Analyze this information and share with FPQC members. This info will help them to get financial support for their development and also for activities like internationalization, digital transition and green transition.
How will the service be implemented? 1.At the beginning FPQC will collect the needs and then look for the specific information on the financial support according the member's needs. 2.After analysing the situation, we will set the priorities and best channels of the delivering information to the members.
What will the client receive (product/output)? FPQC members will receive summarised information quarterly about financial support locally and EU level available according members needs and industry.
What will be the benefit? FPQC members will receive summarised information quarterly about financial support locally and EU level available according members needs and industry.

Services catalogue - FPQC

Help members of our cluster to write a proposal to get financial support
What is the objective of the service? The aim of the event is to help members of our cluster to write a proposal for financial support. Companies usually have no special stuff for proposal writing. We can help them with that. If there is an appropriate possibility for our member to apply for the financial support in EU, National, regional or private funding programs we can consult them.
How will the service be implemented? 1.At the beginning FPQC will collect the needs of the members. 2.After cluster will create specific proposal and agree with the member about best collaboration model.
What will the client receive (product/output)? FPQC members will receive basic proposal of the consultancy of application for the finance support. Based on the needs, tailored made proposal for each member will be created and agreed.
What will be the benefit? FPQC members will receive help to successfully apply for the financial funding.

Services catalogue - FPQC

Participation in DIH (Digital Innovation Hub)
What is the objective of the service? Our cluster is a part of Latvian Digital Innovation Hub. We want to cultivate the competitiveness of our local businesses, putting Latvia firmly on the digital map of the world. That is why we help entrepreneurs discover the most effective smart tools and find their way in all the digital solutions and knowledge options. Support actions: - digital development guide - Digital transformation and skill building
How will the service be implemented? 1.Cluster will distribute information about DIH services and opportunities. 2.Cluster will create webinars and individual consultancies. 3.Cluster will help to choose the companies services they need, apply for the services and achieved the result planned- to become digitally developed company.
What will the client receive (product/output)? FPQC members and other businesses will receive information and ability to apply for DIH provided services.
What will be the benefit? FPQC members and other businesses will receive information and ability to apply for DIH provided services.

desde 2009

INOVCLUSTER

Associação do Cluster Agro-Industrial do Centro

Associação do Cluster Agro-Industrial do Centro (Inovcluster)

Co-funded by the European Union

Services catalogue - Inovcluster

Observatory of innovation, Internationalisation, digitalisation and sustainability grants and other support actions
What is the objective of the service? The objective of the service is to provide to InovCluster's members information about available support actions at the regional, national and European level (through service programmes, grants, vouchers, etc.) that might be relevant to foster food innovation (product and processing innovation), digital transition, green transition and internationalisation.
How will the service be implemented? The methodological steps are the following: - Identification of main funding bodies at regional, national and European level for each area; - Subscription of relevant newsletters of funding bodies; - Definition of types of calls and support actions to be monitored; - Preparation of excel file for monitoring of relevant calls and compilation of the respective information, including the definition of the relevant fields to include; - Definition and preparation of newsletter/presentaion template for this information; - Implementation of the service (regular newsletters/presentations)
What will the client receive (product/output)? Regular newsletter/presentation for InovCluster's members with relevant opportunities (calls, vouchers, services, etc.). It will include: - Calls for innovation, internationalisation, digitalisation (industry 4.0/5.0), and sustainability projects open and foreseen. - Calls for expression of interest relevant for NextGen funds. - Relevant partner search opportunities identified.
What will be the benefit? With this service, InovCluster aims to improve the support given to their members. Currently InovCluster does an identification of relevant calls, which are published in InovCluster's Social Media for their followers, members or not members. This is done in a non-systematic process. By having this systematic process, the identification and information of opportunities will benefit the members that will be better informed in advance of relevant opportunities and could be better prepared for participating and taking advantage of those support actions. Furthermore, InovCluster will be more aware and better prepared to organise workshops to disseminate this opportunities and support the establishment of collaboration projects between InovCluster members and partners and also to promote the development of new ideas and approaches that can turn into innovative projects.

Services catalogue - Inovcluster

Partner search services and proposal writing of innovation, Internationalisation, digitalisation and sustainability projects in Cooperation
What is the objective of the service? The objective of the service is to provide InovCluster's members direct support in building partnerships and preparing proposals to be submitted to public funding calls. By doing so, InovCluster will be encouraging and supporting their members in embarking on projects related to innovation, internationalisation, digitalisation and sustainability in cooperation with other entities, national or international.
How will the service be implemented? This service builds on the results of the service "Observatory on innovation, internationalisation, digitalisation and sustainability grants and other support actions ". Once InovCluster has a more efficient systematic methodology for the identification and information of available funding opportunities, InovCluster will foster the participation of their members (Companies, Academia, RDI Centers or other Associations) in those funding calls. This service can be developed by three ways: - 1: InovCluster organizes events for the dissemination of funding opportunities available, with networking activities among members and other partners (Academia, RDI Centers, Legal entities, other companies and Asociations or Clusters) to foster the partnership building, bringing - 2: InovCluster develops proposals that are considered highly relevant for the agrifood sector development, in cooperation with it's members; - 3: The members approaches InovCluster with an idea for a project and requesting support to find partners and apply to an existing funding opportunity. The methodological steps will be the following: - Analysis of available funding opportunities and selection of calls to focus on; - Identification of food companies that may benefit from the call and direct contact with them; - Identification of relevant partners or providers (RDI centers, researchers, consultancy companies, academia, other associations/clusters, other SMEs, etc.) for the project; - Establishment of contacts and support in the establishment of collaborations; - Support needed in the preparation of the proposal.
What will the client receive (product/output)? The main output will be the establishment of cooperation partnerships, and the submission of a project application.
What will be the benefit? The supported members will benefit mainly by being encouraged to take advantage of support actions fostering their innovation, internationalisation, digitalisation and green transition. Also, they will receive support from InovCluster, and it's partners or providers (RDI centers, researchers, consultancy companies, academia, other associations, other SMEs, etc.) that are highly experienced and that have a track record of experiences that may be usefull to bring innovation in the projects idea development and result in a successful proposal.

Services catalogue - Inovcluster

Green Observatory – Sharing Knowledge and latest developments on sustainable processes and solutions
What is the objective of the service? With this service InovCluster aims to raise awareness in it's members, mainly companies, to the need and advantages of implementing more sustainable processes in the development of their business. Also aims to upskill and reskill employees and managers of our company members to be more prepared to the Green transition challenges.
How will the service be implemented? The methodological steps are the following: - Identification of main trends, technologies and solutions at regional, national and European level for sustainability; - Subscription of relevant newsletters, journals, Social Media on sustainability; - Monitorization of other companies, or InovCluster's members activities to identify best practices; - Definition of the areas of interest for the agrifood sector sustainability; - Preparation of excel file for monitoring the relevant information gathered and planification of it's release; - Definition and preparation of newsletter/presentation template for this information; - Implementation of the service through regular newsletters/presentations for InovCluster's members and organization of dissemination events and workshops for the sector;
What will the client receive (product/output)? Regular newsletter/presentation for InovCluster's members with relevant information on sustainability processes, best practices and success cases, and participation at events and workshops for dissemination of the gathered information for all the agrifood sector.
What will be the benefit? With this service, InovCluster aims to improve the support given to their members for facing the challenges of Green transition. Currently InovCluster does an identification of relevant information in a non-systematic process, which are published in InovCluster's Social Media for their followers, members or not members. By having this systematic process, the identification and information will benefit the members that will be better informed. Furthermore, InovCluster will be more aware and better prepared to organize events or workshops to disseminate, upskill and reskill this opportunities and support the companies to adopt more sustainable practices.

Services catalogue - Inovcluster

Support for the integration of more sustainable processes and circular economy / sustainability
What is the objective of the service? With this service InovCluster aims to support the agrifood companies, in the implementation of more sustainable practices.
How will the service be implemented? The methodological steps are the following: - Support in the Diagnosis of the sustainability/ circular economy status (carbon, water, energy footprint and residues management) of the company, first through a simple self-assessement or a more complete diagnosis, both with our support; - Support in the identification of the main areas in need of intervention; - Development of an Advisory Report on actions to be taken or of a Sustainability or/and Circular Economy Action Plan; - Technical support in the implementation of the action plan developed; - Finding support for the implementation of the action plan in public funding opportunities;
What will the client receive (product/output)? Self Assessment or Diagnosis of the company on Sustainability; Identification of main areas oof Intervention; Advisory Report and/or Action Plan to be implemented on Circular Economy or Sustainability with main actions to be implemented in the company; Support on the Implementation of the actions
What will be the benefit? With this service, InovCluster aims to support the implementation of more sustainable practices by identifying needs, developing action plans and implementing them.

Services catalogue - Inovcluster

Digital observatory - Technological surveillance and dissemination service
What is the objective of the service? With this service InovCluster aims to raise awareness in it's members, mainly companies, to the need and advantages of implementing Digital tools to facilitate processes in the development of their business. Also aims to upskill and reskill employees and managers of our company members to be more prepared to the Digital transition challenges.
How will the service be implemented? The methodological steps are the following: - Identification of main trends, technologies and solutions at regional, national and European level for Digital transition mainly in IoT and High Tech; - Subscription of relevant newsletters, journals, Social Media on Digital transition mainly in IoT and High Tech; - Monitorization of other companies, or InovCluster's members activities to identify best practices; - Definition of the areas of interest for the agrifood sector Digitalisation; - Preparation of excel file for monitoring the relevant information gathered and planification of it's release; - Definition and preparation of newsletter/presentation template for this information; - Implementation of the service through regular newsletters/presentations for InovCluster's members and organization of dissemination events and workshops for the sector;
What will the client receive (product/output)? Regular newsletter/presentation for InovCluster's members with relevant information on sustainability processes, best practices and success cases, and participation at events and workshops for dissemination of the gathered information for all the agrifood sector.
What will be the benefit? With this service, InovCluster aims to improve the support given to their members for facing the challenges of Digital transition. Currently InovCluster does an identification of relevant information in a non-systematic process, which are published in InovCluster's Social Media for their followers, members or not members. By having this systematic process, the identification and information will benefit the members that will be better informed. Furthermore, InovCluster will be more aware and better prepared to organize events or workshops to disseminate, upskill and reskill this opportunities and support the companies to adopt Digital solutions and technologies.

Services catalogue - Inovcluster

Support in the diagnosis of Technological needs and developmentof Action plans and their implementation for the Digital transition
What is the objective of the service? With this service InovCluster aims to support the agrifood companies, in the adoption of Digital technologies and solutions and Industry 5.0 implementation.
How will the service be implemented? The methodological steps are the following: - Support in the Diagnosis of the Digital needs of the company; - Development of an Advisory Report or and more detailed Action plan on Digitalisation and Industry 5.0 for the company; - Technical and training support in the implementation of the Action plan developed; - Finding support for the implementation of the action plan through public funding opportunities;
What will the client receive (product/output)? Self Assessment or Diagnosis of the company on Digitalisation and Industry 5.0; Identification of main areas oof Intervention; Advisory Report and/or Action Plan to be implemented; Tachnical Support and training on the Implementation of the actions proposed.
What will be the benefit? With this service, InovCluster aims to support the digital transitions of the companies and their approach for Industry 5.0.

Individual service roadmaps

Co-funded by the European Union

LITHUANIAN INNOVATION CENTRE

Lithuanian Innovation Centre (LIC)

Co-funded by the European Union

Services roadmap - LIC

International market and partner search
Target group Lithuanian SMEs, universities, research organisations that need to connect with partners from all areas (investment, business, universities and research centres), because they aim to scale-up their organisation and benefit from the expansion into new markets or acquisition of new knowledge or technologies. The target number of organisations that receive the service is 192/year.
Methodology & action plan This is a service already available in LIC's catalogue, that will be improved by initiating connections with new pan-European networks and partnerships that could assist in providing specific and market-oriented information. For each organisation that demands the service, the following steps are implemented. The completion of the four steps takes approximately 4-24 weeks. Step 1. Value Chain (VC) analysis / recognition: The activities are named and the value of each of them is understood, links between them are explained, VC activities are evaluated Step 2. Assessment of internationalization potentials and identifying tools: Identification of opportunities for VC activities improvement along with internationalization potentials. Simply, the improvement ideas eventually lead to costs reduction or/and improvement of value delivered to customers. And identifying tools (events, matchmaking events, international open calls etc.) that might applicable at each case. Step 3. Brief internationalization offer: The brief description of internationalization offers to circulate between networks where LIC is involved, this is the basis of matching partners. Step 4. Matching and working on cooperation model: All the relationships and networks of LIC are exploited to find appropriate partners. Industries boundary-crossing relationships exchange, both upstream and downstream in the value chain. Once the appropriate opportunities are open, LIC helps organizations in trust building, formulation of a target cooperation model etc.
Required resources/ skills The access to different international networks such as EEN, GoSmart network, cluster collaboration platform etc. The cluster should have good knowledge in different markets, main technology, societal, environmental trends that might impact need for new products/services. Also, must be experienced in evaluating different business models, internationalisation risks and opportunities, find relevant financing schemes that might help in internationalisation.
Business model For free, as part of EEN

Services roadmap - LIC

Advising on innovation funding opportunities
Target group SMEs, no specific industry, as well as public organisations that have innovative ideas that could be implemented in cooperation with SMEs. The target number of organisations that receive the service is 800/year.
Methodology & action plan This is a service already available in LIC's catalogue, that will be improved by integrating monthly newsletter for clients on national and international funding opportunities. For each organisation that demands the service, the following steps are implemented. The completion of the four steps takes approximately 4-36 weeks. Step 1. Creating awareness: Organising events, workshops or participating in the external events where we communicate about possibilities to apply of funding schemes. Step 2. Engaging with interested SMEs: Providing consultations on the possibilities to apply for co-financing of projects from the national, EU funds, and other funds. Step 3. Aligning strategy with funding opportunities: Advising on the risks and resources needed to apply for the co-financing of projects from the national, EU and other funds. Funding sources together with the ideas are evaluated against the strategy of the organisation, the internal resources that the organisation owns. Step 4. Assisting in the preparation of funding application, and if needed activating international partner search services. The service will be improved by adding new awareness creation channels that will allow us to reach a bigger number of SMEs interested in further steps of this service. We will use a monthly newsletter which will be mailed to all LIC clients that agreed to receive information about new public funding opportunities from LIC.
Required resources/ skills The implementation of this service requires a good knowledge of funding opportunities, funding bodies, events for dissemination of funding opportunities, capacity and skills for proposal writing. All these required resources/skills are available in LIC. Thus, the service will be implemented with internal resources. When specific competences not available in LIC are needed, external experts may be hired.
Business model Free of charge.

Services roadmap - LIC

Providing recommendations for innovation policy
Target group National and regional policy makers that are responsible for the business support, innovation support, business and science cooperation legislation, new measures and financial schemes that could accelerate Lithuanian innovation ecosystem. The target number is 15 innovation policy recommendations per year.
Methodology & action plan This is a service already available in LIC's catalogue, that will be improved by adding a cross-sectoral approach and providing policy recommendations that would foster cooperation between different ministries (for ex. The Ministry of economy and innovation, the Ministry of agriculture and the Ministry of environment. For each organisation that demands the service, the following steps are implemented. Step 1. Analysing the development and potential of research & development & innovation in various sectors. Assessing economic, legal, and social elements as well as the latest technologies and market trends in various sectors Step 2. Bringing the actors of the innovation ecosystem (business, science, government, and society) together for joint initiatives promoting sustainable development of innovation based on the analytical data. Step 3. Providing expert insights to encourage their further development, launching dialogue and discussions on the most prominent questions. Step 4. Making recommendations in cooperation with public institutions, based on analytical activities and international practices, aiming to increase the efficiency and effectiveness of the innovation ecosystem.
Required resources/ skills • Human resources that are capable of analysing data and making insight on specific innovation policy development. • Pool of datasets from various public and private organisations. • Good network of national and regional stakeholders that should be involved in the consultation process. • Access to decision makers in order to provide the recommendations. All these resources/skills are available in LIC; thus, the service will be provided with internal resources.
Business model Free of charge.

Services roadmap - LIC

Test Before Invest
Target group Cluster SMEs that are planning to invest in new advanced digital solutions but would like to assess the risks and test if technologies are applicable. This is a low-cost method to test the business value before investment and implementation. The target number is 5 per year.
Methodology & action plan Part of this service (digital maturity assessment and assistance in technology tranfer) is already in the LIC's catalogue, and in the 2023 the service will be improved by supplementing it with demonstration activities (test before invest). Step 1. Information provision and digital maturity assessment. (the service on average takes 2 months to complete) The digital maturity assessment provides SMEs with information on the degree of digitalization in ther company and on further development potential. A special attention will be paid to risk assessment with regard to their exposure to various cyberattacks combined with corresponding action recommendations to reduce the greatest risks. Step 2. Demonstration activities and digital transformation modelling. Partner universities and research institutions set-up an information platform for their demonstrators. In this way, the partners make digitization tangible and use practical application examples to show where medium-sized companies can start in their own operations. Step 3. Knowledge and technology transfer (the service could take up to 12 months) Partners provide a wide range of consulting services, from data analysis to image recognition, to help companies select and use the right technologies. Also the consultants and researchers facilitate the knowledge exchange and provide evaluation of further ideas and product development.
Required resources/ skills 1.Human resources: consultants that are capable of identifying technological needs and assess the digital maturity. Also, employees that are experienced in technology transfer. 2.Network of partners (universities, research centres, technology parks, business entities etc.) that could provide test and demonstration environments where materials, products, services and processes could be tested under real conditions. Every test bed should be surrounded by a wide networks of expertise. 3.Public funding measures that could provide a co-financing for the arrangement of demonstration environment and implementation of new technologies. The service will be implemented through a combination of internal and external (hired experts) resources.
Business model Free of charge for the cluster members.

Services roadmap - LIC

SME Sustainability Transition Plan
Target group Industrial SMEs that want to transform into green, competitive and sustainable enterprises and will look for investment opportunities to implement this transition. The target number of industrial SMEs to receive the service is 20 per year.
Methodology & action plan This is a new service that LIC is designing. Step 1. Carbon Footprint Assessment (on average takes 1 month to implement) This calculator will be capable to estimate the carbon footprint of industrial companies and will offer advice to its user on how to reduce their footprint. Step 2. Sustainability Transition Plan Development for SMEs (on average takes 2 month to implement) The initial assessment will recommend SMEs to carry out detail assessment for providing the transformation support based on the industry best practices. Step 3. Training and support strategy in alignment with SME needs Online and onsite training program will be developed for each SME and matched with relevant sustainable advisors.
Required resources/ skills The service will be implemented through a combination of internal and external (hired experts) resources.
Business model Free of charge.

clúster alimentario de galicia

Galicia Food&Drink Cluster (Clusaga)

Co-funded by the European Union

Services roadmap - Clusaga

Environmental regulatory oversight

Target group

This service will be limited to Clusaga's members, more specifically interested food companies.
The quantitative target is that 40 members subscribe to the service.

Methodology & action plan

This is a new service, that complements the sustainability service that Clusaga has already.
The service will be provided through a bi-monthly newsletter under subscription. The methodology and action plan to provide the service is the following:

Definition - 07/2022-09/2022

- Define the minimum requirements that Clusaga expects for the service, in collaboration with Clusaga's Commission for Sustainability (members)
- Review of methodologies for environmental or food security monitoring with public institutions or clusters
- Identify and compare potential service providers based on their methodology or portfolio or previous report examples

Preparation - 09/2022-10/2022

- Compare offers and choose a provider
- Start collaboration with the provider and prepare the draft of the first newsletter
- Prepare the template for the newsletter

Communication – 10/2022-02/2023

- Dissemination mailing to all Clusaga's members to inform about this new service and how it will work
- Dissemination of the service in meetings with Clusaga's executive board, commissions, working groups, etc.
- Dissemination of the service through Clusaga's Whatsapp channel

Implementation – 12/2022-onwards

- Preparation of first newsletter (12/2022)
- Implementation of the service (bi-monthly newsletters)
- Monitoring of the service, monitoring of satisfaction

Required resources/ skills

This service requires a good knowledge about environmental regulation and Clusaga's team is not knowledgeable in this area. Therefore, this service needs to establish a collaboration with a subcontractor with experience in strategic environmental regulation oversight, as well as in developing reports with the main environmental drivers for food industrial companies; thus, Clusaga will need to allocate budget for contracting the external experts.

Business model

The service will be free of charge, at least the first year of service.

Services roadmap - Clusaga

Oversight of innovation, digitalisation and sustainability grants and other support actions
Target group This service will be limited to Clusaga's members, more specifically food companies interested in this information. The target of companies that receive the newsletter is 50 food companies.
Methodology & action plan This is an improved service. Currently Clusaga only scouts and publishes in the website relevant calls, but the cluster did not have a newsletter. The service will be provided through a monthly newsletter sent to all Clusaga's members, informing about current and upcoming opportunities. The methodology and action plan to provide the service is the following: <u>Definition – 07/2022-10/2022</u> • Definition of types of calls and support actions to be monitored <u>Preparation – 10/2022-12/2022</u> • Identification of main funding bodies for innovation, green and digital transition at regional, national and European level • Subscription of relevant newsletters of funding bodies • Preparation of Excel file for monitoring of relevant calls and compilation of the respective information, including the definition of the relevant fields to include • Definition and preparation of newsletter template <u>Communication – 12/2022-01/2023</u> • Dissemination mailing to all Clusaga's members to inform about this new service and how it will work • Dissemination of the service in meetings with Clusaga's executive board, commissions, working groups, etc. • Dissemination of the service through Clusaga's Whatsapp channel <u>Implementation</u> 01/2023 onwards • Preparation of first newsletter (01/2023) • Implementation of the service (monthly newsletters) • Monitoring of the service, monitoring of user's satisfaction
Required resources/ skills This service will be provided with internal resources as Clusaga's team has the necessary knowledge of the ecosystem and support actions to successfully provide the service.
Business model The service will be free of charge and provided to cluster members.

Services roadmap - Clusaga

Support for preparation of innovation, digitalisation and sustainability projects
Target group This service is addressed to Clusaga's members, specially food industry SMEs. The target of companies that receive the service is 8/year.
Methodology & action plan This service builds on the results of the service "Oversight of innovation, digitalisation and sustainability grants and other support actions". Once Clusaga has a good systematic approach for the identification and information of available funding opportunities, Clusaga will foster the participation of their companies (mainly food SMEs) in those funding calls. This service has two cases: ❑ Case A: the food company approaches Clusaga requesting support to apply to a funding opportunity ❑ Case B: Clusaga fosters the preparation of projects for calls that are highly relevant for the sector The methodological steps will be the following (02/2023 onwards) • Analysis of available funding opportunities and selection of calls to focus on (case B only) • Identification of food companies that may benefit from the call and direct contact with them (case B only) • Identification of relevant partners or providers (technology companies, researchers, consultancy companies, etc.) for the project • Establishment of contacts and support in the establishment of collaborations • Support needed in the preparation of the proposal
Required resources/ skills Depending on the specific case, Clusaga may not have the required skills, resources or time to support all actions (e.g. proposal writing). In that case, Clusaga will collaborate with technology providers and consultancy companies, that have the required skills for each case. Clusaga will help to establish the collaboration with the food industry company.
Business model The business model will be defined on a case by case basis. Clusaga's contributions will be compensated either through a service fee, or through the collaboration in the specific project.

Services roadmap - Clusaga

Upskilling and reskilling programme for the food industry
Target group Food industry companies and their workers. The quantitative target is to have more than 200 participants doing the several training actions planned in the programme (about 15 participants per training action).
Methodology This is a new service. Up until now, Clusaga has been implementing some separate training actions, but not structured under a complete training programme. The methodology and action plan to provide the service is the following: Definition – 04/2022-06/2022 • Identification of industry needs • Definition of general themes to be included in the programme Preparation – 05/2022-09/2022 • Identification of training provider • Identification of funding support programme • Preparation of application to funding support programme (including proposal of contents to be included in the training programme) Communication – 12/2022-12/2023 • Mailing and communication through social media and WhatsApp channel to members to inform about the overall training programme and the expected training actions • Promotion of the overall training programme in meetings with the executive board, commissions and working groups • Monthly mailing to inform about the training actions in the next month Implementation – 01/2023-12/2023 • Preparation of training contents • Detailed calendarization of training actions (to be implemented monthly) • Monitoring of satisfaction
Required resources/ skills This service requires knowledge about the food industry needs, and capacity to reach and communicate with the companies. These competences are available in Clusaga. The service also requires the capacity to design and provide training programmes, and Clusaga does not have the necessary competences or time. An external consultancy company will be hired; thus, Clusaga will need to allocate funding for this service. In that regard, Clusaga applies to a national capacity building support programme.
Business model The service will be free of charge for the participants, as the training programme will be implemented with the support of a capacity building grant.

Lithuanian Food Exporters Association (LITMEA)

Services roadmap - LITMEA

Export promotion services: organizing business missions and exhibitions
Target group Any Lithuania SMEs, big organizations, public organizations etc., mostly belonging to the agri-food sector and, more specifically food companies interested in receiving information about internationalisation. The target number of organisations to be supported per year is 100.
Methodology & action plan The methodological steps are the following. These are to be repeated yearly, considering the feedback of the participants for the planning of the next year. Definition – 08/2022-10/2022 • Research of the need of export promotions activities in organizations • Collect and analyse the information Preparation – 10/2022-11/2022 • Make a year plan for business missions, and a list of exhibitions that would be of interest Communication – 11/2022-12/2022 • Mailing to members • Phone calls to highly relevant members interested to participate • Online group meetings • Social media communication Implementation – 01/2023-12/2023 • Organisation of joint business missions and support to participate in exhibitions • Collect the feedback from the participants results and satisfaction
Required resources/ skills The cluster should have good knowledges of international markets, must be experienced in making research, collecting and analysing data, organizing joint activities and finding relevant financing scheme that might help in internationalization. All specific skills are in the cluster team.
Business model Paid

Services roadmap - LITMEA

Joint activities for the co-creation of food products
Target group The service is limited only to Smart Food Cluster members, more specifically food companies interested in creating common products and services. The target number of organisations to be involved in the activities is 20.
Methodology & action plan The methodological steps are the following. This plan is to be re-defined on a yearly basis. Preparation – 11/2022-01/2023 • To group cluster members by food categories and services • To prepare in detail the methodology, including for co-creation workshops and focus groups Communication – 01/2023-03/2023 • To disseminate the service among the members of the cluster and engage them to participate Implementation – 03/2023-12/2023 • To organize workshops in different groups to find common interests and priorities for creating new products or services • To analyse the results of the workshop and generate ideas for new products or services • To organize focus groups to find the best ideas suitable for the cluster members organizations • To search for external funding resource • To implement the joint activities for the co-creation of the joint new products • To analyse the impact and satisfaction of the action, and communicate it among the members to further increase their engagement
Required resources/ skills The cluster should have good knowledge of members products and their ideas and directions; also has to be experienced in desk research, collecting and analysing data, organizing joint activities and finding relevant financing schemes that might help in joint activities by creating common products. All specific skills are in the cluster team. In case if needed external experts could be hired.
Business model Paid

Services roadmap - LITMEA

Funding and support actions advice services for companies and support of preparation projects
Target group Limited only to Smart Food cluster members. The target number of members to be supported is 10/year.
Methodology & action plan The methodological steps are the following: <u>Preparation – 05/2022-09/2022</u> • Identification of Cluster's members needs to foster their innovation, digitalization, green transition, etc. • To build a database of support actions at regional, national and international levels <u>Communication</u> – 10/2022-12/2023 • Mailing • Direct contacts with companies potentially interested • Cluster social media channels <u>Implementation – 12/2022-onwards</u> • Grouping cluster's members by their needs and organizing the consultation on the support action they are interested in • Individual consultation of interested organization to navigate them through different support actions and programmes relevant to their needs • Assisting in proposal writing by attacking funds • Support in the implementation of the project • Keep updated the database of support actions • Monitoring of results and satisfaction of participants
Required resources/ skills Knowledges of various regional, national and international funding programmes. Smart Food Cluster team has the necessary knowledge and specific skills to provide this service.
Business model Paid

Services roadmap - LITMEA

Qualification and training services
Target group Limited only to Smart Food Cluster members, more specifically addressing agri-food companies interested in short-term, time-limited and/or tailor-made qualification training. The target number of members receiving this service is 30/year.
Methodology & action plan The methodological steps are the following: Definition – 11/2022-12/2022 • To find out cluster members who are interested in qualification training • Research of the needs of short-term, time-limited and/or tailor-made qualification training in organizations Preparation – 01/2023-04/2023 • Create the qualifications programmes • Make a year or two years plan qualifications training • To search for external funding resource Communication – 04/2023-05/2023 Implementation – 05/2023-05/2024 • Organizing the qualifications training • Collect the feedback form the organization who participated in qualification training
Required resources/ skills To provide the service will be needed internal and external human resources. All actions will be done by the Cluster team members, except for the provision of the trainings, which will be provided by external experts.
Business model Free of charge

Food Product Quality Cluster (FPQC)

Co-funded by the European Union

Services roadmap - FPQC

Improved Cluster programme
Target group Food Products Quality Clusters (FPQC) members. The target number of members receiving this service is 70/year.
Methodology & action plan 1. Waiting until the Cluster program is announced in first quarter of 2023. 2. FPQC will collect the needs of its members and the requirements of the Clusters Program until Jun 2023. 3. Application for the Cluster program until end of 2023. 4. If application for the Cluster Program will be confirmed, FPQC will include it in the FPQC further strategy first quarter of 2024. 5. If application for the Cluster Program will be confirmed, implementation of the Cluster Program.
Required resources/ skills No additional resources are needed. Work will be done by current FPQC workforce.
Business model Paid.

Services roadmap - FPQC

Collecting and sharing information about financial support for cluster members
Target group Food Products Quality Clusters (FPQC) members. The target number of members receiving this service is 70/year.
Methodology & action plan 1. FPQC create proposal of service description to confirm number of members interested in the service. Until end of 2022. 2. If more than 5 members are interested in the service, FPQC will collect the needs of members every half of the year starting January 2023. 3. FPQC look for the specific information on the financial support according the member's needs monthly. 4. Adjustment of the service delivery.
Required resources/ skills No additional resources are needed. Work will be done by current FPQC workforce.
Business model Paid.

Services roadmap - FPQC

Help members of our cluster to write a proposal to get financial support
Target group Food Products Quality Clusters (FPQC) members. The target number of members receiving this service is 5/year.
Methodology & action plan 1. FPQC create proposal of service description to confirm number of members interested in the service. Until end of 2022. 2. If more than 5 members are interested in the service, FPQC will collect the needs of members every half of the year starting January 2023. 3. After FPQC will create specific proposal and agree with the member about best collaboration model.
Required resources/ skills Work will be delivered by current FPQC workforce. Additionally, collaboration with funding attraction specialists will be implemented.
Business model Paid.

Services roadmap - FPQC

Participation in DIH (Digital Innovation Hub)
Target group Food Products Quality Clusters (FPQC) members and other companies (any industry) The target number of members receiving this service is 7/year.
Methodology 1. Cluster will distribute information about DIH services and opportunities every half of the year starting January 2023. 2. Cluster will create webinars and individual consultancies reg. DIH activities every half of the year starting January 2023. 3. Cluster will help to choose the companies services they need, apply for the services and achieved the result planned- to become digitally developed company.
Required resources/ skills Work will be delivered by current FPQC workforce. Additionally, collaboration with other DIH partners will be elaborated.
Business model Free of charge.

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INOVCLUSTER

Associação do Cluster Agro-Industrial do Centro

Associação do Cluster Agro-Industrial do Centro (Inovcluster)

Co-funded by the European Union

Services roadmap - Inovcluster

Observatory of innovation, Internationalisation, digitalisation and sustainability grants and other support actions
Target group InovCluster's members and other stakeholders from the Agrifood industry The target number of members receiving this service is 150/year.
Methodology This is an improved service. Currently InovCluster only scouts and publishes in the website relevant calls, but the cluster did not have a newsletter/formal presentations. The service will be provided through a regular newsletter/presentation sent to all InovCluster's members, informing about current and upcoming opportunities. The methodology and action plan to provide the service is the following: Step 1 - Definition of types of calls and support actions to be monitored Step 2 - Identification of main funding bodies for innovation, internationalization, green and digital transition at regional, national and European level Subscription of relevant newsletters of funding bodies Step 3 - Preparation of Excel file for monitoring of relevant calls and compilation of the respective information, including the definition of the relevant fields to include Definition and preparation of newsletter/presentaton template Step 4 - Dissemination mailing to all InovCluster's members to inform about this new service and how it will work Dissemination of the service in meetings with InovCluster's executive board, commissions, working groups, etc. Dissemination of the service through InovCluster's Social Media channels and website Step 5 - Preparation of first newsletter/presentation; Implementation of the service (regular newsletters/presentations); Monitoring of the service, monitoring of user's satisfaction; The implementation of this service will start from April 2023.
Required resources/ skills This service will be provided with internal resources as InovCluster's team has the necessary knowledge of the ecosystem and support actions to successfully provide the service.
Business model The service will be free of charge and provided to cluster members and other stakeholders from the Agrifood industry

Services roadmap - Inovcluster

Partner search services and proposal writing of innovation, Internationalisation, digitalisation and sustainability projects in Cooperation
Target group This service is addressed to InovCluster's members. The target of entities receiving this service is 5/year.
Methodology This service builds on the results of the service "Observatory of innovation, Internationalisation, digitalisation and sustainability grants and other support actions". Once InovCluster has a good systematic approach for the identification and information of available funding opportunities, InovCluster will foster the participation of their members in those funding calls. This service can be developed by three ways: 1: InovCluster organizes events for the dissemination of funding opportunities available, with networking activities among members and other partners (Academia, RDI Centers, Legal entities, other companies and Asociations or Clusters) to foster the partnership building, bringing 2: InovCluster develops proposals that are considered highly relevant for the agrifood sector development, in cooperation with it's members; 3: The members approaches InovCluster with an idea for a project and requesting support to find partners and apply to an existing funding opportunity. The methodological steps will be the following: Analysis of available funding opportunities and selection of calls to focus on; Identification of food companies that may benefit from the call and direct contact with them; Identification of relevant partners or providers (RDI centers, researchers, consultancy companies, academia, other associations/clusters, other SMEs, etc.) for the project; Establishment of contacts and support in the establishment of collaborations; Support needed in the preparation of the proposal. The implementation of this service will start from April 2023.
Required resources/ skills Depending on the specific case, InovCluster may not have the required skills, resources or time to support all actions (for example: proposal writing). In that case, InovCluster will collaborate with technology providers and consultancy companies, that have the required skills for each case. Inovcluster´s team can support all the other steps mainly the partner search and the establishment of the collaboration between partners.
Business model The business model will be defined on a case by case basis. InovCluster's contributions will be compensated either through a service fee (different for members and non members), or through the collaboration in the specific project.

Services roadmap - Inovcluster

Green Observatory – Sharing Knowledge and latest developments on sustainable processes and solutions
Target group InovCluster's members and other stakeholders from the Agrifood industry The target number of members receiving this service is 150/year.
Methodology This is an improved service. Currently InovCluster only scouts and publishes in the website relevant calls, but the cluster did not have a newsletter/formal presentations. The service will be provided through a regular newsletter/presentation sent to all InovCluster's members, informing about current and upcoming opportunities. The methodological steps are the following: Step 1 - Identification of main trends, technologies and solutions at regional, national and European level for sustainability; Step 2 - Subscription of relevant newsletters, journals, Social Media on sustainability; Step 3 - Monitorization of other companies, or InovCluster's members activities to identify best practices; Step 4 - Definition of the areas of interest for the agrifood sector sustainability; Step 5 - Preparation of excel file for monitoring the relevant information gathered and planification of it's release; Step 6 - Definition and preparation of newsletter/presentation template for this information; Step 7 - Implementation of the service through regular newsletters/presentations for InovCluster's members and organization of dissemination events and workshops for the sector; Monitoring of the service, monitoring of user's satisfaction; The implementation of this service will start from April 2023.
Required resources/ skills This service will be provided with internal resources as InovCluster's team has the necessary knowledge of the ecosystem and support actions to successfully provide the service.
Business model The service will be free of charge and provided to cluster members and other stakeholders from the Agrifood industry

Services roadmap - Inovcluster

Support for the integration of more sustainable processes and circular economy / sustainability
Target group This service is addressed to InovCluster's members – (agrifood industry). The target of entities receiving this service is 5/year.
Methodology The methodological steps are the following: Step 1 - Support in the Diagnosis of the sustainability/ circular economy status (carbon, water, energy footprint and residues management) of the company, first through a simple self-assessement or a more complete diagnosis, both with our support; Step 2 - Support in the identification of the main areas in need of intervention; Step 3 - Development of an Advisory Report on actions to be taken or of a Sustainability or/and Circular Economy Action Plan; Step 4 - Technical support in the implementation of the action plan developed; Step 5 - Finding support for the implementation of the action plan in public funding opportunities; The implementation of this service will start from April 2023.
Required resources/ skills InovCluster' team has the knowledge to support the Self Assessment and Diagnosis of the agrifood industry. Depending on the specific case, InovCluster may not have the required skills, resources or time to support all actions (for example: Development of an Advisory report or Diagnosis or Technical support for the implementation of the actions). In that case, InovCluster will collaborate with Researchers, Technology providers and consultancy companies, that have the required skills for each case. InovCluster will help to establish the collaboration with the relevant partners to develop the actions.
Business model The business model will be defined on a case by case basis. InovCluster's contributions will be compensated either through a service fee (different for members and non members), or through the collaboration in the specific project.

Services roadmap - Inovcluster

Digital observatory - Technological surveillance and dissemination service
Target group InovCluster's members and other stakeholders from the Agrifood industry The target number of members receiving this service is 150/year.
Methodology This is an improved service. Currently InovCluster only scouts and publishes in the website relevant calls, but the cluster did not have a newsletter/formal presentations. The service will be provided through a regular newsletter/presentation sent to all InovCluster's members, informing about current and upcoming opportunities. The methodological steps are the following: Step 1 - Identification of main trends, technologies and solutions at regional, national and European level for Digital transition mainly in IoT and High Tech; Step 2 - Subscription of relevant newsletters, journals, Social Media on Digital transition mainly in IoT and High Tech; Step 3 - Monitorization of other companies, or InovCluster's members activities to identify best practices; Step 4 - Definition of the areas of interest for the agrifood sector Digitalisation; Step 5 - Preparation of excel file for monitoring the relevant information gathered and planification of it's release; Step 6 - Definition and preparation of newsletter/presentation template for this information; Step 7 - Implementation of the service through regular newsletters/presentations for InovCluster's members and organization of dissemination events and workshops for the sector; Monitoring of the service, monitoring of user's satisfaction; The implementation of this service will start from April 2023.
Required resources/ skills This service will be provided with internal resources of InovCluster's team that has the necessary knowledge of the ecosystem and support actions to successfully provide the service.
Business model The service will be free of charge and provided to cluster members and other stakeholders from the Agrifood industry

Services roadmap - Inovcluster

Support in the diagnosis of Technological needs and developmentof Action plans and their implementation for the Digital transition
Target group This service is addressed to InovCluster's members – (agrifood industry). The target of entities receiving this service is 5/year.
Methodology The methodological steps are the following: Step 1 - Support in the Diagnosis of the Digital needs of the company; Step 2 - Development of an Advisory Report or and more detailed Action plan on Digitalisation and Industry 5.0 for the company; Step 3 - Technical and training support in the implementation of the Action plan developed; Step 5 - Finding support for the implementation of the action plan through public funding opportunities; The implementation of this service will start from April 2023.
Required resources/ skills InovCluster' team has the knowledge to support the implementation of the Self Assessment or Diagnosis of the company on Digitalisation and Industry 5.0. Depending on the specific case, InovCluster may not have the required skills, resources or time to support all actions (for example: Development of an Advisory report or Diagnosis or Technical support for the implementation of the actions). In that case, InovCluster will collaborate with Researchers, Technology providers and consultancy companies, that have the required skills for each case. InovCluster will help to establish the collaboration with the relevant partners to develop the actions
Business model The business model will be defined on a case by case basis. InovCluster's contributions will be compensated either through a service fee (different for members and non members), or through the collaboration in the specific project.

D2.2 | Annex 1

Individual service portfolios and roadmaps

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EUROPEAN STRATEGIC CLUSTER PARTNERSHIP FOR EXCELLENCE

AGRIFOODX5.0

Monitoring Scoreboard

This document was funded by the European Union's COSME Programme

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WP2 leader: *CLUSAGA*

Author: Lithuanian Innovation Centre

Project ID – 101037927

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1. REPORT IDENTIFICATION

Project acronym: AgriFoodX5.0

Project title: Cluster Excellence Improvement through cluster Exchange for Industry 5.0

Grant agreement number: 101037927

Deliverable number and name: D2.5 Monitoring Scoreboard

Work Package: WP2 - Cluster collaboration: boosting a joint partnership and cluster strategy for building up a comprehensive portfolio of services for cluster members

Author: Lithuanian Innovation Centre

Version	Date of issue	Content and Changes	Edited by
V1	2022.10.28	Draf version discussed with partners	LIC
V3			

2. CONTEXT

This document is Deliverable 2.5., from Work Package 2 – *Cluster collaboration: boosting a joint partnership and cluster strategy for building up a comprehensive portfolio of services for cluster members*, Task 2.5 *Monitoring activities*.

The main goal of WP2 is Design a partnership strategy that builds on the shared needs and complementariness of the partners, accompanied by an implementation roadmap. This is a confidential deliverable developed by Lithuanian Innovation Centre with the contribution of all partners.

It was developed under the scope of AgriFoodX5.0 Project ID – 101037927, co-funded by the European Union through COSME Programme.

3. AGRIFOODX5.0 PARTNERSHIP MONITORING SCOREBOARD

3.1. Litthuanian Innovation Centre Monitoring Scoreboard

Lithuanian Innovation Centre					
Operational pillars	**Strategic objectives**	**Name of the indicator**	**Baseline**	**Target**	**Result in 2024**
1. Cooperation environment	Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths	1.1. Number of new strategic or operational partner agreements			
		1.2. Number of C2C agreements			
		1.3. Number of external cooperation requests received by the cluster partnership			
		1.4. Number of matchmaking and networking events			
		1.5. Share of cluster organisation members involved in joint actions established by the cluster partnership			
2. Cluster management excellence	Increase capacities, skills and knowledge of the partners' staff about cluster management and members service provision, aiming to grow towards excellence	2.1. Number of cluster members supported by services			
		2.2. Number of new companies generated in cluster			
		2.3. Increase of turnover of cluster members			
		2.4. Number of new/adapted products launched through cluster support			
		2.5. Cluster membership satisfaction			
3. industry collaboration	Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems	3.1. Number of external cooperation requests received by the cluster			
		3.2. Number of B2B agreements			
		3.3. Number of new collaborative R&D and/or innovation projects among cluster members			
		3.4. Number of new market opportunity cooperation projects among cluster members			
		3.5. Increase of an export among cluster members			
		4.1. Number of training courses for cluster members			

4. industry upskilling/ re-skilling	Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles	4.2. Number of joint training activities on the partnership			
		4.3. Increase of number of staff among cluster members			
		4.4. Increase of number of staff working on Industry 5.0 areas among cluster members			
		4.5. Increase of productivity among cluster members			

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3.2. CLUSAGA Monitoring Scoreboard

CLUSAGA					
Operational pillars	**Strategic objectives**	**Name of the indicator**	**Baseline**	**Target**	**Result in 2024**
1. Cooperation environment	Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths	1.1. Number of new strategic or operational partner agreements			
		1.2. Number of C2C agreements			
		1.3. Number of external cooperation requests received by the cluster partnership			
		1.4. Number of matchmaking and networking events			
		1.5. Share of cluster organisation members involved in joint actions established by the cluster partnership			
2. Cluster management excellence	Increase capacities, skills and knowledge of the partners' staff about cluster management and members service provision, aiming to grow towards excellence	2.1. Number of cluster members supported by services			
		2.2. Number of new companies generated in cluster			
		2.3. Increase of turnover of cluster members			
		2.4. Number of new/adapted products launched through cluster support			
		2.5. Cluster membership satisfaction			
3. industry collaboration	Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems	3.1. Number of external cooperation requests received by the cluster			
		3.2. Number of B2B agreements			
		3.3. Number of new collaborative R&D and/or innovation projects among cluster members			
		3.4. Number of new market opportunity cooperation projects among cluster members			

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		3.5. Increase of an export among cluster members			
4. industry upskilling/ re-skilling	Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles	4.1. Number of training courses for cluster members			
		4.2. Number of joint training activities on the partnership			
		4.3. Increase of number of staff among cluster members			
		4.4. Increase of number of staff working on Industry 5.0 areas among cluster members			
		4.5. Increase of productivity among cluster members			

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3.3. InovCluster Monitoring Scoreboard

InovCluster					
Operational pillars	**Strategic objectives**	**Name of the indicator**	**Baseline**	**Target**	**Result in 2024**
1. Cooperation environment	Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths	1.1. Number of new strategic or operational partner agreements			
		1.2. Number of C2C agreements			
		1.3. Number of external cooperation requests received by the cluster partnership			
		1.4. Number of matchmaking and networking events			
		1.5. Share of cluster organisation members involved in joint actions established by the cluster partnership			
2. Cluster management excellence	Increase capacities, skills and knowledge of the partners' staff about cluster management and members service provision, aiming to grow towards excellence	2.1. Number of cluster members supported by services			
		2.2. Number of new companies generated in cluster			
		2.3. Increase of turnover of cluster members			
		2.4. Number of new/adapted products launched through cluster support			
		2.5. Cluster membership satisfaction			
3. industry collaboration	Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems	3.1. Number of external cooperation requests received by the cluster			
		3.2. Number of B2B agreements			
		3.3. Number of new collaborative R&D and/or innovation projects among cluster members			
		3.4. Number of new market opportunity cooperation projects among cluster members			

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		3.5. Increase of an export among cluster members			
4. industry upskilling/ re-skilling	Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles	4.1. Number of training courses for cluster members			
		4.2. Number of joint training activities on the partnership			
		4.3. Increase of number of staff among cluster members			
		4.4. Increase of number of staff working on Industry 5.0 areas among cluster members			
		4.5. Increase of productivity among cluster members			

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3.4. FPQC Monitoring Scoreboard

FPQC					
Operational pillars	**Strategic objectives**	**Name of the indicator**	**Baseline**	**Target**	**Result in 2024**
1. Cooperation environment	Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths	1.1. Number of new strategic or operational partner agreements			
		1.2. Number of C2C agreements			
		1.3. Number of external cooperation requests received by the cluster partnership			
		1.4. Number of matchmaking and networking events			
		1.5. Share of cluster organisation members involved in joint actions established by the cluster partnership			
2. Cluster management excellence	Increase capacities, skills and knowledge of the partners' staff about cluster management and members service provision, aiming to grow towards excellence	2.1. Number of cluster members supported by services			
		2.2. Number of new companies generated in cluster			
		2.3. Increase of turnover of cluster members			
		2.4. Number of new/adapted products launched through cluster support			
		2.5. Cluster membership satisfaction			
3. industry collaboration	Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems	3.1. Number of external cooperation requests received by the cluster			
		3.2. Number of B2B agreements			
		3.3. Number of new collaborative R&D and/or innovation projects among cluster members			
		3.4. Number of new market opportunity cooperation projects among cluster members			

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		3.5. Increase of an export among cluster members			
4. industry upskilling/ re-skilling	Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles	4.1. Number of training courses for cluster members			
		4.2. Number of joint training activities on the partnership			
		4.3. Increase of number of staff among cluster members			
		4.4. Increase of number of staff working on Industry 5.0 areas among cluster members			
		4.5. Increase of productivity among cluster members			

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3.5. LITMEA Monitoring Scoreboard

LITMEA					
Operational pillars	**Strategic objectives**	**Name of the indicator**	**Baseline**	**Target**	**Result in 2024**
1. Cooperation environment	Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths	1.1. Number of new strategic or operational partner agreements			
		1.2. Number of C2C agreements			
		1.3. Number of external cooperation requests received by the cluster partnership			
		1.4. Number of matchmaking and networking events			
		1.5. Share of cluster organisation members involved in joint actions established by the cluster partnership			
2. Cluster management excellence	Increase capacities, skills and knowledge of the partners' staff about cluster management and members service provision, aiming to grow towards excellence	2.1. Number of cluster members supported by services			
		2.2. Number of new companies generated in cluster			
		2.3. Increase of turnover of cluster members			
		2.4. Number of new/adapted products launched through cluster support			
		2.5. Cluster membership satisfaction			
3. industry collaboration	Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems	3.1. Number of external cooperation requests received by the cluster			
		3.2. Number of B2B agreements			
		3.3. Number of new collaborative R&D and/or innovation projects among cluster members			
		3.4. Number of new market opportunity cooperation projects among cluster members			

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		3.5. Increase of an export among cluster members			
4. industry upskilling/ re-skilling	Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles	4.1. Number of training courses for cluster members			
		4.2. Number of joint training activities on the partnership			
		4.3. Increase of number of staff among cluster members			
		4.4. Increase of number of staff working on Industry 5.0 areas among cluster members			
		4.5. Increase of productivity among cluster members			

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