

2015 ANNUAL REPORT

· Packaging Cluster ·

Summary of the entity's activity during the year 2015 that includes the financial situation, members of the entity, activities for members, projects undertaken, actions performed as an entity and the future challenges.

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Welcome from the Management Board

Dear member of the Packaging Cluster,

This 2015 Annual report clearly and specifically displays the activities and milestones achieved as an entity this year, a fact that as you can see, states that we have left behind the cluster activation stage, which began only three years ago, with the commitment and the illusion of many founding members.

This year, we can show a series of results in different fields, either as a result of the growth and soundness of the entity itself in activities and projects or aspects as relevant as training.

First of all, we have to point out the consolidation of the company, which this year adds a total of 47 members to the cluster initiative, a fact that is also manifested in the clear improvement of the financial structure. Thus, on the one hand, we have the positive financial results, and on the other, solid growth in revenues, where the revenues coming from members alone can meet the structural expenditure generated by the company. These facts enable facing a promising future, whilst ensuring the company's independence and freedom in making decisions.

Thus, to consolidate the company, from the Management Board we have given priority to focusing on services that originate future projects and businesses for companies. In this sense, we can be proud of naming 16 activities carried out by the members during 2015, which have been complemented with another 18 actions performed by the company, a fact that has also enabled to gain importance within the society, the business world and the clusters.

In this sense, and as a result of the network generated by the entity, you will also find in this report a summary of the projects initiated and that are promoted and disseminated from the clusters in order to replicate the action and grow in scale economies.

Finally, also worth mentioning are the figures of participation of the partners, as the majority of their members (91%) have taken part in some of the activities and projects undertaken in 2015, a fact that showcases and displays an active and dynamic community. And it is this type of businesses, with people with driving force behind, who want to continue contributing to the cluster initiative of the past years.

The challenges of the business world are clear, and that is why from the Packaging Cluster we collaborate to achieve them in a clear and decisively manner, continuing to grow in active members and services, in consolidating specialised training as a reference in the package and packaging world, and positioning the business entity as a benchmark of packaging in terms of competitiveness, strategy and innovation.

In the name of the entire Management Board, I would like to thank you all for your co-creation and promotion of the Packaging Cluster, a fact that enriches the ecosystem, positioning the strongest companies and with the greatest adaptation capacity, in order to successfully respond to the needs of the society, today and in the future.

Artur Costa i Barrés

Chairman of the Packaging Cluster

1. THE PACKAGING CLUSTER

The year 2015 has enabled completing the activation of the cluster and presenting results of the projects, training and services. At the same time, the entity is consolidating within the world of the clusters as well as in the package and packaging sector.

The [Packaging Cluster](#) was established in October 2012, and therefore, the 2016-2018 is a key period for the deployment of the entity's Strategic Plan in order to enter the stage with soundness and guarantees.

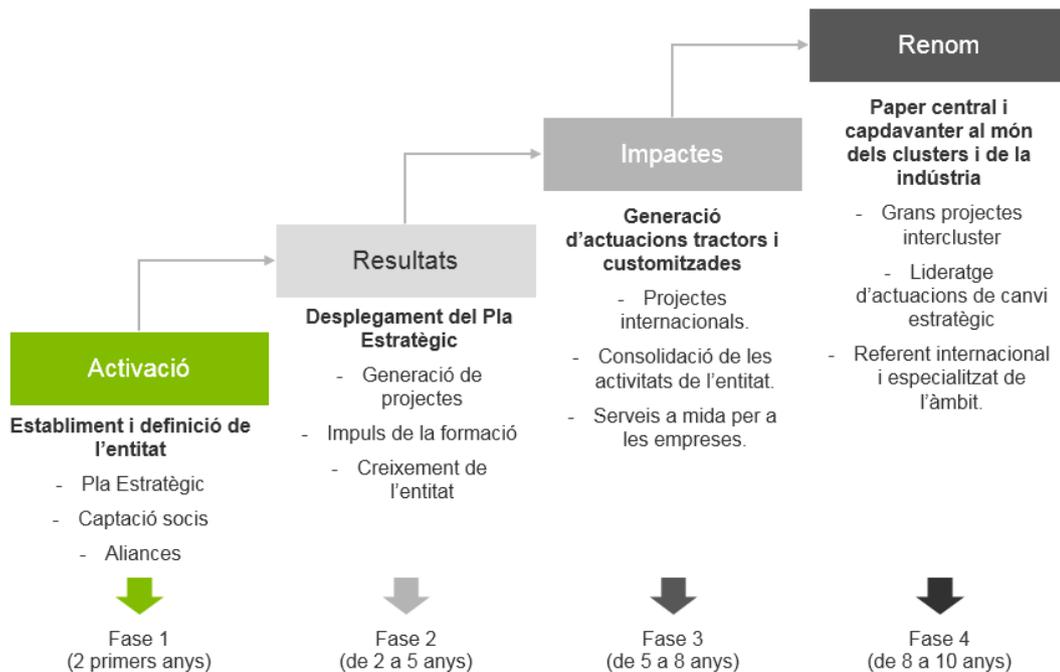


Figure 1 The establishment of the cluster in October 2012 enabled activating the company and the current Strategic Plan will facilitate the entity to grow and consolidate. Image: prepared by the authors

1.1. Value proposal

The main goal of the Packaging Cluster is to foster the competitive improvement of the companies comprising it, in order to generate more and better businesses for companies and entities of the package and packaging world.

This improvement comes from promoting the networking, knowledge and business, which are pursued through six strategic lines that provide an annual Activities Plan to strengthen and consolidate the respective actions.

It is important to note that the Packaging Cluster has the support from the administrations, working hand in hand with them in order to have a strong impact on the economy as a whole. In this sense, it has three top certifications in the world of clusters.



Figure 2 The Packaging Cluster is one of the 16 Catalan clusters with the 3 certifications

Thus, the company is integrated within the [Catalonia Clusters Programme by ACCIÓ](#) (The Catalan business internationalisation and innovation support agency), is a cluster registered as an [Innovative Business Association](#) (AEI) at the [Ministry of Industry, Energy and Tourism](#) and achieved the [bronze](#) 2013 European qualification in the management of clusters from the [European Cluster Excellence Initiative](#) (ECEI), which has been renewed in 2015 for two more years.

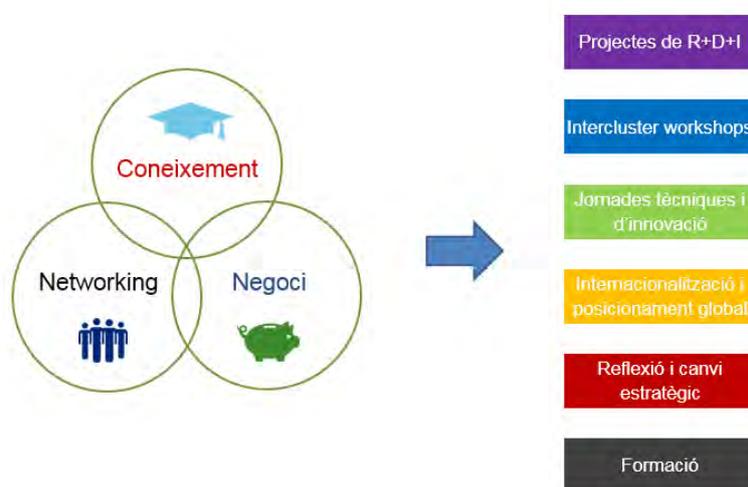


Figure 3 The Packaging Cluster fosters knowledge, networking and business by performing specific actions in six strategic lines.

1.2. Package and Packaging, one of the pillars of economy

The packaging sector in Catalonia is made up of **819 companies** that employ more than **18,000 workers**, which have revenues of around **€8 Billion** without taking into account the final users (processing and packaging companies), that represent **4% of the country's GDP**¹.

Packaging is present in different economic sectors, such as the chemical, food and pharmaceutical sectors among others, that generate consumer goods mainly for the food, pharmaceutical, beverage and cosmetic sector.

1.3. Packaging Cluster in figures

1.3.1. Position in the value chain

The packaging Cluster closed the year 2015 with **47 members**, which represent the entire value chain of the field, and include from R&D, Raw Materials and Intermediate Products; Machinery; Peripherals and Downstream Equipment; Package Manufacturers; and End Users.



Figure 4. The representation and balance of the value chain are a key element for the entity.

¹ Sectoral report: The Packaging industry in Catalonia and Spain. Competitiveness and new challenges

http://barcelonapackaging.org/images/stories/PDF/articulo_la%20industria%20del%20packaging%20en%20catalunya%20y%20espa.competitividad%20y%20nuevos%20retos.pdf

Many members hold different positions in the value chain, thus 52% have strengths in R&D&I and Raw Materials and Intermediate Products, 30% in Machinery, 20% in Peripherals and Downstream Equipment, 25% as Package Manufacturers and 14% also as Final Users.

1.3.2. Technologies and knowledge

The knowledge of different technologies and know-how is also a very significant asset for the Packaging Cluster. Its members have expertise in complementary areas that enable generating synergies and progress in complex and advanced comprehensive solutions.

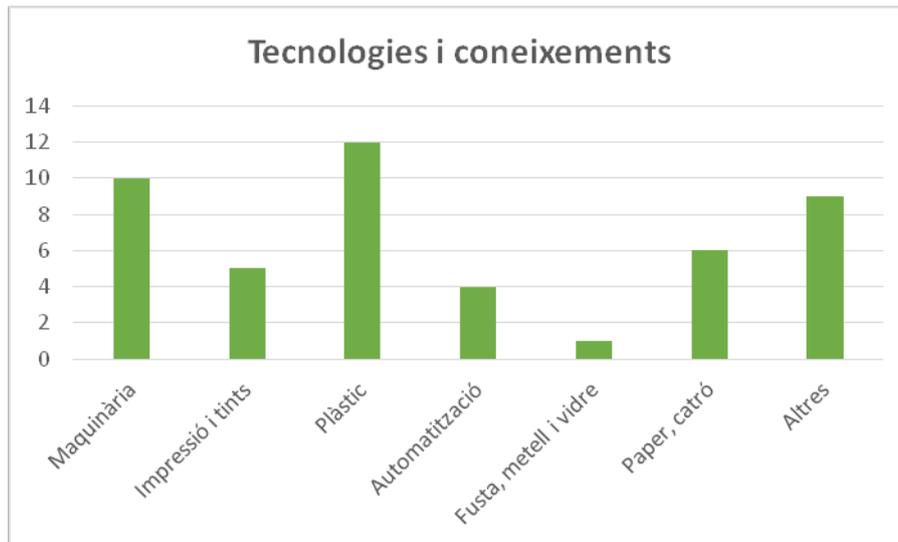


Figure 5. The different technological capacities of the entity's members enable addressing different types of projects.

1.3.3. Type of member

The members can be categorised into associations, knowledge centres, large companies, SMEs and micro-SMEs. This fact enables complementing highly specialised service providers with companies with high added value.



Figure 6. The SMEs have a majority role in the entity and co-exist with large companies and other entities to help companies grow and gain added value.

- Associations (3):



- Knowledge centres (4):



Large companies (17):



SIEMENS

Schneider
Electric

- SMEs (21):

aranow
packaging
machinery

CARINSA


CHIMIGRAF

CIMWORKS
a CDM Group company

 **DECAPULP**
protecting what matters

 **DOSIMAQ**

E2M

 **ENPLATER**

 **font**
Packaging Group

Fruselva

 **alloplast, s.l.**

 **GFE**
GLOBALFILMS
Apostamos por la Excelencia

INTECMA

Triana
PACKAGING & PHARMA

 **MENSHEN**

PACKIN TUBE

pick pack

 **sheet-pack**

 **teb** Grup Cooperatiu

 **VAHC**
Engineering
Solutions

WYS

- Micro-SMEs (2):



2. 2015 SUMMARY

2.1. Challenges achieved

2015 has been the year in which the entity has consolidated. The activities and projects have increased notably; there has been a greater impact of the cluster both internally with the members and externally within the innovation system; as well as a significant increase of members, who, in only three years, have positioned the entity above the average of members with regard to the other Catalan clusters.

All these elements have contributed to economically improve the entity, which has now a sound financial situation, as we will see below.

2.1.1. Improvement of the financial structure

The Packaging Cluster shows a financial statement where the current incomes pay the current expenditure. In other words, the membership fees enable paying for the structure, and the entity does not depend on public aid and subsidies, which in the past years have been considerably reduced.

However, the administration continues to support initiatives in the form of actions and projects, as seen below in the income statement.

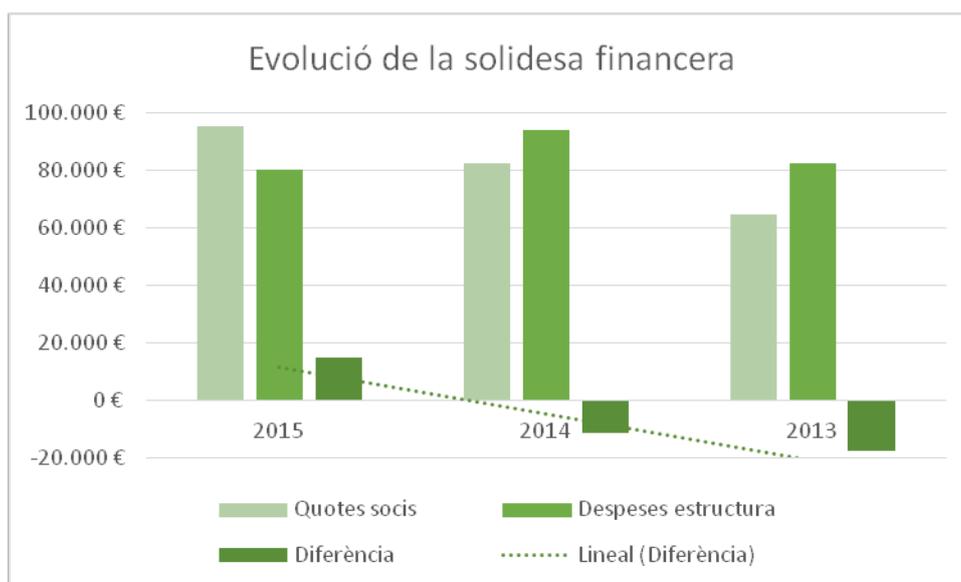


Figure 7. The membership fees pay for the entity's operating expenses.

This financial soundness enables guaranteeing an independence of the entity concerning the administration, a fact that allows working with total freedom and following the business criteria set by the members, which are executed by means of the planning of the entity's Management Board.

2.1.2. Greater number of activities

In 2015, the number of activities for the members have increased, which have generated network and enabled developing future projects and actions. Below, the section *Activities undertaken by members* details the activities carried out, which totalled **16**.

It is also worth emphasising the entity's participation in 18 activities, which are detailed below in *Participation in events and visibility*. Both activities represent a **total of 34 actions in the annual Business Plan**.

2.1.3. Greater number of projects

The increase of the financial structure and activities has accompanied and promoted the number of projects undertaken by entities and organisations of the Packaging Cluster. These projects, often arise from the dynamic previously performed by the cluster, given that many of them are collaborations between various companies that share different points of the value chain.

Some of the projects are covered directly by companies' own funds, which invest strongly because they see a good market opportunity, and other are backed by a public initiative through competitive calls. Only in 2015, 11 members participated at least in one project, placing the figure of participation in projects - on the third year of the cluster's activity- close to 25% of the members.

We can summarise the year with the following projects underway:

- Public tenders

- [Innovative Business Grouping \(AEI\) resolution:](#)

The entity has positioned as the second Catalan cluster with the most funds and projects obtained in the tenders by the [Ministry of Industry, Energy and Tourism](#), obtaining four projects at the call, one for the cluster activities and another three with the participation of members, where there are 7 members of the cluster. Summary:

- Circular Economy as a tool for industrial change:
- Design and development of a new saccharin dosing device:
- Development of a new liquid sweet in the form of nebuliser spray. [Carinsa](#) and [TEB](#).
- Dynamisation plan: [Packaging Cluster](#).

It is also worth highlighting the termination and justification of the AEI projects that concluded this year, specifically the project [DEVAPO](#) with [Menshen](#) and [Leitat](#) and the Cluster Dynamisation Plan.

- [Competitiveness Strengthening Initiatives \(IRC\):](#)

Similarly, [ACCIÓ](#) provides a line dedicated to promoting specific activities for clusters. Thus, we have also benefited from two actions, one of them with the participation of two companies of the cluster and the other for other activities of the entity. Summary:

- Diagnostic study and circular economy proposal: [EIG](#) and [Pickdpack](#).
- Dynamisation plan: [Packaging Cluster](#).

- Projects with companies' own funds

The intercluster initiatives, as well as the relations and synergies with other entities, facilitates for the clusters to be facilitators of linking supply and demand, and at the same time generate innovation processed that enable adapting the requirements of the client companies to the capacities of the solution supplier companies.

Thus, in 2015 different projects were started where from the Packaging Cluster we have provided opportunities for companies, and we have accompanied them to enable synergies and the development of the solution required by the clients. In all the cases, in the event that the project is successful, the clusters will act as disseminators to spread the solution and to

benefit other companies of the sector. This year, works were conducted with the following projects and companies:

- Package with antimicrobial properties: [Sheet-Pack](#) and [Grup Alimentari Guissona](#).
- 100% recyclable mono-material package: [Enplater](#), [Klöckner](#), [Boadas](#) and [Ecoembes](#).
- Improvement of label removal for the wine sector: [Lubrizol](#) and [Codorniu](#).

2.2. Activities undertaken by the members

R&D&I Projects	- Presentation Print4Pack Project (April 2015)
Intercluster workshops	- Intercluster Workshop with Foodservice (January 2015) Intercluster Workshop with Acuiplus and Mercabarna (May 2015)
Tech. and Inov. workshop	- Supercomputer visit (January 2015) Team Performance Improvement Workshop (February 2015) - Innovation training: Easycrit tool (July 2015) - Consumer trends with Beauty Cluster (July 2015)
Int.and global position	- International workshop: Packaging trends (June 2015) - Commercial Mission in Mexico (June 2015)
Reflection and change of strategy	- Annual Meeting (June 2015) 3 rd Strategic Immersion Workshop (November 2015) - 3 rd Edition IESE Strategic Change (December 2015)
Training	- Master's degree in Packaging Engineering (November 2015) - Packaging Expert Accreditation (PEA) (all year round) - In-company (all year round)

2.2.1. R&D&I Projects

- **Presentation Print4Pack Project (April 2015)**

At the last edition of the [2015 Hispack Show](#), the European project [Print4Pack](#) was presented, which has originated with the Packaging Cluster and involved the participation of three of the entity's members.



Figure 8. The project has enabled working on different techniques and specialisations such as printing, inks and materials. Image: project logo

The project has worked to integrate RF low-costs temperature sensors for food packaging, which has contributed knowledge to the different participating entities.



Figure 9. Presentation of the project with people from the entities of the participating clusters. Image: Cluster

In turn, the presentation of the project within the framework of the [2015 Hispack Show](#), has fostered synergies with the Show, because, on the one hand, it contributes specialised content to the fair, attracting experts from national and international companies, and on the other hand, because the project takes advantage of the importance of the event to achieve a greater repercussion in disseminating the project.

2.2.2. Intercluster workshops

- **Intercluster workshop with Foodservice (January 2015)**

On 30 January the first interaction with the [Foodservice Cluster](#) took place which is made up of companies and entities of the Hotel, Restaurant and Catering sector (HORECA) that have different challenges associated to the package and packaging world.

The workshop, in which a specific methodology was worked, was held the 30 January at the Head offices of ACCIÓ, and involved the participation of more than 50 people who exchanged knowledge.



Figure 10. More than 50 people from foodservice and packaging exchanged views on issues and posed solutions. Image: ACCIÓ.

On the one hand, the [Packaging Cluster](#) prepared a guide of technological capacities associated with the *foodservice sector*, and on the other, the [Foodservice Cluster](#) defined 4 challenges to solve, which were: Food safety; Sustainability; Active Packaging; and Cold Pack.



Figure 11. The follow-up of the intercluster with the creation of specific work groups enables developing the proposals between companies from both entities.

The event was given continuity on 25 September with a second session that took place at the [Centre Tecnològic Leitat](#) (technological centre) in order to work the challenges set out in the workshop session.

- **Intercluster Workshop with Acuiplus and Mercabarna (May 2015)**

On 21 May the second annual intercluster was held at Sant Carles de la Ràpita, in this case with two entities from the food sector such as the aquaculture cluster [Acuiplus](#), and the [Barcelona Food Cluster](#) promoted by [Mercabarna](#).



Figure 12. The workshop offered the opportunity to get to know and approach the world of sea products to the food sector and to the packaging industry.

The workshop offered the opportunity to share needs in terms of packages and packaging, which led to specific proposals such as to seek alternatives to porex packs; develop a new individual labelling system for oysters with the logo "Ebro Delta"; as well as the development of thermal packs with less impact and energy cost.



Figure 13. Attendees from the three entities shared and proposed challenges to improve their sectors.

The workshop lasted one-and-a-half days and also included visits to benchmark companies and entities such as [Balfegó](#), [Explotacions Marines Fangar](#) and the facilities of [IRTA](#) in Sant Carles de la Ràpita.

2.2.3. Technical and innovation workshops

- - Supercomputer visit (January 2015)

On Wednesday 14 January, an exclusive visit to the Packaging Cluster and to other entities related to design and graphic communication was organised to analyse and assess the possibilities offered by supercomputing to the design and production field.

The supercomputer enables reducing the development and design time for new products, optimising processes, knowing the optimum stock and automating processes, while facilitating cost reductions.



Figure 14. The supercomputer Mare Nostrum helps the country's industry be more competitive.

The clusters work in local environments, also connecting leading and useful infrastructures to place them at the service of the challenges set out by the sector.

- - Team Performance Improvement Workshop (February 2015)

On 19 February, the capital goods cluster [CEQUIP](#) organised together with other entities a workshop on the Improvement of team Performance where they talked about neuroscience and the contributions of the Enneagram applied to companies.

It was useful to know how people make decisions and each person's type of personality, in order to improve teams within the organisations.



Figure 15. Different clusters of the Catalonia Clusters network collaborated to provide the workshop.

The event was conducted by Mr. Xavier Olivella and Mrs. Laura Marin, experts in ongoing innovation improvement projects on human development within companies.

- Innovation training: Easycrit tool (July 2015)

The Packaging cluster fostered the knowledge and implementation of a software to manage innovation, the [Easycrit](#). This enables collaborating to innovate in terms of clusters, it facilitates moving from concepts to specific projects and obtaining results of the innovation undertaken.

For this reason, a training workshop of the tool was organised, and a pilot trial was also contracted for one year in order to try its operation within the cluster, democratising the access to content and assuring the participation of all the members.



Figure 16. The companies of the Packaging Cluster learned about the tool and used it for real for the cluster.

Finally, the knowledge of new innovative techniques and solutions also enables adopting them within the business, thus improving the competitiveness and involvement of all the company's staff.

- Consumer trends with Beauty Cluster (July 2015)

Knowing the market trends is key for companies participating in any cluster. Knowing the customers' needs first-hand facilitates anticipating to changes.

In this regard, and to learn about the social trends affecting the cosmetic and perfumery sector [Beauty Cluster Barcelona](#) organised a workshop named [Classic is not boring – Reviving tradition](#).



Figure 17. The cosmetic sector is a key customer for the package and packaging industry.

Mrs. Ursula Uría, manager at [Nelly Rodi España](#), and Mr. Luc-Dominique Demettre, International Manager at Nelly Rodi and Mrs. Alexandra Jubé, manager at Insight & Digital, talked about all these trends.

2.2.4. Internationalisation and global positioning

- International workshop: Packaging trends (June 2015)

On the 4 June, the head offices of the Packaging Cluster held a workshop to learn about the future of food packaging. Catalan cluster-member experts in packages and packaging made contributions.

The workshop, which involved the participation of Mr. Tobias Ewert, member of the [Foodregio](#) cluster in Germany, and of Mr. Felix Helander, member of the [Packaging Mid Sweden](#) in Sweden, allowed pooling challenges, trends and issues to work on in the future in order to continue to be competitive in the food packaging sector.



Figure 18. Members of the cluster made an International study

This workshop, which was also held in Lübeck (Germany) and in Malmö (Sweden), served to provide information on the market forces, the improvement areas and the different technologies that will enable incorporating new solutions.

- **Commercial Mission in Mexico (June 2015)**

Every year, the Packaging Cluster organises international missions to broaden its knowledge by learning about the development of the international markets, as well as with the aim of facilitating the internationalisation of its products and services.

In this spirit, a joint mission was organised the past 15-20 June with the [Metallurgy Centre](#) at the [Expo Pack Show](#) in Mexico, which involved the participation of companies from both entities taking part in the event.



Figure 19. Packaging companies and companies from the metallurgy sector took part in the mission at the Expo Pack Show in Mexico. Image: Expo Pack.

The conduction of Commercial Missions with specialised entities has been offered as a service from the beginnings of the entity, and have enabled visiting markets with sector-consolidated shows in China, Thailand-Singapore, Chicago (US) and Mexico.

2.2.5. Reflection and strategic change

- **Annual Meeting (June 2015)**

The presentation of the Annual Meeting was held on 16 June at the auditorium of the [Leitat Technology Centre](#), and was welcomed by the Chairman of Leitat, Mr. Eusebi Cima and of the Packaging Cluster, Mr. Artur Costa.

The meeting welcomed the 10 new incorporations of the past year, which were 4 large companies ([Lecta-Torraspapel](#), [Lubrizol](#), [KAO Chemicals](#) and [GRC Group](#)), 4 small and medium corporations ([Decapulp](#), [Cimworks](#), [Sheet-Pack](#) and [Font Packaging Group](#)) and 2 other entities ([IRTA](#) and [Amec](#)).



Figure 20. Luis Soler (@luissoler) explains the situation that the management world will experience in the upcoming years.

The event also included a master class by Mr. Luis Soler “30 piezas de una gestión para SUPERvivir. La visión de los CEO 2015-2020”, (30 pieces for a management to survive. The vision of the CEOs 2015-2020) managing member of [Odgers Berndtson](#), as well as the presence of Mrs. Belén Tascón, programming manager of the Industry Directorate-General who explained the [Plan to Promote the Food Industry](#).

- **3rd Strategic Immersion Workshop (November 2015)**

On the 26 and 27 November the sector's 3rd gathering took place at [Can Bonastre Wine Resort](#) in Masquefa, Barcelona, to strategically reflect, foster networking, share business success cases and debate on the sector's future challenges.

The programme included several presentations about different issues such as innovation, the trends in flexible packaging, the potentiality of the foreign brands, trends, branding, 4.0 factories, alliances and management.



Figure 21. The members of the Packaging Cluster worked together to define new challenges for the future of the entity and companies.

Finally, the strategic immersion worked on new strategic projects for the 2016 Activities Plan through the innovation game [Binnakle](#), which enabled the attendees to participate by teams, working and proposing specific challenges to be conducted in the near future.

- **3rd Edition IESE Strategic Change (December 2015)**

The third public presentation of the Strategic Change Cases annually held by [ACCIÓ](#) in collaboration with de [IESE Business School](#) took place on the 15 December and have the aim of establishing knowledge on the winning business models in the different clusters, and positioning the Catalan clusters' model.

This year, the cases chosen belong to the companies [Comexi Group](#) (member of the [Packaging Cluster](#) and [CEQUIP](#)), the [Hospital Sant Joan de Déu](#) (member of the [KID's Cluster](#) and [Cluster Salut Mental](#)) and [Sintagma](#) (member of [Indescat](#)).



Figure 22. For two consecutive years the Packaging Cluster has positioned one of its members as a case of strategic change. 2015: Comexi Group. 2014: Carinsa.

For the second year running the Packaging Cluster has positioned one of its members as a company to perform the case of strategic change, as last year, the success case of the aromas and fragrances company [Carinsa](#) was presented as a case of success.

2.2.6. Training

- Master's degree in Packaging Engineering: Package and Packaging Technology

The [Master's Degree in Packaging Engineering](#) began the past 5 November at the UPC school with 13 students specialised in the world of packages and packaging.

The training, which is addressed both to newly qualified engineers, and to senior people with vast experience in the sector, will enable providing highly specialised professional profiles for the industry, thus improving the sector's competitiveness.



Figure 23. Workshop with [Nestlé](#) and [Henkel](#) conducting a practical case of customer-supplier relationship in the packaging world.

The Master's Degree, which has 217 training hours, has a clear market vision, where the academic management is governed from the packaging Cluster, as well as many of the teachers who provide the training. Eight visits to companies are organised, with sessions that combine the theoretical part with the practice.

- Packaging Expert Accreditation (PEA)

The year 2015 has also been a year of promotion of distance learning, with students from different companies and entities taking the [Packaging Expert Accreditation](#) course, an accreditation that validates the expertise of the professional career.



Figure 24. The entity's Cluster Manager, Mr. Àlex Brossa, handing the title to Mr. Ana Osuna, Packaging Engineer at the Leitai Technology Centre.

Issues such as materials, manufacturing processes and applications of packages and packaging for families; the introduction to packaging processes and conditioning; packaging and logistics are dealt with on the PEA, and different practical cases are seen.

The course, which is addressed to active professionals who want to consolidate and accredit their knowledge, has the aim of conceptualising the knowledge acquired with the daily practice, recognise the professional career and update the knowledge with the sector's latest trends and technologies.

- **In-company**

A third field put into operation is the In-company training within companies, which facilitates combining training with the daily tasks of its employees, optimising their resources.

2.3. Participation data

16 activities were conducted in 2015, some of them organised by the cluster and others in collaboration with other clusters and entities. Therefore, all these activities, which are described in point 3.2 were attended by more than 600 participants in total, of which more than **232** were members of the Packaging Cluster.

By splitting up the participation by strategic thrusts we can see that those referring to Reflection and Strategic Change are the most attended. The heterogeneous profile of the participant is also worth stressing, which depending on the activity, has one profile or another within the organisation.



Figure 25. The Strategic Immersion and the Strategic Change Workshops organised by ACCIÓ, are the most frequent activities.

Finally, it is also worth mentioning the growth potential in the Training field within the cluster companies, the future synergies with which they participate and that do not belong to the cluster, given that in 2015 only two people of the cluster enrolled in the Master's Degree and the PEA respectively, opposite the 16 participants from companies outside the cluster.

Regarding the member's participation, we must highlight that **85%** of the members have participated at least in one of the activities carried out throughout the year.

If we compare the figure with the companies that are participating in a project or planned activity, the figure increases to **91.5%** participation of the members in the entity's activities or projects.

2.4. External projection

Another essential element for the visibility of the cluster, as well as for its centrality within the business world – food and industrial sector – and in the policy of clusters, is its active participation in different events, gatherings and activities with the aim of making the entity known, or making relations that generate business for members, among others.

In this regard, only in 2015, we can mention 18 relevant events where the Packaging Cluster was actively present, a fact that despite the youth of the entity, we can assert that we are already a key element for the economic and business dynamisation of the region.

Specifically, we can summarise the activities in:

- Attendance Meeting Pack (February 2015)
- Attendance to the 5th European Packaging Symposium (March 2015)
- Participation in the 8th Intercluster Gathering (March 2015)
- Gathering of cluster chairmen (April and December 2015)
- Participation in the Industrial Policy of the Generalitat of Catalonia (April 2015)
- Attendance Sustainable Brands Barcelona (April 2015)
- 4th International Mission of Cluster Managers. Quebec (May 2015)
- 5th Strategic Immersion of Cluster Managers (June 2015)
- Agreement with Ecoembes (July 2015)
- Training Ellen McArthur Foundation (September 2015)
- Presentation Sabadell Peru delegation (September 2015)
- Meeting Food Minister Cuba (October 2015)
- Participation PECT promoted by Sabadell City Council (October 2015)
- Participation Focus Grup Ecoembes (October 2015)
- Participation Trends in packaging and recycling (October 2015)
- Agreement with Education Department (November 2015)
- Visit and moderation of Roundtable at Empack Show in Madrid (November 2015)
- Presentation Pamplona Clusters (November 2015)

Which are detailed below.

2.4.1. Participation in events and visibility

- **Attendance Meeting Pack (February 2015)**

The past 25-26 of February, the Packaging Cluster attended the [2015 Meeting Pack](#), one of the most important national gatherings in material innovations, barrier containers, manufacturing processes and packaging systems.



Figure 26. Different members of the Packaging Cluster also participated in the gathering.

The workshop, organised by the centres [Ainia](#) and [Aimplas](#), takes place in Valencia, at the [Valencia Technology Park](#) and involves the attendance of specialised professionals, managers and experts from national and international companies.

The presence of the Packaging Cluster allowed providing new and updated information to its members, in order to know the situation and the innovations in the world of packages and packaging.

- **Attendance to the 5th European Packaging Symposium (March 2015)**

The Technology Institute of Packaging, Transport and Logistics [ITENE](#) organised the past 10-12 March the 5th European symposium on packaging. For two days, the attendees followed different presentations and success stories of large companies.

In particular, companies such as HP, IKEA, Sealed Air, Metropack, Kellogg and the Fraunhofer Institute participated in the gathering with logistic-related presentations, explaining the improvements made from the companies.



Figure 27. ITENE held the 5th packaging symposium which involved the participation of, for example, the global head of packaging of IKEA.

The improvement of the logistics efficiency and providing an appropriate secondary packaging is essential for the client companies and the fact of working it beforehand with studies and tests in areas provided by the ITENE, facilitates mitigating future errors.

- **Participation in the 8th Intercluster Gathering (March 2015)**

The past 20 March [ACCIÓ](#) held the 8th Interclusters gathering of Catalonia, with the participation of the international cluster management expert Mr. Werner Pamminger of [Clusterland Upper Austria](#).



Figure 28. Àlex Brossa, manager of the Packaging Cluster, participated as a speaker at the roundtable.

The workshop also included two roundtables. One with the participation of businessmen, Board members of different clusters, as well as the managers cluster that contributed the executive vision of the entities that they manage.

Finally, Mr. Werner Pamminger explained in detail how the cluster policy is worked in Austria, showing the clusters' model and how they stimulate and help to the competitive improvement of the industrial fabric of the region they represent.

- **Gathering of cluster chairmen (April and December 2015)**

Every six months [ACCIÓ](#) gathers the Chairmen of the Clusters to inform of the activities carried out by the department in order to stimulate the entities, which already represent more than 1,200 businesses across the country.



Figure 29. Chairmen of the Catalan Clusters at the gathering. Image: Joan Martí. 14 April 2015.

The combination between public initiative, which promotes and supports the clusters and their projects, and the private leadership, which manages and establishes each entity's roadmap, should be noted. This hybrid model enables taking advantage of the strength and driving force of the public sector and of the initiative and execution of the business world.



Figure 30. Lluís Rodríguez, Chairman of [Beauty Cluster Barcelona](#), explaining the strong increase of members in the past two years. Image: Joan Martí. 17 December 2015.

The gatherings were held the past 14 April and 17 December and served to share success experiences of different clusters.

- **Participation in the Industrial Policy of the Generalitat of Catalonia (April 2015)**

The seven areas of Catalonia's industrial strategy we presented the past 29 April, and summarise the new industrial strategy of the Government of the Generalitat of Catalonia, fully

in line with the ECAT2020 and RIS3CAT strategies, and that want to achieve for the industry to represent 25% of the GDP in 2020, with future vision, with a clear sector-based approach and adapted to our reality.

The Packaging Cluster participated during the round of contacts held by the Business and Employment Department in order to draft the document that will finally be presented, which establishes specific actions in the field of packages and packaging.



Figure 31. The participation of cluster in public policies is key to being present in the change of industrial model of the territory.

It has to be emphasised that the Packaging Cluster works on two of the six strategic lines defined by RIS3CAT, such as the food line and the industrial systems line. Both lines help to improve the competitiveness of the entities and companies that make up the area.

- **Attendance Sustainable Brands Barcelona (April 2015)**

The past 28 April, [Sustainable Brands](#), the international community of reference that places at the centre of debate the function of brands, companies and organisation in the construction of a better future, carried out its workshop of reference for the South of Europe at [IESE](#).

The programme included plenary sessions, with market trends and factors; with breakouts, dynamic sessions to help to analyse specific business matters; workshops to find ideas to perform them; as well as other networking events.



Figure 32. Barcelona held the workshop on Sustainable Brands that gathered different companies and experts of the industrial world.

Sustainability is a fundamental axis for the successful development of the package and packaging sector, where citizens are increasingly demanding brands to take responsible actions to preserve the environment.

- **4th International Mission of Cluster Managers. Quebec (May 2015)**

The 4th International Mission of Cluster Managers was held in the American continent, specifically in the French-speaking region of Quebec, a Spanish counterpart territory regarding population, economic dimension and entrepreneurial dynamism.

The participation of different clusters enabled knowing in depth the public policies in order to successfully impact by means of cluster tools, and forge international ties with reference entities.



Figure 33. 12 Catalan clusters participating in the international gathering organised by ACCIÓ.

Finally, once more it was useful to be able to share experiences between the Catalan clusters, which actively participated in the event with a common agenda and one individual agenda personally organised by ACCIÓ.

- **5th Strategic Immersion of Cluster Managers (June 2015)**

The past 11 June the immersion was conducted that started summarising the knowledge gained at Quebec by the different clusters. Moreover, the session involved different leading presentations held during one and a half days.



Figure 34. Every year ACCIÓ convenes different clusters to share knowledge and experiences. Image: Castelldefels 2015.

The collaboration between the different clusters and the generation of trust between chairmen and cluster managers, is a differential element in the own cluster policy and the key to success.

- **Agreement with Ecoembes (July 2015)**

[Ecoembes](#), the entity that supports the environment through recycling household packaging, and the [Packaging Cluster](#) signed a collaboration agreement to work together to improve recyclability.

The agreement details the execution of projects to study alternative packages that improve the recyclability; the promotion of circular economy through different forums; the promotion

of training especially through the [Master's Degree in Packaging Engineering](#); as well as the support to the promotion of initiatives for companies.



Figure 35. (from left to right) Mr. Jorge Serrano Project Manager at Ecoembes; Mr. Artur Costa Chairman of the Cluster, Mrs. Begoña de Benito Director of Institutional relations at Carinsa, Mrs. Vanessa Martínez Chairwoman of Carinsa; and Mr. Àlex Brossa Cluster Manager of the Packaging Cluster.

The agreement, that took place at [Carinsa](#), a company which currently holds the Presidency of the Packaging Cluster, was signed on behalf of Ecoembes by Mrs. Begoña de Benito, Director of Institutional Relations at Ecoembes, and on behalf of the cluster by Mr. Artur Costa, Chairman of the Packaging Cluster.

- **Training Ellen McArthur Foundation (September 2015)**

As a result of the adhesion of ACCIÓ to the foundation (see 100 members [here](#)), there is currently a platform available to help promote actions and projects within the framework of Circular Economy.



Figure 36. ACCIÓ has become a member of the foundation which enables helping visualise and promote actions within the framework of Circular Economy.

One of the elements provided was a six-week on-line course, where different public and private experts showed the benefits of circular economy through practical cases performed.

This training also allowed pooling different international entities interested in the field with a strategic interest on sustainability, among which is the Packaging Cluster.

- **Presentation Sabadell Peru delegation (September 2015)**

A delegation from Peru, led by representatives of the technology centres [Citealimenta](#) and [Citeagroindustrial](#) and the [Production Technology Institute](#) of the Peruvian Government together with the project coordinator of the Ibero-American University Foundation, [FUNIBER](#) and the manager for Local Economic Development [Municipality of Rímac](#), participated in two workshops organised by [Vapor Llonch](#).

The aim of these sessions, in which Mr. Àlex Brossa also intervened as a representative of the Packaging Cluster, was to deepen in innovative projects related to the food sector.



Figure 37. The Packaging Cluster participated at the presentations with the representatives of the Peruvian innovation.

During the visit, the economic development activities carried out by both ecosystems were shown. Events like these facilitate the entity's international connection as well as the generation of new innovation projects.

- Meeting Food Minister Cuba (October 2015)

The past 14 October a meeting was held with the [Minister of the Food Industry of Cuba](#), Mrs. Maria del Carmen Concepción González, at the head offices of Foment del Treball (business development entity).

On behalf of the Packaging Clusters, representatives from the company [Carinsa](#) participated, specifically Mrs. Vanessa Martínez, Chairwoman of the company, and Mr. Carles Casanovas, Exports Director.

The event also involved the participation of the chairman of [Cubaron](#) and [Havana Club](#), Mr. Juan González and the Chairwoman of [Corlasa](#), Yolanda Cáceres. The event served to foster the relationships and show the economic opening undergone by the Central American company.

- Participation PECT promoted by Sabadell City Council (October 2015)

The Department of Government and Institutional Relations of the Generalitat of Catalonia promotes projects worth 172 million Euros for the period 2014-2020. One of the lines is the [Specialisation Projects and Territorial Competitiveness](#) (PECT).

These are initiatives promoted by the regional agents and led from the local entities in order to execute projects for the economic transformation of the territory on the basis of the Smart specialisation strategy [RIS3CAT](#).



Figure 38. Sabadell has positioned food packaging as a strategic axis to perform projects and actions. Image: Meeting Sabadell City Council.

The beneficiaries of the PECT are non-profit public and private entities from the region where the actions are developed, with the active and close involvement of the innovation operators there located or closely and directly linked to the subject or technologies involved.

- Participation Focus Grup Ecoembes (October 2015)

The past 6 October the Packaging Cluster participated in a Focus Group at [Ecoembes](#), to work with an open innovation vision with users and entities specialising in packages and packaging.

Thus, companies mainly from the food and cosmetic sector also participated in the meeting, explaining their point of view of trends and challenges to solve in order for them to be socially responsible companies regarding the management of packages and packaging.



Figure 39. Ecoembes held the open innovation meeting which involved the participation of companies and entities experts in packaging.

The participation of the cluster in these forums is essential to grasp and participate first-hand of the brands' trends, in order to be an agent of change that helps carry out impact transformations.

- Participation Trends in packaging and recycling (October 2015)

The past 21 October the cluster participated in a workshop on packaging and recycling trends in Brussels, which consisted of two presentations and one debate workshop working on new packages recently placed on the European market.



Figure 40. The Packaging Cluster participated in a workshop on packaging and recycling trends in Brussels.

At the same time, presentations were held on the study of packaging trends by Mr. Dominic Cakebread, from [Smithers-Pira](#), as well as on new technological developments at the packaging selection plants, by Mr. Ulrich Sigmund, from [Stadler GmbH](#).

Finally, a workshop on packages was held, which involved the participation of companies such as [Coca-Cola Enterprises](#) (Belgium), [Unilever](#) (Benelux), [Dow Chemical](#) (Spain), [Danone Nutricia](#) (France), [Ecover](#) (Belgium) and entities such as [Ecoembes](#) (Spain), [Expra](#) (Belgium), [Fost Plus](#) (Belgium), [Green Dot](#) (Norway), [Kidv](#) (Holland).

- **Agreement with Education Department (November 2015)**

As a result of the collaboration with different centres, a collaboration agreement was signed the past 2 November between the [Department of Education](#), the [Printing Industry Private Foundation](#) and the [Catalan Industry and Graphic Communication Guild](#) and the [Packaging Cluster](#).

This agreement has the aim of establishing the terms of collaboration between the mentioned entities, to adapt the training offer to the needs of the industrial packaging sector, and foster work-linked vocational training with dual training among the companies of the sector.



Generalitat de Catalunya
**Departament
d'Ensenyament**

Figure 41. The Packaging Cluster was the first cluster to sign an agreement with the Education Department that has enabled adapting the training offer to the business needs.

At the same time, the agreement will also serve to foster the transfer of knowledge and technology, where the parties collaborate to develop technical works and prepare innovative projects that can be subsequently used by the company.

- **Visit and moderation in Roundtable at Empack Show in Madrid (November 2015)**

On the 18 and 19 November, the [2015 Empack Show](#) was held in Madrid, which dealt with future packaging technologies. The cluster, which had several member companies participating, also took part as an entity, visiting different companies as potential cluster members.

Mesa redonda: La influencia del packaging en la imagen de marca y en la decisión de compra del consumidor



Moderador: Alex Brossa
Enrique, Director de
Packaging Cluster

Camil Castellà, Founder
de Aktiva

Pilar Villacampa, Directora
de Marketing de Prima-
Derm

Figure 42. The Packaging Cluster had visibility at the show through the dynamisation of one of the roundtables at the event.

At the same time, the entity's Cluster Manager, Mr. Àlex Brossa, participated as a moderator at the roundtable “The influence of packaging on the brand image and on the consumer's purchasing decision”, which involved the participation of Mr. Camil Castellà, Founder of [Aktiva](#), and Mrs. Pilar Villacampa, Marketing Director of [Prima-Derm](#).

It is worth noting that the show is positioned as one of the benchmark fairs in Spain, which also involved the participation of more than 30 Catalan companies as exhibitors. The participants highlight its dynamism and the advantage of compacting it all in two days, a fact that maximises the impact and the results.

- **Presentation Pamplona Clusters (November 2015)**

One hundred companies participated the past 24 November at the event organised by the [Government of Navarre](#) to disseminate the concept of cluster among the companies of the Community of Navarre and raise awareness on the opportunities they offer for economic development.

The workshop, named “Clusters as drivers of business development. Experiences and opportunities”, involved different interventions, specifically also that of the representative of the [Packaging Cluster](#) Mr. Àlex Brossa.



Figure 43. The Packaging Cluster participated at the presentations to boost the ecosystem of Navarre in the environment of clusters and the RIS3 strategy.

The workshop, which included international presentations, concluded with a roundtable on the clusters in Navarre, related to the fields of food-processing, energy efficiency, furniture, automotive, construction, social economy, water and health, among others.

2.4.2. Social Networks

Twitter

One of the most dynamic elements when collecting information and disseminating specialised content is the social network [Twitter](#).



Figure 44. The cluster is one of Catalonia Cluster's most dynamic entities in the social network Twitter.

It currently has **523 twits** (91 of them with photos and videos) and **428 followers**, which enables directly interacting with the interlocutors and companies of the packing and packaging world.

LinkedIn

Analogously to the twitter social network, also relevant to publish contents is the professional profile network [LinkedIn](#).



Figure 45. Through LinkedIn it is possible to reach highly specialised profiles and of potential interest for the company.

The cluster has a company profile on LinkedIn, which already has **128 followers**, and enables making an impact on specialised profiles of the packaging world, achieving almost 4,000 impacts on some of the publications that generated most interest, a fact that has generated around **10,000 monthly impressions** on the network.

Youtube

The [Youtube Channel](#) was recently opened that includes the video of the PEA ([Packaging Expert Accreditation](#)), which already has **more than 200 views**, and is a key element to promote the course.

This channel will allow collecting all the videos made by the entity, specially regarding the dissemination of projects.



Figure 46. The Youtube Channel allows taking advantage of the viral nature of the network to promote audiovisual contents .

The fact of being present on the videos social network Youtube facilitates disseminating contents, either introducing to the network from its origin, or with the interaction with the users.

Vimeo

Finally, another benchmark network is the complementary to Youtube, [Vimeo](#). This is managed by the [UPC School](#) and has the aim of helping to promote the courses managed by the entity by means of quality content.



Figure 47. The Cluster organised a gathering talking about innovations in the packaging world with Nestlé, Dow Chemical and BIP-Leitat.

Thus, the [gathering organised](#) was conducted by companies of the [Dow Chemical](#) cluster, and involved the participation of Mr. Luis Alberto Santini, Senior Technical Service and Development, and by [Nestlé](#), with the participation of Mr. Santiago Olivares, Packaging Engineer of the company, and Mr. Manel Bertomeu, head of the Barcelona Institute of Packaging unit of [Leitat](#).

2.4.3. Impact in the media

The Cluster has significantly increased its appearances, either in the general media, and in specialised press ([Interempresas](#), [IdE](#), [Infopack](#), [News Packaging](#), [Alimarket](#)).

Below are some examples:



Figure 48. Dissemination of projects among members. . Leitax and Menshen. Infopack Magazine.



Figure 49. Dissemination of the agreement with Ecoembes. IdE Magazine.

The performance of press releases to promote the outcome of activities and projects generates a multiplying effect when they are disseminated, as they can be extended and replicated to other entities and companies of the sector.



Figure 50. La Vanguardia Digital dedicated a broad article on the Packaging Cluster.

Noteworthy in the general press is the publication the past 28 December in [La Vanguardia Digital](#), which summarises the activity carried out up until the present day and establishes the perspectives for the upcoming year.

3. FINANCIAL REPORT

3.1. Financing structure

The Packaging Cluster is organised in the legal form of non-profit association, which obtains funding by means of:

- The membership fees
- The projects and activities
- The training
- Other services

The public aid and subsidies only have an effect within the projects and activities, given that in general, the administration requires a responsible management that independently guarantees the entity's operation, and instead, the public sector acts funding specific actions and projects in the form of competitive calls, along with other entities and clusters.

This year has enabled the entity to consolidate its financial results, achieving on the one hand, positive equity capital that enables absorbing the deficit of the entity's initial financial years, and on the other hand, a balanced financial structure where the income from the quotas pays the expenses of the entity's structure.

3.2. Income statement

The income statement can be summarised and seen in the following table:

Table 1. The positive statement of the Packaging Cluster in 2015 has enabled compensating the negative results of the previous financial years, coinciding with the start up of the entity.

	2015	2014	Variation	Variation %
REVENUES	176,674.22 €	103,499.03 €	73,175.19 €	70.70%
Member's fees	95,154.16 €	82,566.67 €	5,420.83 €	7.34%
Aid projects and activities	59,169.66 €	0.00 €	59,169.66 €	-
Training	13,260.00 €	14,035.00 €	-775 €	-5.52%
Other projects	9,009.40 €	6,897.36 €	2,193.04 €	31.8%
EXPENDITURE	135,528.01 €	112,299.11 €	23,228.90 €	20.68%
Projects and activities	26,790.98 €	15,566.18 €	11,224.80 €	72.11%
Training	7,655.00 €	8,292.5 €	-637.5 €	-7.69%
Staff	49,633.10 €	0 €	49,633.10 €	-
Structure	51,418.93 €	88,440.43 €	37,021.50 €	-41.86%
PROFIT BEFORE TAX AND AMORT.	41,146.2 €	-8,800.08 €	49,946.28 €	567.57%
PRE-TAX PROFIT.	40,314.5 €	-8,800.08 €	49,141.58 €	558.42%

It can be seen that revenues grow by 70% and the expenditures by 20%, which enables obtaining positive results. At the same time, as previously mentioned, it is seen how the members' fees pay for the staff expenditure and almost all the structure expenditures, which also consider expenditures related to the development of some projects and activities that allows asserting the financial soundness of the Packaging Cluster.

It is worth noting that in 2014 there is no staff contracted, as the development of the entity was conducted by means of a service contract with one of the members of the cluster, which was financed with the expenditure item "structure".

3.3. Balance sheet

Assets

The assets grow given the growth of the entity, which this year is conditioned by the debt of the administrations by means of the already granted projects, the payment of which will be made at a later date.

Also worth noting is the good health of the treasury, which has a situation that enables facing the future payments.

Table 2. The entity's treasury has a good health and consolidated and stable incomes.

ASSETS	2015	2014	Variation	Variation %
Non-current assets	3,376.30 €	0 €	3,376.30 €	-
Intangible assets	3,376.30 €	0 €	3,376.30 €	-
Current assets	63,244.88 €	46,948.89 €	16,295.99 €	34.71%
Stock	0 €	970.85 €	-970.85 €	-100%
Trade and other receivables	40,037.17 €	18,320.25 €	26,064.89 €	485.96%
Cash and other equivalents	23,207.71 €	27,657.79 €	-4,450.08 €	-16.08%
TOTAL ASSETS	66,621.18 €	46,948.89 €	19,672.29 €	41.90%

Finally, we must also highlight the nonexistent debt on behalf of the members' fees in 2015, given the strict compliance of the bylaws that state the cancellation of the membership in the case of having unpaid fees for the period established therein, which in 2014 only affected one member.

Liability

Similar to the assets, the liability has also increased, where we stress the fact of having a positive net worth, given the positive evolution of the entity's equity, thanks to the results for the year, which is increased by almost 50,000 €.

Table 3. The good results of the year enable having a good financial health and facing the future with an assured solvency.

LIABILITY	2015	2014	Variation	Variation %
Net worth	17,639.99 €	-22,701.52 €	40,341.51 €	177.04 €
Results of previous years	-22,701.52 €	-13,901.44 €	-8,800 €	-63.30 %
Results of the year	40,341.51 €	-8,800.00 €	49,141.59 €	558.42%
Current liabilities	48,981.19 €	69,650.41 €	-20,669.22 €	-29.67%
Trade liabilities and accounts payable	48,981.19 €	69,650.41 €	-20,669.22 €	-29.67%
TOTAL LIABILITIES	66,621.18 €	46,948.89 €	19,672.29 €	41.90%

Also worth noting is the good health of the current liabilities, because although last year the amount was mainly associated with the debt of a supplier, this year it is associated with certain

provisions for aids and related to the follow-up of the entity's Strategic Plan, which assure a financial prudence for the upcoming years.

4. FUTURE CHALLENGES: 2016-2018

The Packaging Cluster presented at the 2nd Workshop on Strategic Immersion, held in Masquefa, Barcelona, the upcoming challenges in order to achieve the objectives set out for the next three years.

It is worth mentioning that a **strategic update of the sector with ACCIÓ will take place in 2016**, that will serve as a base to be able to perform a new Strategic Plan 2017-2021, as it was four years ago when the Strategic Plan was presented to the Ministry of Industry that enabled starting up the Packaging Cluster and certifying the entity as AEI (Innovative Business Group).

The milestones presented in Masquefa, pursue the **main objective of placing the entity among the top 10 clusters in Catalonia**, at a quantitative level (number of members and turnover) as well as at qualitative level (with a system of indicators defined by ACCIÓ). In order to reach this objective, the following **secondary objectives** were defined, with the following challenges:

4.1. Increase of the number of services and projects

As can be seen in the 2015 Annual Report, this year has enabled boosting the number of activities performed as an entity and for the members. This set of actions also enables promoting future individual or collaborative projects that allow the entity members to gain competitiveness.

This year 2015, as also mentioned in the report in section 2.1.3, the entity has projects already being undertaken and terminated, both as Packaging Cluster and as driving force and promoter of different projects and actions for the members.

For 2016, the incorporation of a new *project manager* profile for the entity is forecast, that will allow fostering and continue to increase the number of projects carried out and promoted by the Packaging Cluster. The aim is to present during the 2016-2018 period, 9 national and European projects, of which 3 are expected to be approved, that will enable improving the package and packaging industry.

4.2. Increase the entity's critical mass

As also seen in the report, in only 3 years the packaging Cluster has grown significantly with regard to its members, which at the end of the 2015 year was of 47 members.

Following with the entity's growth, it is forecast to reach **75 members** in the following 3 years, in order to continue to gain critical mass and weight within the world of clusters as a representative of the packing and packaging industry in Catalonia. This growth, which will be conducted with the members who continue to guarantee a balance within the value chain, will take place in a qualitative manner, giving priority to the most participative and restless entities.

4.3. Consolidate training

One of the key challenges of the Packaging Cluster is to foster specialised training and therefore offer the industry highly competitive and trained profiles. In this regard, there are currently three training actions in place, such as the [Master's Degree in Packaging Engineering](#), the online course [Packaging Expert Accreditation \(PEA\)](#) as well as the customised [in-company](#) courses.

During the upcoming years, works will be aimed at consolidating the specialised training, working to increase the existing number of students and offer, being able to offer a sound **master's degree** and with representatives of the industry both of the management and technical and engineering field and the design field.

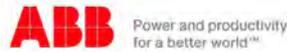
Finally, another element to continue fostering is the **Dual Vocational Training**, which has also benefited from an agreement this year 2015 between the Department of Education, different centres and the cluster, to approach training to companies' business needs.

4.4. Impact and visibility of the entity

The Packaging Cluster wants to continue consolidating in terms of visibility level and public presence, and to position itself as a benchmark entity in the packaging field, for issues related to competitiveness, strategy and innovation.

In this regard, the institutional relations and agreements with other entities will continue to be fostered that will enable also offering a better service to its members and a better positioning for the entity, where the agreement with [Ecoembes](#) or the participation in the training of the [Ellen McArthur Foundation](#) conducted this year, are some examples.

It is also worth highlighting that looking towards 2017, it is foreseen to also incorporate a **new profile to the cluster's team specialised in communication and support to members**, a fact that will allow maximising the impact of the visibility of the projects and set of actions undertaken.



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