

4th Cluster Booster Academy

Training Days 4-5 March 03-04, 2025 Warsaw, Poland



Agenda Cluster Booster Academy (Day 4)

10.00 – 10.15	Welcome and introduction to the training
10.15 – 10.30	Keynote Speech: Lorenzo Valerio, CNR Italy
10.30 – 11.00	Share & Learn: Participant's experiences on challenges and learnings while setting up and implementing a business model improving action plan
11.00 – 11.15	Coffee Break
11.15 – 12.30	Breakout session solutions to challenges: Interactive problem-solving to collaboratively develop solutions to biggest challenges
12.30 – 13.30	Lunch break
13.30 – 15.45	Value Proposition (incl. coffee break): Introduction to the value proposition as part of a cluster's business model canvas, featuring best practices and portfolio structuring along with participant discussions on own cluster's value proposition
15.45 – 16.00	Wrap-up, feedback and Q&A

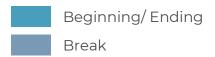


Italics Interactive session



Agenda Cluster Booster Academy (Day 5)

09.00 – 09.30	Welcome day 5 and short recap
9.30 – 10.00	Keynote Speech: Marta Mackiewicz, Polish Cluster Association, Poland
10.00 – 12.00	 Self-reflection and breakout session on individual action plan (incl. coffee break): Advance your action plan by refining and developing it further Pitch the action plan and receive feedback Integrate feedback into action plan
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Italics Interactive session



The program advances from strategy evaluation and action plan adaption to reflective improvement via feedback integration

Overview key learnings



Day 1 (virtual): Cluster Strategy Evaluation

- Strengthen strategic thinking for effective leadership in cluster management
- Acquire deepened understanding of the existing obstacles confronting the cluster



Day 2 (virtual): Business Model Formulation

- Elevate comprehension of the business model canvas within the realm of cluster strategy
- Utilize exemplary model clusters and established best practices to refine one's own business framework



Day 3 (virtual): Action Plan Adaption

- Enhance capabilities in discerning emerging trends within industry landscapes
- Revise the action plan to fortify adaptability in the face of evolving circumstances



Day 4 (in-person): Collaborative Problem-Solving

- Expand collaboration opportunities by engaging in knowledge sharing and structured networking programs
- Innovate to tackle the unique challenges faced by the cluster and its value proposition building



Day 5 (in-person): Reflective Improvement

- Refine individual action plan while integrating reflective learning for agility
- Develop robust monitoring systems strengthening the overall evaluation process



Main challenges while setting up and implementing your action plan

Instructions



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



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

Main Challenges	303-0	
–		



Breakout session: develop solutions to biggest challenges

Instructions

During the breakout sessions, we will adopt a 5-stage problem-solving approach and collaborate as a team to generate solutions:

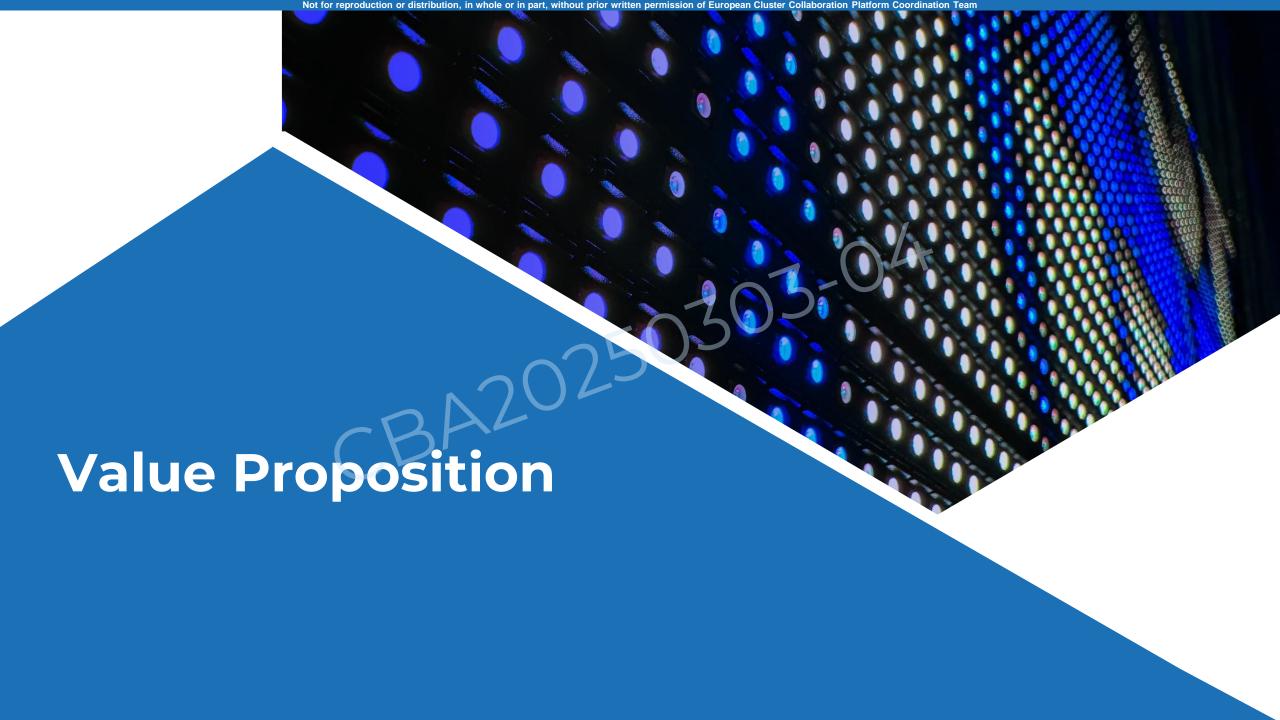
- Briefly define the challenges and **ensure a comprehensive understanding** of their underlying root causes. (~5 minutes)
- Please **provide your solutions for the corresponding challenge** by writing them on post-it notes and placing them on the board. (~15 minutes)
- Once all ideas are placed on the board, please **vote** for the **best** idea per challenge. (~3 minutes per challenge)
- The **trainer will select the solution** with the greatest number of votes for each challenge.
- Together, please **detail the best idea** for each challenge. (~5 minutes per challenge)

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Lunch Break







Value Proposition: What is it and why is it important?

Value Proposition: Concise statement that articulates the **unique benefits offered to customers**

Addresses three key questions:

- What is offered? (Key attributes of service)
- To whom is it offered? (Targets customers)
- Why is it valuable? (Key benefits)

<u>Importance of Value Proposition:</u>



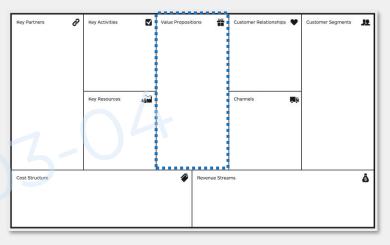
Strategic Differentiation



Customer Attraction and Retention



Alignment with Business Model



The value proposition is **central to the business model canvas** and closely relates to:



Customer Segments



Customer Relationships



Revenue Streams



Developing a Value Proposition for Clusters

General steps in the development process

- Analyze value chain: Identify the key stakeholders along the value chain to ensure full coverage
- 2 Assess member needs: Identify the key challenges and objectives of each stakeholder
- Jacobs Identify unique strengths: Determine what your cluster offers uniquely to each stakeholders satisfying their needs
- Articulate clear benefits: Ensure that the value proposition aligns with member expectations

Important contrasts to traditional businesses:



Multiple stakeholders with different needs: Value alignment along the value chain and across businesses and research



Indirect value creation mechanisms:
Clusters focus on indirect benefits such as
ecosystem strength and network effects



Competitive positioning: Clusters need to ensure exclusive benefits for members vs. non-members based on their ecosystem strength and industry specialization

Development of value proposition requires a structured process considering multiple stakeholders, collective benefits and strategic positioning



The Value Proposition Canvas for Clusters

Strategic framework used to articulate and align provided value to its target audience

- 1. Customer Profile (Cluster Stakeholders)
 - Position in Value Chain
 - Individual needs and objectives
 - Pains (Challenges and Barriers)
 - Gains (Desired Benefits)
- 2. Value Proposition (Cluster's offerings & capabilities)
 - Cluster Service Offering
 - Gain Creators (How is value created?)
 - Pain Relievers (How are problems solved?)



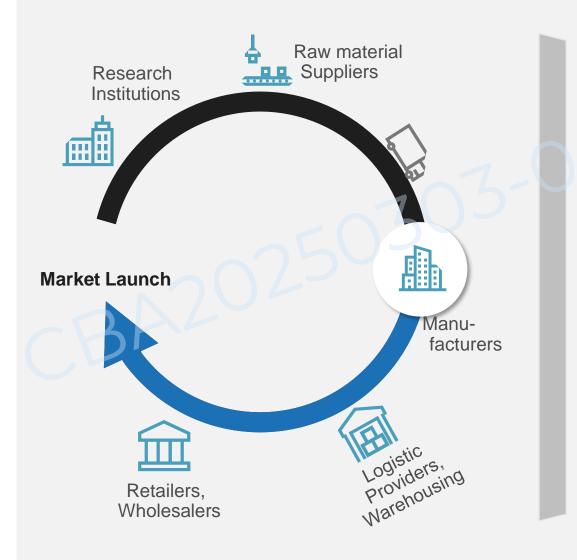


Complex stakeholder landscape: Ideally clusters should include at least one stakeholder at each stage of the value chain



Clusters typically want to include stakeholders from all stages of the value chain

Generalized industry value chain with multiple stakeholders





Each of these **stakeholders** have different needs and pain points clusters need to address



Source: IMP3ROVE

Exemplary input for a value proposition (1/2)



Stakeholders	Jobs (Needs and Objective)	Pains (Challenges and Barriers)	Gains (Desired Benefits)
Research and Academic Institutions	Industry collaborationCommercialization of research	Limited industry partnershipsFunding gaps	Access to industry networksIncreased research funding
Raw material suppliers	 Access to markets and funding Collaboration and development opportunities 	 High competition Lack of innovation- building capabilities 	Innovation supportNetworking
Manufacturers	Efficiently create productsAdopt process innovation and automation	High production costsScaling difficulties	 Access to smart manufacturing solutions Partnerships for process optimization
Logistics providers	 Ensure timely, cost-effective movement of goods 	 Rising transportation costs 	 Optimized inventory management
Retailers & Wholesalers	 Expand market reach and increase sales 	Market saturationIntense competition	Access to new marketsData-driven insights for sales strategies

Exemplary input for a value proposition (2/2)



Cluster Offerings (Services)	Addressed Stakeholders	Pain Relievers (How it solves stakeholder problems)	Gain creators (How it enhances value for stakeholders)
Networking and Matchmaking	 Academic institutions Suppliers Manufacturers Logistics providers Retailers 	 Reduces fragmentation Connects businesses with R&D partners and investors 	 Creates new business opportunities Fosters knowledge-and resource sharing
Innovation and R&D Support	SuppliersManufacturersLogistics providersRetailers	 Helps companies overcome R&D barriers 	 Accelerate the commercialization of research and innovation capabilities



The Value Proposition Statement



Based on the analysis develop clear and concise value propositions for your cluster

"Our cluster enables [stakeholder segment] to overcome [specific challenge] by providing [key service], ultimately allowing them to achieve [desired benefit]."



Inspirational Example: Silicon Saxony



"As a high-profile information, communication and cooperation platform, and by participating in and organizing industry events, Silicon Saxony promotes the regional, national and international networking of its members."

Stakeholder	Needs and objectives	Pain Points	Gains	Cluster Service	Pain Reliever	Gain Creator
Research Institutions	Research and Application in industry	Limited industry collaboration opportunities	Stronger industry-academia ties and access	Cooperation platform and industry events	Facilitation of industry collaboration opportunities	Enables participation with industry players
Manufacturer	Identify new technological innovation and optimize operations	Limited access to knowledge and innovative solutions	Better integration into innovative networks	Networking platform	Provides access to partner companies	Enhances innovation-building capabilities



Inspirational Example: Silicon Saxony

AEROSPACE CLUSTER SWEDEN

"Aerospace Cluster Sweden is the obvious network and unifying force for everyone who is professionally engaged in the aerospace industry. Through our communities we create opportunities for business, innovation and growth."

Stakeholder	Needs and objectives	Pain Points	Gains	Cluster Service	Pain Reliever	Gain Creator
Research Institutions	Research and Application in industry	Limited access to aerospace companies	Stronger industry-academia ties	Network events and communities	Provides forum for knowledge exchange and collaboration opportunities	Creates synergies between industry and academia
Startups & SMEs	Develop and scale operations in aerospace industry	High entry barriers and low collaboration opportunities	Business growth through networking and partnerships	Collaboration communities	Provides access to potential partner companies	Eases growth and scalability of business operations





Breakout session Value Proposition

Where to Start: Development of value proposition

Instructions

Please now work on your own value proposition.

In total you have **60 min** to **use the provided material**, to analyze your cluster and produce
concise value propositions.

Afterwards, we will reconvene in the plenary session where you can share your though process and value propositions.

Structure:

- Analyze your stakeholders using the value proposition canvas including short feedback (25 min)
- Analyze your cluster using the value proposition canvas including short feedback (25 min)
- 3. Derive your unique value propositions from the analysis (10 min)



Template Cluster Value Proposition – Overall Approach

Stakeholder	Needs and objectives	Pain Points	Gains	Cluster Service	Pain Reliever	Gain Creator
	Par	t 1			Part 2	
		7	2503			

- Value Proposition 1: Based on your elaborations in row 1, insert a concise value proposition
- 2 Value Proposition 2: Based on you Part 3 sert a concise value proposition
- **Value Proposition 3:** Based on your elaborations in row 3, insert a concise value proposition



Stakeholder	Needs and objectives	Pain Points	Gains	Cluster Service	Pain Reliever	Gain Creator

- Value Proposition 1:
- **2** Value Proposition 2:
- **3** Value Proposition 3:





Presentation of Results

Presentation of Results

Please share your value propositions

- How did you come up with your value propositions?
- Did you encounter any difficulties in creating suitable value propositions?

Gather feedback on your value propositions

 Are the value propositions sensible and convincing?



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Coffee Break





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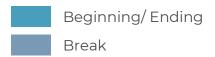


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Training Days 4-5

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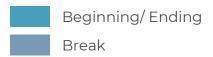
Warsaw, Poland





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Self-reflection and breakout session: Individual action plan

Instructions

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

1

Review the solutions discussed during yesterday's breakout session and **advance your action** plan by refining and developing it further. (~60 minutes)



2

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



3

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



Self-reflection: Template

The following structure can be used for your individual action plan

Objective What is the goal?	Action What will be done?	Responsible Who will do it?	Time Frame What are the start date and due date?	Peer Feedback What do your peers think?
	Step 1:			
,)(Step 2:			
BAL	Step 3:			
	Step 4:			
	Step 5:			

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Lunch Break





Selfreflection: Group 1: delivering innovative services for member and industry demands

Action Plan for delivering innovative services for member and industry demands

Objective What is the goal?	Action What will be done?	Responsible Who will do it?	Time Frame What are the start date and due date?
	Step 1: Identify the needs within your cluster - Needs analysis of the region concerned (themes, topics, trends) - Host trigger event (incl. survey) - Follow-up with 1:1 conversations	Board of membersProject leads /network managerCluster manager	12 weeks52 weeks3 weeks
Creating services that are relevant for my (potential) cluster members	 Step 2: Analyze the results of the need identification Segmentation of interest and needs within cluster Draft of first implementation plan Strategy Alignment Stakeholder Alignment 	Project leadCluster manager(Stakeholders)	– 2 weeks – 4 weeks
	Step 3: Implement the results form analysis		
	Step Creating a continuous process		45

Selfreflection: Group 2: Engaging existing members

The following structure can be used for your individual action plan

Objective What is the goal?	Action What will be done?	Responsible Who will do it?	Time Frame What are the start date and due date?	Peer Feedback What do your peers think?
	Gain survey-based understanding of needs and hot topics (research)	z-0 ⁴		Define personas to be invitedSelect participants carefully
	Setup working group core structure based on needs			 Decide on aspects being either technologies, or managerial aspects, etc.
Form working groups based on members-needs	Use cluster support to setup group-internal structure			 Define who will be the responsible decision maker
	Monitor and evaluate the progress, based on KPI			 Set the goals and communicate clearly
	Present working group results (success stories) to other members and stakeholders			- Decide on the representative/ group leader person/ personality

Selfreflection: Group 2: Implementing CRM

The following structure can be used for your individual action plan

Objective What is the goal?	Action What will be done?	Responsible Who will do it?	Time Frame What are the start date and due date?	Peer Feedback What do your peers think?
	Perform team workshop to understand cluster needs	, 04		
	Research and screen existing CRM systems	5		
Establish a CRM to get a better overview of member engagement and to have an easier way to reach out	Test 2-3 tools and decide on one as final solution			 Al potential to be elaborated further
	Clean existing data and create Manual			
	Implement solution and start team training	Potential Subcontractor to perform individualization		
	Use on daily basis and establish monthly meeting to discuss process review			 Furthermore include KPI reviews
	Establish regular data maintenance meetings			47

Self-reflection: Group 2: Finding funding

Changing stakeholder structure from publicdominated to business and vice-versa; deal with financing aspects; drive board decisions with strategic direction.

The following structure can be used for your individual action plan

	Objective What is the goal?	Action What will be done?	Responsible Who will do it?	Time Frame What are the start date and due date?	Peer Feedback What do your peers think?
Financing the future of the cluster by funding	Decide on strategic objectives and role of cluster				
	_	Create storyline and prepare "internal pitch"			 Benefit-driven communication to invite stakeholders to "create the future"
	stakeholder/ shareholder models	Develop ideas on potential financing and stakeholders and roles			
		Reach out to the board to discuss financing aspects of the cluster			 Rethink board based on strategically most important stakeholders in the region

Setting up a monitoring system

How to set up performance indicators?

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

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

Tips for the development of indicators



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



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



... avoid information overload and overaggregation by **selecting only few** indicators.



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



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





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

Exemplary

Exploring useful examples of performance indicators

Membership and growth	 Number of members Member retention rate New member acquisition rate Percentage of members participating in cluster events Average number of events attended per member Participation in online platforms or forums
Financial performance	 Total revenue Revenue per member Revenue growth rate Amount of external funding secured for cluster activities Ration of external funding to operational budget Number of successful grant applications for cluster projects
Networking and relationship building	 Number of B2B meeting facilitated Participation in polity-related workshops or consultations Frequency of dialogues or meetings with policy makers
Internationalization	 Number of international partnerships Number of international trade missions organized Percentage increase in international sales for member companies
Visibility and recognition	 Media coverage of cluster events and initiatives Social media engagement and following Member testimonials and satisfaction survey

Monitoring tracks, evaluation assesses – both inform smarter actions

Monitoring and Evaluation (M&E)

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

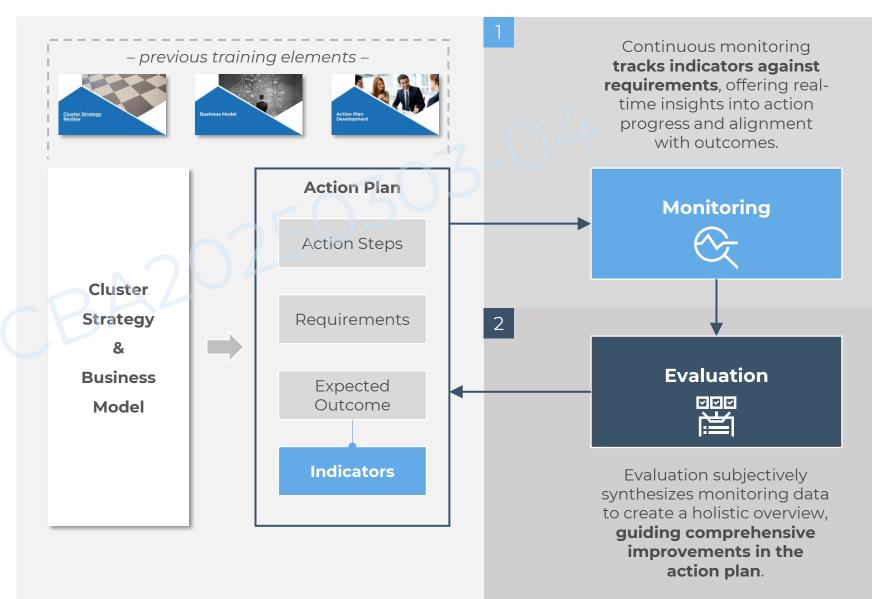
Evaluation: Involves reviewing the action plan to inform enhancements, considering subjective factors and potential future scenarios for a comprehensive understanding of program effectiveness and improvement possibilities.

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

Monitoring and evaluation work in tandem during the Action Plan implementation

Relationship between Monitoring and Evaluation

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



Guiding questions serve as road signs, directing the route to successful implementation

Non-Exhaustive



Monitoring

Progress Tracking: How will we measure and track the progress of each action step and its associated indicators?

Resource Utilization: How effectively are resources being used to achieve the action steps? Are there any resource bottlenecks?

Indicator Deviation: What steps will be taken if indicators deviate from the expected trajectory? How will adjustments be made?

Timeliness: How frequently will indicators be assessed to ensure timely identification of any issues?

Quality Control: How will we ensure the quality and accuracy of data collected for monitoring purposes?

Early Warning Signs: What are the early warning signs that could indicate potential challenges or deviations from the plan?

Responsibility: Who is responsible for monitoring different indicators?



Evaluation

Strategic Alignment: How do the monitored indicators align with the overarching strategic goals?

Effectiveness Assessment: To what extent are the achieved outcomes in line with the expected outcomes set in the Action Plan?

Impact Evaluation: How do the achieved outcomes influence the organization's strategic direction and objectives?

Learning: How do insights from monitoring inform future planning and decisions?

Adaptation: Based on the monitoring results, what adjustments are needed in the Action Plan or larger strategy?

Resource Allocation Review: How can the evaluation results guide the allocation of resources for optimal outcomes?

Stakeholder Engagement: How are evaluation results shared and used for improvement?

Extended Action Plan (incl. Monitoring & Evaluation)

Objective What is the goal?	Action What will be done?	Responsible Who will do it?	Stakeholders Who are the stakeholders to involve for success?	What is required	Expected outcome What kind of outcome do you expect?	What are the start date and the due date?	Indicators (KPIs) How do I track action progress using clear metrics?	indicators and	Evaluation What's the overall impact & effectiveness of my action?

Extended Action Plan - Example

Objective What is the goal?	Action What will be done?	Respon sible Who will do it?	ders	Requireme nts What is required (e.g., resources)?	Expected outcome What kind of outcome do you expect?	Time Frame What are the start date and the due date?	How do I track action progress using clear metrics?	Monitoring Are my actions aligning with indicators and staying on course?	What's the overall impact & effectiveness of my action?
Secure essential fundings in alignment with the future development requirements of the cluster	Step 1: Conduct an assessment of cluster needs and development goals	Cluster manager	Cluster members and key stakeholde rs	Cluster development expertise	A clear understanding of cluster needs and development objectives	1 st Mar 2024 – 31 st Mar 2024	 Needs assessment report: number of identified cluster needs and development goals stakeholder satisfaction with the needs assessment process (measured through surveys or feedback) 	Regular meetings with stakeholders to provide updates on the assessment process	Evaluate how well the identified needs align with potential funding opportunities
	Step 2: Research and identify potential funding sources and opportunities	Inno- vation manager	Governme nt agencies and potential partners	Research tools and networking capabilities	A list of potential funding sources and identified opportunities.	1 st Apr 2024 – 15 th Apr 2024	 List of potential funding sources number of potential funding sources identified relevance score for each funding source and opportunity (e.g., on a scale of 1 to 5) 	Regular progress updates on the research efforts	Assess the relevance and feasibility of each funding source and opportunity
	Step 3: Develop project proposal based on the identified needs and opportunities	vation	Cluster stakeholde rs and project team members	Expertise in proposal development and assembling a project team	A comprehensive project proposal ready for submission	15 th April 2024 – proposal due date / 15 th May 2024	 Completed project proposal Completeness and quality of the project proposal (e.g., percentage completion) Reviewer feedback on the proposal's alignment with cluster needs and funding opportunities. 	Regularly track the progress of proposal development	Review the proposal to ensure alignment with cluster goals and identified funding opportunities

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Feedback

4th Cluster Booster Academy Feedback Days 4-5

