



CLUSTER
BOOSTER ACADEMY

Cluster Booster Academy

Virtual Training: Day 1/3

November 6, 2024





An initiative of the European Union

Source: IMP³ROVE

Agenda Virtual Training (Day 1)

Baselining:
*Setting the theoretical
base and discussing
challenges*

 Beginning/ Ending
 Break

10.00 – 10.10	Start & Welcome	6 th November 2024
10.10 – 11.00	Introduction to the Cluster Booster Academy – Brief introduction by participants based on their pre-filled profile slide	
11.00 – 11.45	Cluster Strategy Review: Introduction and review of cluster strategy elements	
11.45 – 12.15	Break	
12.15 – 13.00	Challenges: Discussion on current challenges – 5 Breakout rooms each discussing/brainstorming a specific challenge, Presentation by each group on their ideas and findings	
13.00 – 13.30	Keynote speech: Krzysztof Mieszkowski (University of Warsaw)	
13.30 – 13.45	Business Model I: Business model canvas introduction, explanation and homework	
13.45 – 14.00	Wrap-up and Q&A	



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Source: IMP³ROVE

Agenda Virtual Training (Day 2)

Present positioning:
Discussing best practices
and differences to own
cluster, followed by
assessing own status-quo

10.00 – 10.15	Start and recap of day 1	11 th November 2024
10.15 – 11.00	Homework presentation: Review of current business model canvas	
11.00 – 11.45	Best practices: <ul style="list-style-type: none"> – Introduction of sources available on ECCP – Presentation of best practice cases – Discussion on how to apply best practice examples to own cluster 	
11.45 – 12.30	Break	
12.30 – 13.15	Business Model II: Development of future business model canvas	
13.15 – 13.30	Discussion of results	
13.30 – 13.45	Wrap-up and Q&A	

Beginning/ Ending

Break



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Source: IMP³ROVE

Agenda Virtual Training (Day 3)

Future positioning:
*Reflecting on desired
business model and
structuring an action plan
for future development*

10.00 – 10.10	Start and recap day 2	15 th November 2024
10.10 – 10.40	Keynote speech: David Munis Zepernick (Medicon Valley Alliance)	
10.40 – 11.00	Action Plan Development: Introduction to action plans for structuring solutions to challenges	
11.00 – 12.30	How to plan, structure and achieve your strategic goals: <ul style="list-style-type: none"> – Introduction to action plan template and tasks – Self-reflection: Participants detail out the next steps to solving their challenges into an action plan – Presentation of action plans and feedback 	
12.30 – 12.45	Wrap-up and Q&A	

- Beginning/ Ending
- Break



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Source: IMP³ROVE

Strategic planning to tactical implementation: the training consists of a baselining section followed by interactive present and future positioning parts

Day 1: Baselining

Setting the theoretical base and discussing challenges



Cluster Strategy Review

Setting the theoretical framework



Challenges

Discussing overarching challenges within clusters and issues that ought to be solved



Business Model Canvas I

Presenting Business Model Canvas homework

Day 2: Present Positioning

Discussing best practices and differences to own cluster, followed by assessing own status-quo



Best-Practices

Illuminating the characteristics of best practice clusters



Business Model Canvas II

Developing one's future business model

Day 3: Future Positioning

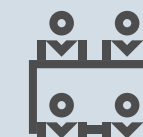
Crafting future business model along with a strategic approach to adapt to changes



Action Plan Development

Defining an action plan to foster future positioning and solving present challenges

Learn from peer experiences, best practices & through interactive sessions



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Source: IMP³ROVE

Cluster Strategy Review

Thorough review of the cluster strategy: six inter-connected elements



Input factors

Output factors, facilitated as response to input factors



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Source: IMP³ROVE

Strengthening the European economy through collaboration



Step 1: Trends

Identifying trends and challenges consists of strategic foresight towards developments ...

Innovation initiation has altered over time

Increasing attention towards **green** and **circular economic activities**

Increasingly **converging technologies**

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



The complexity requires clusters to act via strategic foresight

Clusters are the partner for bridging competences and members capacity gaps

Strategic foresight tasks for clusters include being:

- **Equipped** with **state-of-the-art knowledge** on a regular base
- **Aware** about industry **needs**
- **Familiar** with **trend** and **development scenarios** for cluster-related technologies, value chains and needs



Knowledge generated from strategic foresight needs to be integrated into services

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

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

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

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

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

Level	Cluster-related positioning
Innovation strategy	Road mapping, portfolio analysis, international determination of position, cluster strategy, framework of SME strategy
Internal conditions (innovation culture)	Advanced training options, connection of industry and research, working groups, innovation labs, open innovation arenas
Operative innovation management	Strengthen contacts with cooperation partners, innovation matchmaking, technology transfer
External conditions	Joint purchasing platforms, recruitment of qualified personnel, contact with public authorities and multipliers
Transfer of results	Common brands or processes, innovation packages



Tool utilization: It is crucial to address relevant macro- environ- mental factors in a structured way

Understanding external influences (PESTEL analysis incl. examples)

Political	<ul style="list-style-type: none"> – Tax policy, labor law, environmental law, trade restrictions, tariffs, political stability – Goods and services which the government wants (merit goods) and those that the government does not want to be provided (demerit goods) – Influence on the health, education, and infrastructure of a nation
Economic	<ul style="list-style-type: none"> – Economic growth, interest rates, exchange rates, inflation rate
Social/ cultural	<ul style="list-style-type: none"> – Cultural aspects, health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety
Technological	<ul style="list-style-type: none"> – Ecological and environmental aspects, such as R&D activity, automation, technology incentives and the rate of technological change
Environmental	<ul style="list-style-type: none"> – Weather, climate, and climate change
Legal	<ul style="list-style-type: none"> – Discrimination law, consumer law, antitrust law, employment law, health and safety law



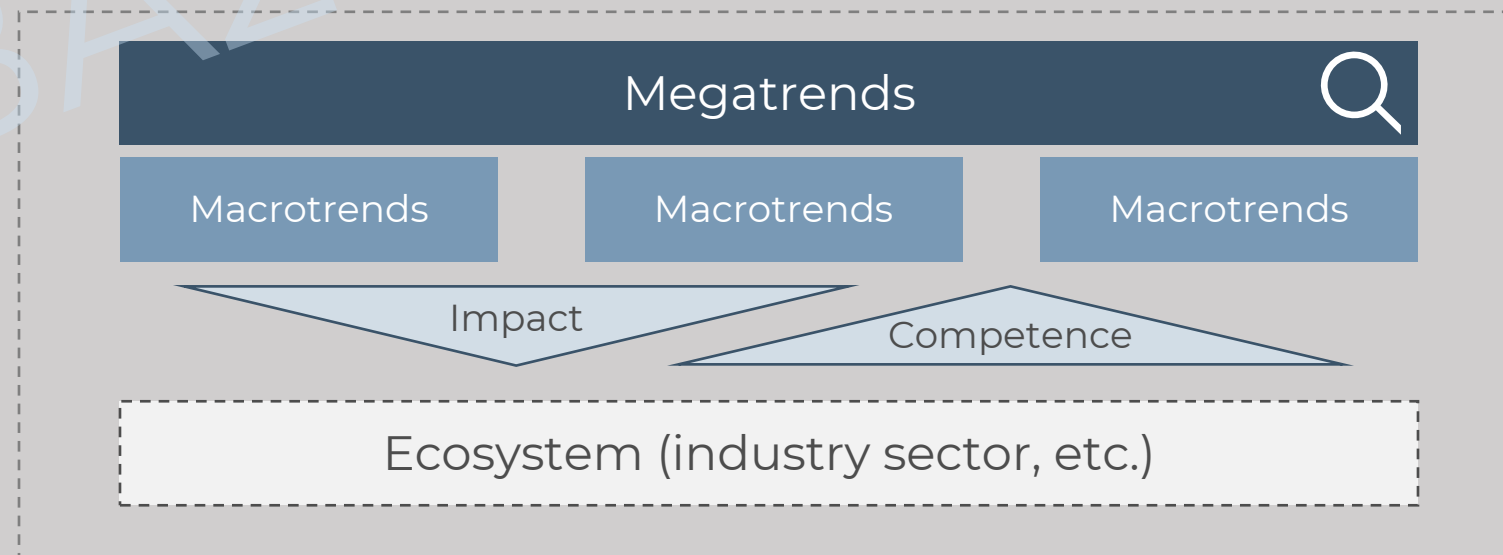
Understand future trends and their impact on your cluster

About the ECCP Trend Universe (only for ECCP profiles in the EU)

The Trend Universe is a **strategic foresight instrument**, tailor-made for EU cluster organizations and cluster members. With the ECCP Trend Universe tool, your organisation can select, assess, and benchmark trends based on the influence strength and the competence strength.



- The concept of **megatrends** and **macrotrends** is used to create a specific view on each ecosystem.
- Key question: Which megatrends and macrotrends have the highest **impact on a company/organization/region?**
- The result of the answered questions is a **picture of the most important trends for each ecosystem** and derived strategies and measures.

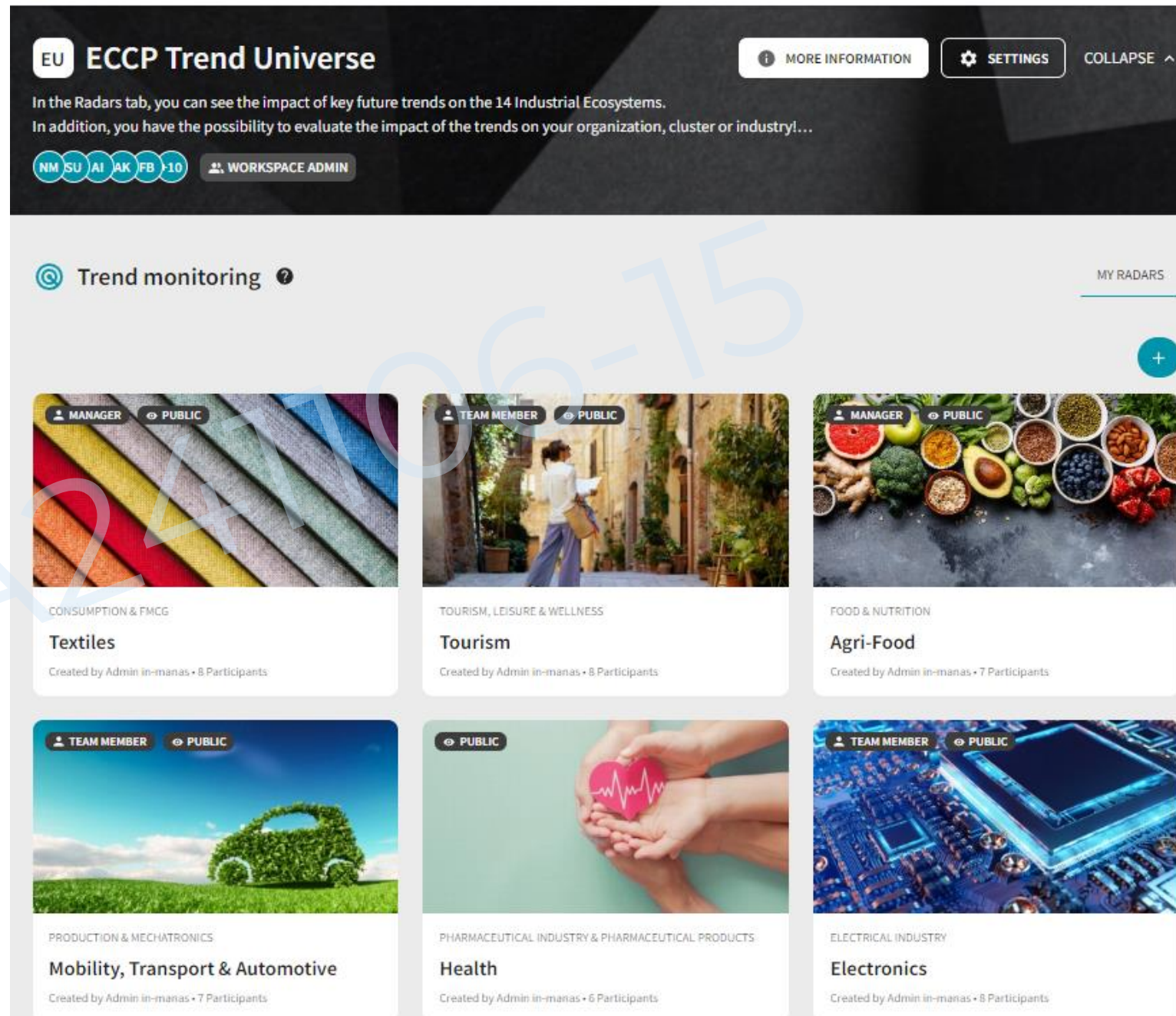


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Source: IMP³ROVE

Trend Radar for each ecosystem

- At the starting page you will find **all relevant radars** in an overview
- There is one Trend Radar for **each** of the respective **ecosystems**
- Each trend radar has already an **expert evaluation** included and the possibility to **evaluate** these radars **yourself**.



EU ECCP Trend Universe

In the Radars tab, you can see the impact of key future trends on the 14 Industrial Ecosystems. In addition, you have the possibility to evaluate the impact of the trends on your organization, cluster or industry...

WORKSPACE ADMIN

Trend monitoring

MY RADARS

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

Tourism
Tourism, Leisure & Wellness
Created by Admin in-manas • 8 Participants

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

Mobility, Transport & Automotive
Production & Mechatronics
Created by Admin in-manas • 7 Participants

Health
Pharmaceutical Industry & Pharmaceutical Products
Created by Admin in-manas • 6 Participants

Electronics
Electrical Industry
Created by Admin in-manas • 8 Participants



Each Trend Radar is structured in a way to facilitate the analysis and evaluation of megatrends

- **Basic Information:** Brief description of the respective ecosystem and participants

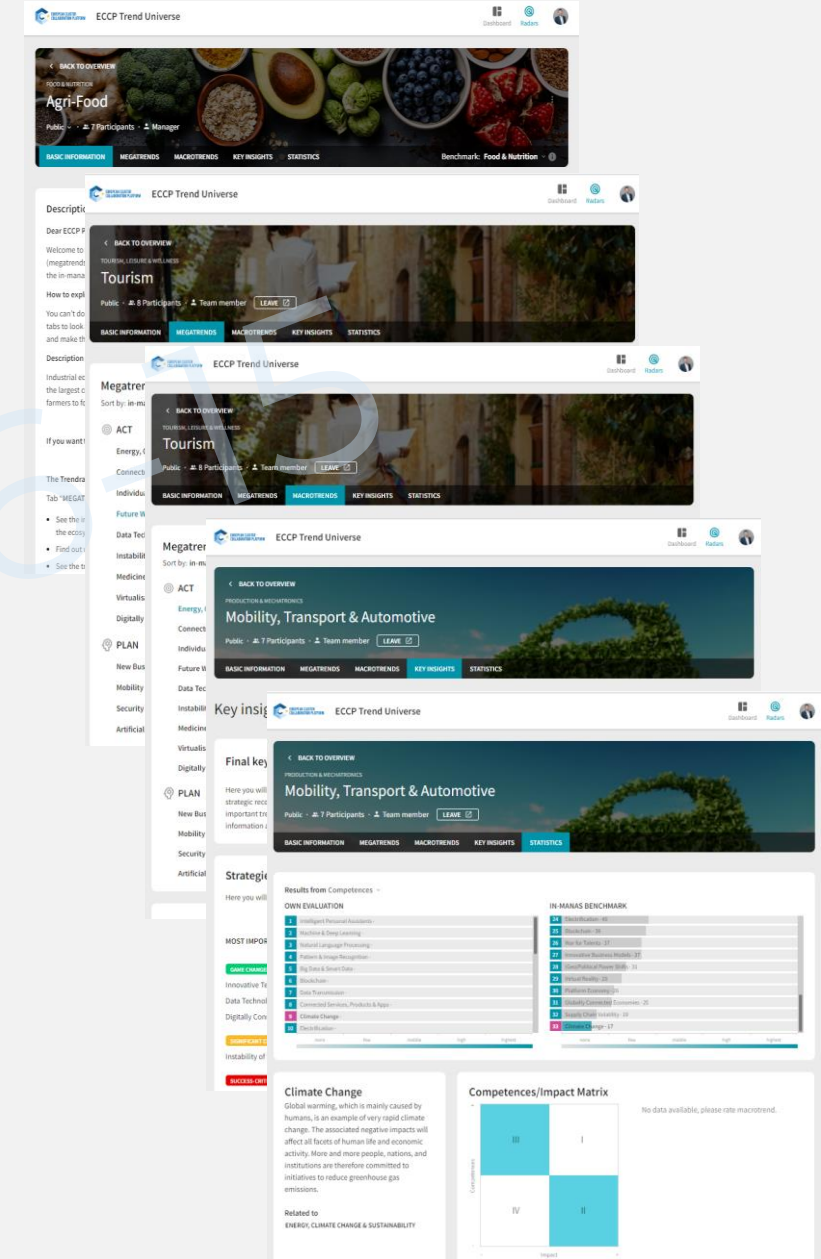
- **Megatrends:** Shows the influence of a selected megatrend on the selected ecosystem

focus today

- **Macrotrends:** Shows the macro trends associated with each megatrend

- **Key Insights:** Strategic core findings and conclusions based on the assessments

- **Statistics:** Gives an overview of the own and in-manas benchmark evaluation results





Step 2: Member and cluster needs

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

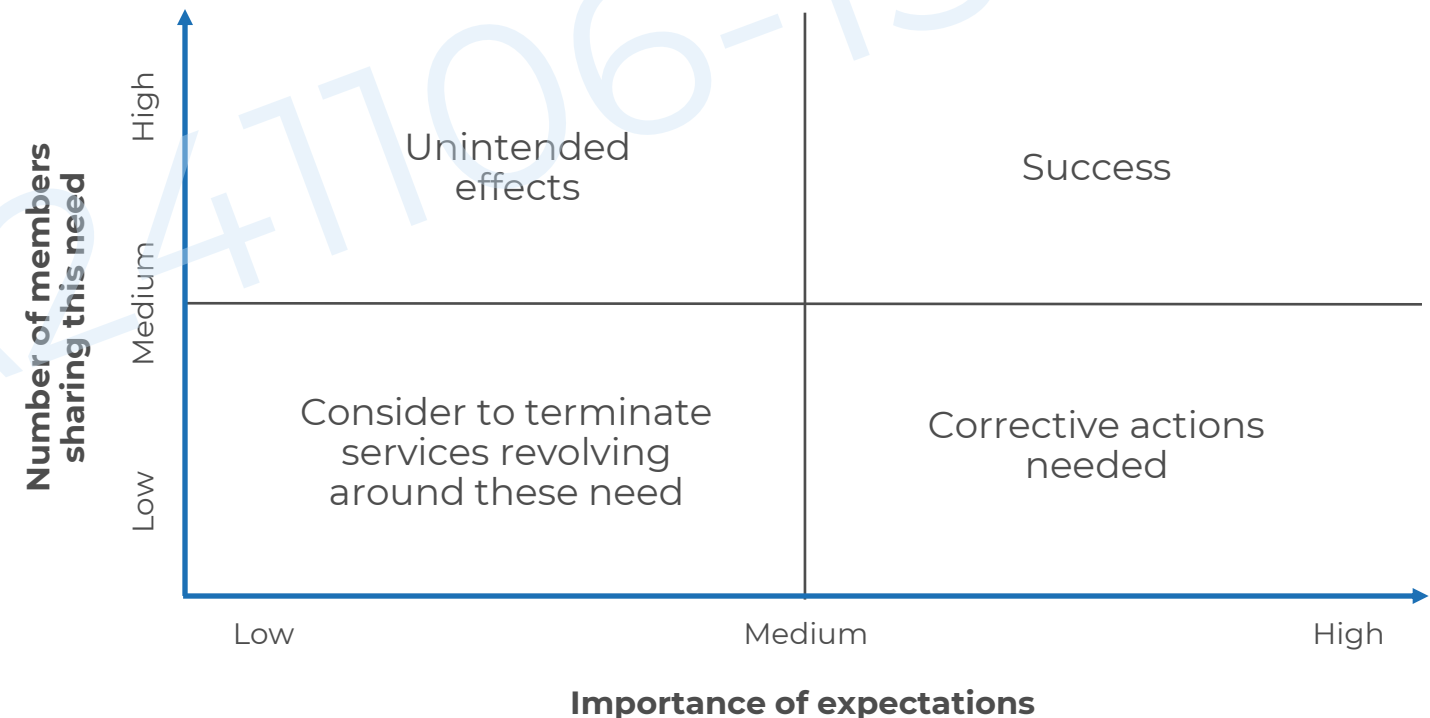
1. Identifying key members and their needs

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

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

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

2. Prioritizing the members' needs



Step 3: Vision, mission, objectives



With set vision, mission and objectives the cluster can define what it stands for and where it wants to go

The development of cluster strategies requires:



Vision & Mission



Definition & understanding where the cluster wants to go (vision) and what it desires to stand for (mission)



Objective Setting



Defined objectives which are precise, measurable and leave room for future transformations and evolutions in the cluster

Purpose

Internal

- **Guide management's thinking** on strategic issues
- Help **define performance** standards
- Guide **employee decision making**
- Help establish a **framework for ethical behavior**

External

- Create **closer linkages and better communication** with members
- Promote **external support**

Success Factors

- **Understood and shared by all** employees and potentially members
- Broad enough to **encompass a variety of perspectives**
- **Easy to communicate** to a broad audience
- **Inspiring** and uplifting
- **Concise and inclusive** for clear understanding
- May be **"action-oriented"** or **"outcome-oriented"**





Step 4: Competency assessment

Developing or being aware of core competences yields several advantages for clusters

Relevance of core competences

Core competences are...

- 1 ... Giving clusters the opportunity to **better allocate resources**
- 2 ... Helping in **developing a specific image/ brand** and **presence** among members or within the “cluster universe” (something the cluster is known for)
- 3 ... Leading to **commitment** among cluster members – key skills members can rely on

Fields of competence to develop...



Technical knowledge (e.g., sector/ industry/ market knowledge, tech. expertise)



Methodological skills (e.g., project mgmt. tools, communication/ PR)



Strategic management skills
(e.g., consultancy know-how, strategy development, modeling, leadership)



Language skills (e.g., business English)



Knowledge on cluster-related policies and funding programs
(e.g., regional policies, subsidies)



Process management & controlling skills (e.g., financial modelling, quality mgmt. tools)



Step 5: Service portfolio



Clusters can follow a structural five-step approach to map and assess the portfolio and update it according to member needs

Service portfolio update process

1

Status-quo analysis

- Listing services
- Identifying need-based fields among members

2

Systematic inventory

- Mapping of existing services (structural field allocation)
- Identifying of portfolio gaps based on members' needs

3

Profitability

- Evaluating profitability of existing services
- Comparing effort of services and expected recognition of cluster members (self-assessment)

4

Member feedback

- Setting up workshops with members
- Capturing satisfaction with offered services and prioritizing member expectations
- Comparing self-assessment (step 3) with member feedback

5

Update services in portfolio

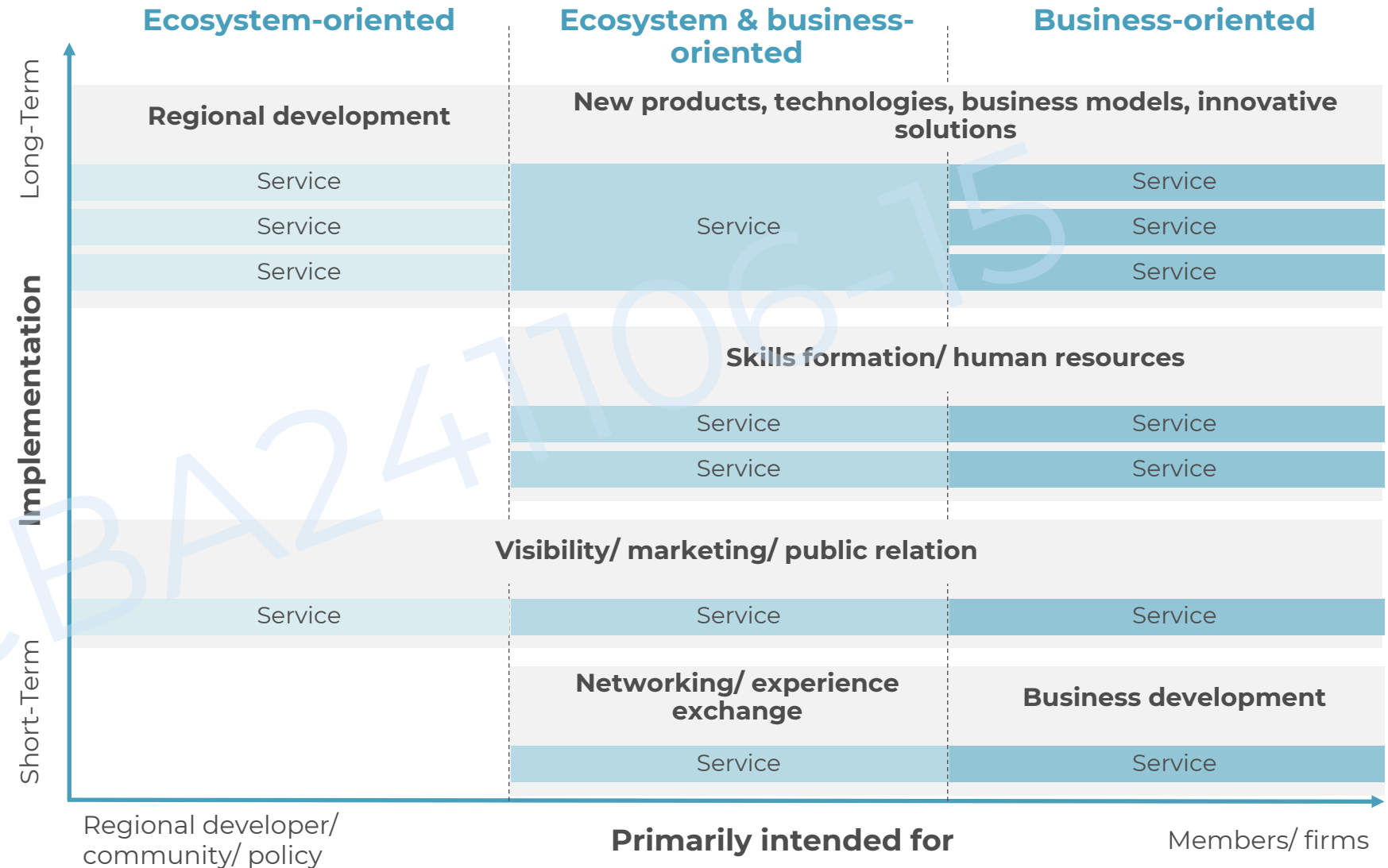
- Terminating or changing existing services (if necessary)
- Initiating new services (if necessary)
- Closing gaps according to profitability (step 3) and member feedback (step 4)



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

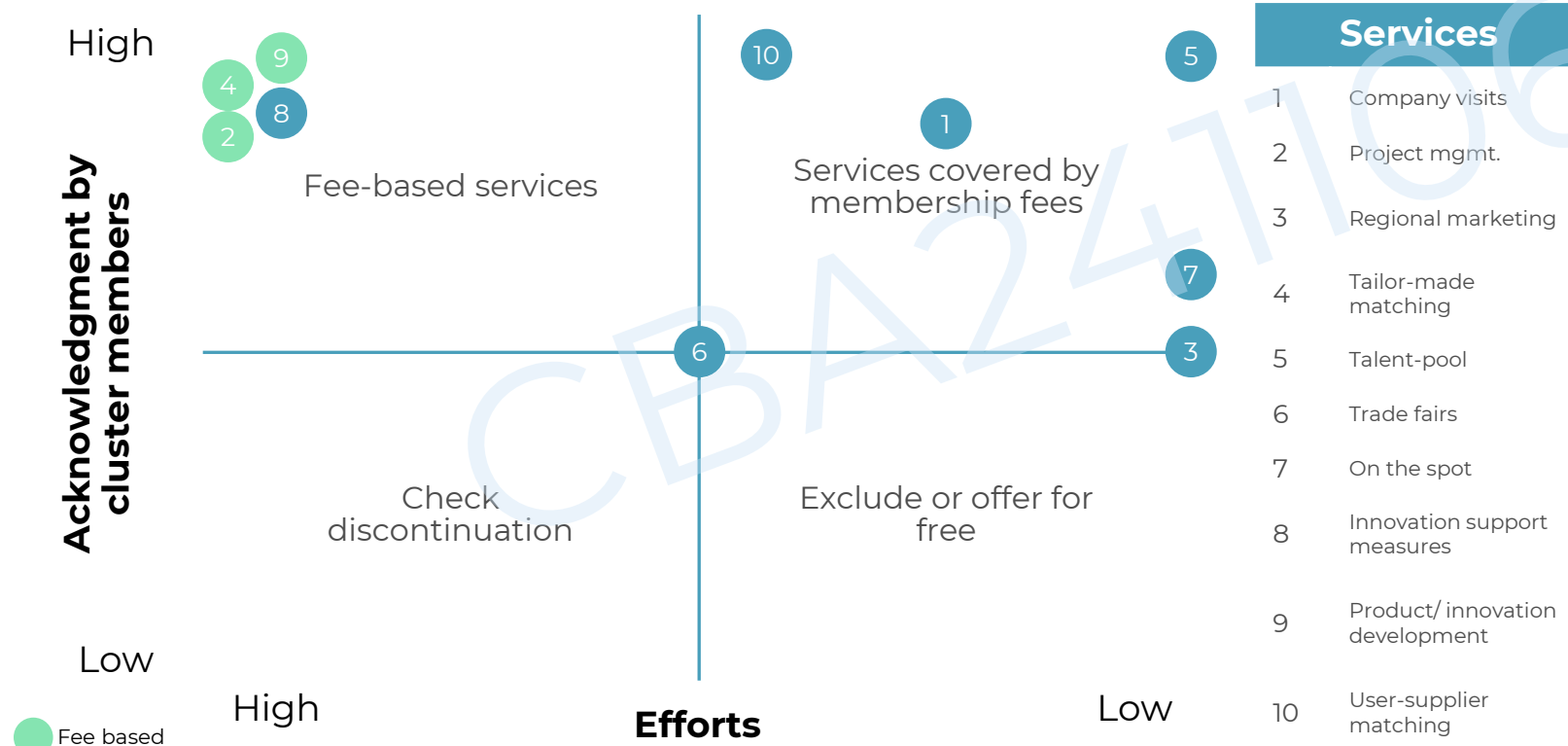
Status-quo service mapping (exemplary)

Step 1 and 2 of service portfolio update process



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

Profitability portfolio analysis – example of an energy cluster in Germany in 2018



Background – results of analysis

Cluster managers **mapped** and **reviewed services** into **profitability matrix**:

Several **services** causing **high efforts** were included in **membership fees**

Three services were turned into **fee-based services**

Procedure

Expectation on service **effort** and **current satisfaction** level are **compared** in self- and member-assessment

- Enables **final validation** on service **priority** and **adaption** of **portfolio** on member needs

Best practice example: Developing new services (structured target setting) – Cluster Menara, Morocco

Needs-based vision



Set-up an Innovation Technological Development Center for the agri-food and cosmetics sector for the Menara cluster (80 members)

Objective



- **Creating a non-profit innovation center** delivering high-quality and non-technical services relevant to businesses and being moderate regarding costs
- **Offering** paid as well as subsidized **innovation services** enhancing financial and operational sustainability of members
- **Supporting product development**, strengthening **creation of new jobs** within members and companies associated with value chain

Desired outcomes



- (SMEs) **Creating innovative and competitive products** through technology transfer and access
- **Establishing links** between **cluster members** and **research/ academic community**
- **Preserving** existing **occupations** inside members and **shaping new jobs** driven through product development/ technological access



Step 6: Communication strategy



The importance of communicating a brand: a cluster brand can yield several benefits for multiple stakeholders

Good branding creates long-term visibility

Developing a **brand** consists of **combining values and attributes** (e.g., USP, what to stand for, etc.)

- To **foster member commitment** and **consistency**, branding should be **in line with members**

Once brand is **developed**, **communication objectives** for target groups must be set to **guide choice of tools and timing**

Exemplary goals of branding:

- Strengthening **commitment** of members and **attracting new** ones
- Anchoring and establishing cluster **strategy**
- Increasing **visibility** beyond regional borders
- Fostering cross-cluster and border **collaboration**

Best practice example: Prosecco Cluster Italy

Background:



The Italian cluster of prosecco in Veneto, Italy is a self-contained ecosystem. The **local wine production** caused the **evolvment of many connected activities**.

Heterogenous actors are involved in the system and in 2003, the **area was recognized as the first sparkling wine district of Italy**.

Cluster positioning:



The **key focus of brand strategy** is the **region**. Brand value **focuses** on:

- **Quality of product** due to long tradition and certified labelling
- **Association** of the sparkling wine **with luxury, pleasure and well-being**
- **Regional link to heritage** (noble castles, landscapes and century long tradition in prosecco production)

Key message:



- **Relating to location** is for (some) clusters **reasonable to strengthen brand of members** (further win situation for local government)
- **Region-based branding** can **translate** into **strong commitment** of numerous stakeholders (e.g., members, public administration, inhabitants)

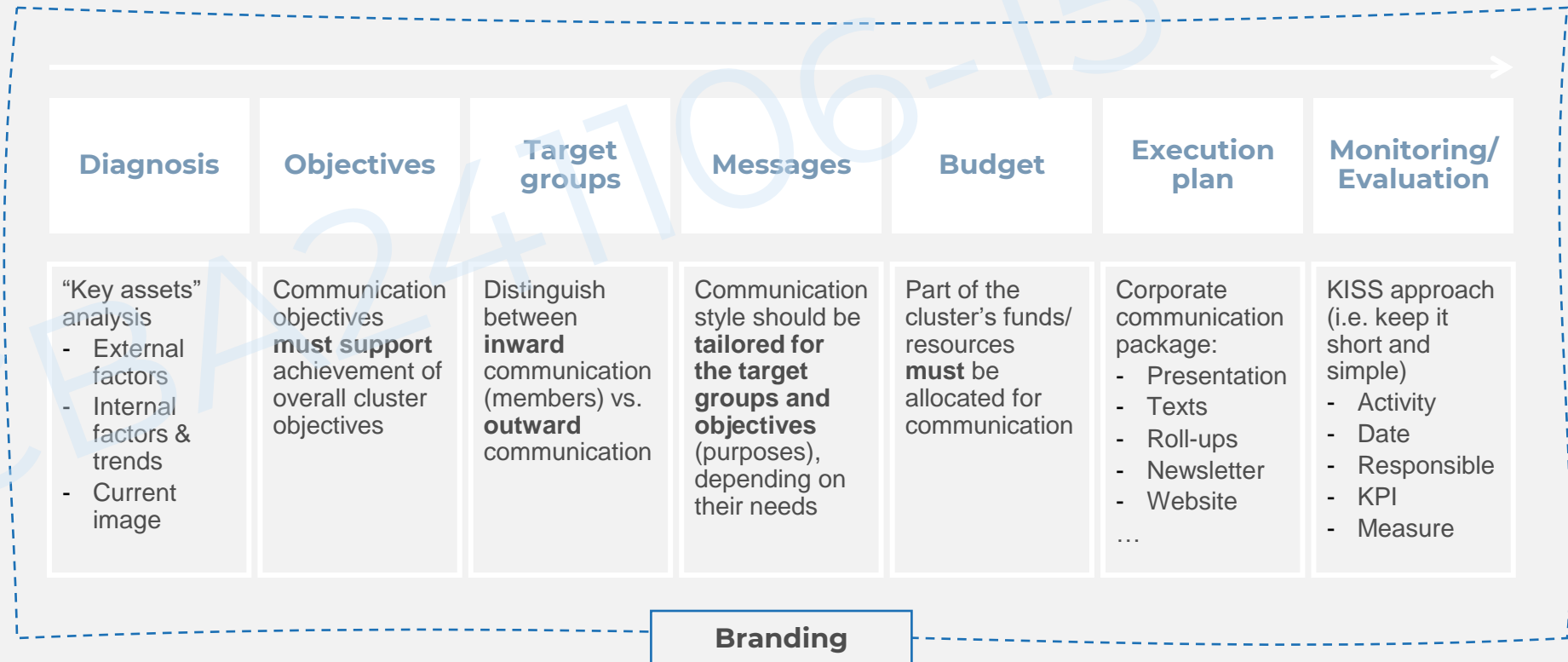


The art of effective communication: crafting a winning strategy through 7 essential elements

What makes a (good) communication strategy?



Communication is the engine of a cluster



Break

CBA241106-15



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Source: IMP³ROVE

Challenges



Drawing from typical cluster challenges, we have distilled these 10 key themes

Overview challenges

1

Attracting & Retaining Members

2

Digitalization

3

Service Innovation

4

Financial Sustainability

5

Measuring Growth and Success

6

Governance and Organizational Structures

7

Cross-country/sector collaboration

8

Stakeholder Engagement and Collaboration

9

Marketing and Visibility

10

Sustainability Transformation



An initiative of the European Union

Source: IMP³ROVE

Challenges not used for following breakout session

Challenges used for following breakout session

Strengthening the European economy through collaboration

Breakout room and presentation (90 minutes)

We've chosen the 5 most frequently mentioned challenges by all participants.

Each participant will be assigned randomly to a breakout room.

Breakout rooms:

Brainstorm and discuss possible solutions to assigned challenge in your breakout group and sort them into thematic groups
(25 minutes)

Main room:

Selective presentation of ideas and findings followed by a discussion
(20 minutes)



Breakout rooms & topics

Selected challenges

1

Attracting & Retaining
Members

2

Service Innovation

3

Financial Sustainability

4

Cross-country/sector
collaboration

5

Marketing and Visibility



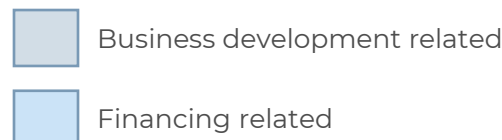
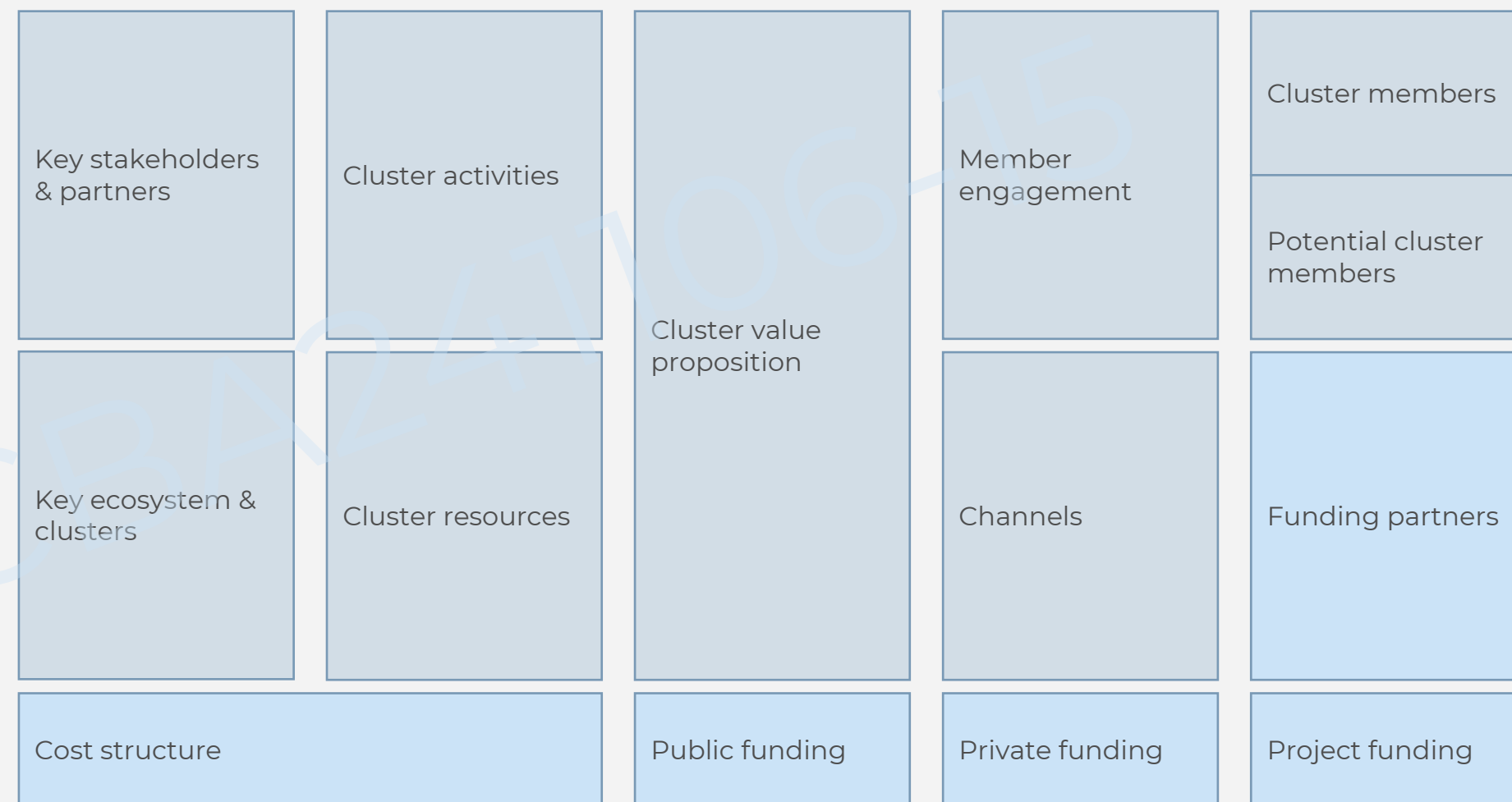


Business Model I

The Business Model Canvas enables a one-page view of a cluster's structure

Business Model Canvas cluster version

The Business Model Canvas offers managers the opportunity to structure and document their existing ones. The framework is widely regarded as the most famous one to display business models.

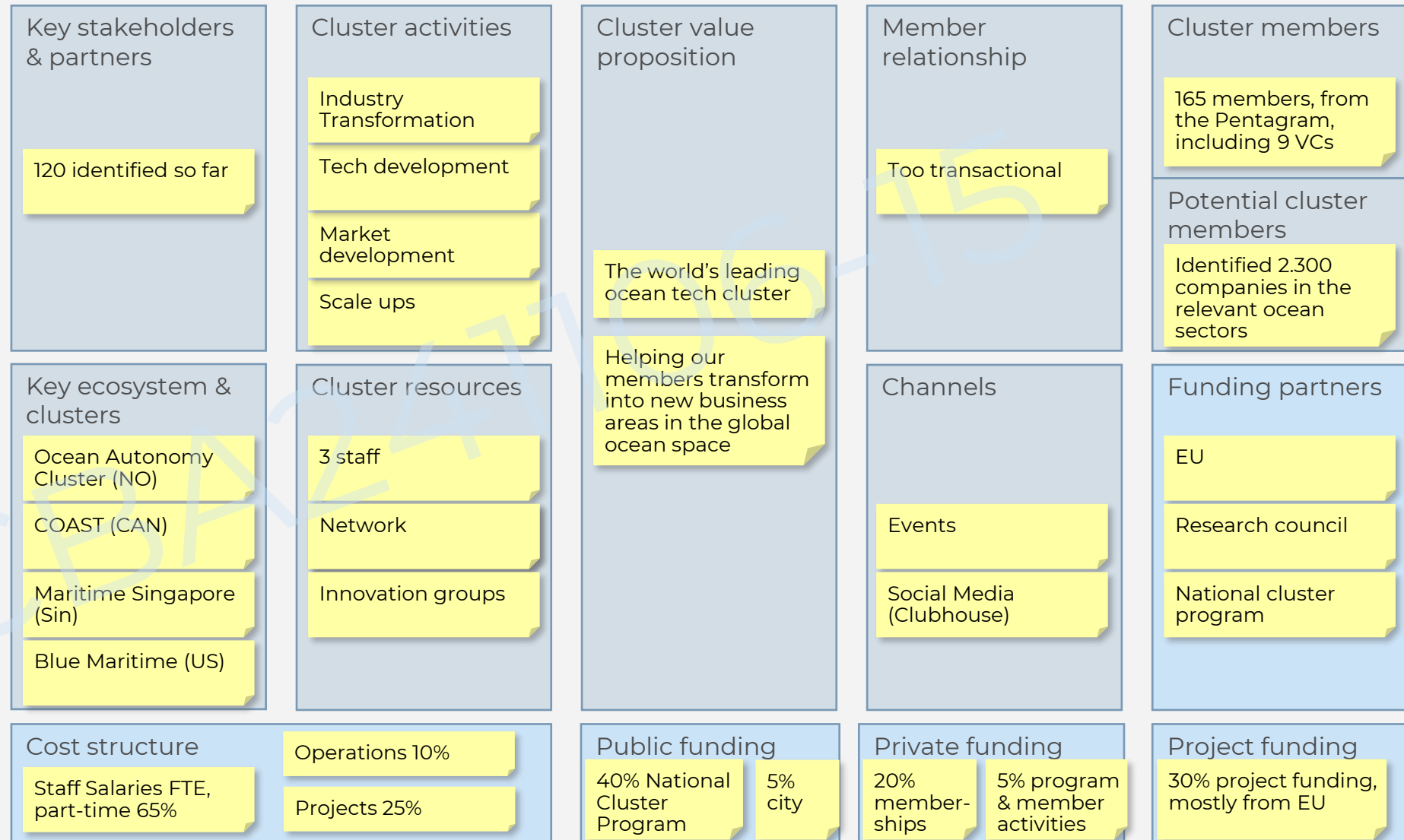


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Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

Case example: Ocean tech cluster

Business Model Canvas applied



Business development related

Financing related



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Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

Homework Business Model Canvas

For the next session on November 11:






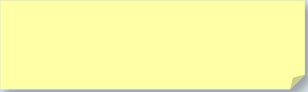





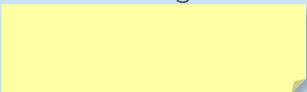

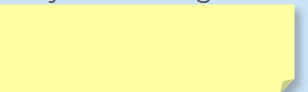
Please use the provided template of the Business Model Canvas to build your very own Business Model Canvas based on the **current structure of your cluster. Please be prepared to present them in the group**



Self-reflection: Template

Business Model Canvas cluster version

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

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



Business development related



Financing related



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Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

Your key learnings today

Day 1: Baselineing

Setting the theoretical base and discussing challenges



Cluster Strategy Review

Setting the theoretical framework



Challenges

Discussing overarching challenges within clusters and issues that ought to be solved



Business Model Canvas I

Presenting Business Model Canvas homework



Day 2: Present Positioning

Discussing best practices and differences to own cluster, followed by assessing own status-quo



Best-Practices

Illuminating the characteristics of best practice clusters



Business Model Canvas II

Developing one's future business model

Day 3: Future Positioning

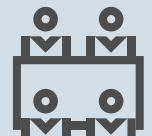
Crafting future business model along with a strategic approach to adapt to changes



Action Plan Development

Defining an action plan to foster future positioning and solving present challenges

**Learn from
peer
experiences,
best
practices
& through
interactive
sessions**



An initiative of the European Union

Source: IMP³ROVE

Final Q&A

Note: Please book the slot for your coaching sessions by writing an Email to events@clustercollaboration.eu

with cc

manuel.seuffert@kearney.com

hanna.kim1@kearney.com

The sessions will take place in between the virtual and physical training.



Agenda Virtual Training (Day 2)

Present positioning:

Discussing best practices and differences to own cluster, followed by assessing own status-quo

10.00 – 10.15	Start and recap of day 1	11 th November 2024
10.15 – 11.00	Homework presentation: Review of current business model canvas	
11.00 – 11.30	Keynote speech:	
11.30 – 12.00	Best practices: <ul style="list-style-type: none"> – Introduction of sources available on ECCP – Presentation of best practice cases – Discussion on how to apply best practice examples to own cluster 	
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	Beginning/ Ending
	Break



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Source: IMP³ROVE



CLUSTER
BOOSTER ACADEMY

Cluster Booster Academy

Virtual Training: Day 2/3

November 11, 2024



An initiative of the European Union

Source: IMP³ROVE

Recapping the first training day

Agenda Virtual Training (Day 1)

10.00 – 10.10

Start & Welcome

6th November 2024

10.10 – 11.00

Introduction to the Cluster Booster Academy

– Brief introduction by participants based on their pre-filled profile slide

11.00 – 11.45

Cluster Strategy Review: Introduction and review of cluster strategy elements

11.45 – 12.15

Break

Baselining:
*Setting the theoretical
base and discussing
challenges*

12.15 – 13.15

Challenges: Discussion on current challenges

- 5 Breakout rooms each discussing/brainstorming a specific challenge, its impact on cluster performance, and potential solutions
- Presentation by each group on their ideas and findings

13.15 – 13.45

Business Model I: Business model canvas introduction, explanation and **homework**

13.45 – 14.00

Wrap-up and Q&A

Beginning/ Ending
Break



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Source: IMP³ROVE

Strengthening the European economy through collaboration

2

**What were your key takeaways
from the first training day?**



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Source: IMP³ROVE

Strengthening the European economy through collaboration

Agenda Virtual Training (Day 2)

Present positioning:

Discussing best practices and differences to own cluster, followed by assessing own status-quo

10.00 – 10.15

Start and recap of day 1

11th November 2024

10.15 – 11.00

Homework presentation: Review of **current** business model canvas

11.00 – 11.30

Keynote speech:

11.30 – 12.00

Best practices:

- Introduction of sources available on ECCP
- Presentation of best practice cases
- Discussion on how to apply best practice examples to own cluster

12.00 – 12.30

Break

12.30 – 13.15

Business Model II: Development of **future** business model canvas

13.15 – 13.30

Discussion of results

13.30 – 13.45

Wrap-up and Q&A

Beginning/ Ending
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Strategic planning to tactical implementation: the training consists of a baselining section followed by interactive present and future positioning parts

Day 1: Baselining

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Cluster Strategy Review

Setting the theoretical framework



Challenges

Discussing overarching challenges within clusters and issues that ought to be solved



Business Model Canvas I

Presenting Business Model Canvas homework



Day 2: Present Positioning

Discussing best practices and differences to own cluster, followed by assessing own status-quo



Best-Practices

Illuminating the characteristics of best practice clusters



Business Model Canvas II

Developing one's future business model

Day 3: Future Positioning

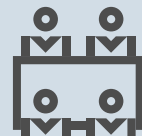
Crafting future business model along with a strategic approach to adapt to changes



Action Plan Development

Defining an action plan to foster future positioning and solving present challenges

Learn from peer experiences, best practices & through interactive sessions



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Source: IMP³ROVE

Homework Business Model Canvas

Please present your homework in the group:
Elaborate on your own **current** Business Model
Canvas



Best Practices



The ECCP services empower you to connect, exchange and collaborate



Clusters meet Regions

Join clusters and policymakers in the local, regional, and national level and work on strengthening the industrial ecosystem of regions.



Clusters Talks

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



Matchmaking Events

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



Trend Universe

A strategic foresight instrument which allows you to get a deeper understanding of future trends and their impact on your cluster organisation.



EU Clusters support Ukraine Forum

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



C2Lab

Interactive workshops for cluster organizations, companies, and other interested entities to meet up, establish new collaborations and develop project roadmaps.



Green Transition Support

Connect with other businesses in the green transition, and get practical knowledge, tools and information you need for your work.



An initiative of the European Union

Source: IMP³ROVE

On the ECCP website you are able to discover extensive reports and studies (1/2)

Policy support

Explore and compare cluster policies from EU Member States, COSME participating countries and third countries



European Expert Group on Clusters

The European expert group on clusters provides the Commission, EU countries and regions with recommendations, advice, and expertise on better use of clusters as strategic tools.

[View More](#)



Policy Toolkit

Access the policy toolkit which provides a searchable database of policy initiatives from 53 countries to support clusters in fostering the twin transitions and building resilience

[View more](#)



Find out more about resilience

Read about the role of clusters in skills development and supply chain adjustments and check the newly developed toolkit for cluster policymakers.

[View more](#)



Cluster Solutions Library

Discover detailed case studies on how clusters have played an active role in the 14 industrial ecosystems and facilitate the twin transition in European regions.

[View more](#)



An initiative of the European Union

Source: IMP³ROVE

On the ECCP website you are able to discover extensive reports and studies (2/2)

Publications

The latest reports and studies for insights from cluster practitioners and about the latest trends, policy measures and publications within the ECCP community.



European Cluster Panorama

Find out how clusters contribute to the competitiveness of the European economy.

[View more](#)



Cluster document library

View additional resources from across the cluster community.

[View More](#)



Cluster stories

Hear success stories from members across the cluster community.

[View more](#)



2019 Trends Reports and Priority Sectors

Read the European cluster and industrial transformation trends reports.

[View more](#)



Cluster Policy Country factsheets

Learn more about cluster policies and programmes across Europe and third priority countries.

[View more](#)



Advanced Technology Country factsheets

Learn on technological trends and data on advanced technologies by EU Member States.

[View more](#)



An initiative of the European Union

Source: IMP³ROVE

Best Practice Cases



An initiative of the European Union

Source: IMP³ROVE

Best Practice: Member directory to simplify matchmaking

SCOTLANDIS

ScotlandIS

- **Region:** Scotland
- **Industry:** Cyber Security
- **Number of members:** 300+
- **Founding year:** 2000



Situation

As the number of members increases, the efficient **coordination of matchmaking requests** becomes more challenging for cluster management.



Resolution

ScotlandIS developed an **online directory of companies**:

- Featuring the base data and **capability tags**(e.g. **data management; AI robotics**)
- Enables search based on city, name and capability
- Allows **externals entities** to include their companies in the list **independently**



Achievements

Establishing a platform featuring:

- A **user-friendly interface** and a **simplified search functionality**
- A **publicly accessible, consolidated list** of over 300 companies



Takeaways

- ScotlandIS's online directory effectively enables **the independent matchmaking** in the cluster through a **user-friendly platform** equipped with **advanced search features**
- The listed **contact** and **capability tag** information of the individual companies allows a quick access to preferred collaboration partners



Best Practice: Young talent engagement



NGen

- **Region:** Canada
- **Industry:** Advanced Manufacturing
- **Number of members:** 625
- **Founding year:** 2017



Situation

Traditional industries are experiencing a **decline in popularity among younger people**, notably the manufacturing sector, which confronts an additional **diversity challenge** with fewer than one-third of its workforce being female.



Resolution

The "[Careers of the Future](#)" campaign of NGen seeks to inspire high schooler/ university students to pursue advanced manufacturing careers through:

- Developing a creatively designed **multimedia website** that delivers advanced manufacturing concepts in plain language
- Hosting the "**Manufacturing the Future Contest**" in schools
- Broadcasting **Interviews** with role models in the industry



Achievements

- engaged **over 67,000 students**
- **48% female** engagement



Takeaways

- A campaign **tailored for younger audiences** is an effective strategic approach to **revitalize interest in the manufacturing** sector and addressing its **diversity** challenges
- **Initiating awareness** at the school level can lead to a **rise in student engagement** in related fields, fostering a new, diverse generation of manufacturing professionals



An initiative of the European Union

Source: NGen; IMP³ROVE

Best Practice: Shared brand approach



Visit Dalarna

- **Region:** Dalarna, Sweden
- **Industry:** Tourism
- **Number of members:** 726
- **Founding year:** 2017

Situation

Dalarna is the 4th largest tourist region in Sweden (after the 3 main city areas). Tourism stands out as the **concentrated industry** and **primary economic driver** of the region, yet the industry faces **stagnation in growth**.

To promote a **shared brand image** for all member SMEs, Visit Dalarna provides support featuring:

- **Planning:** Providing guidance for collaborative tourism program development
- **Marketing:** Offering professional photographs of the region and hosting seminars on promotions on social media
- **Sales:** Implementing a consolidated booking app
- **Internationalization:** Representing collectively at global tourism fairs

Resolution

Achievements

- Achieved high tourist awareness: Visit Dalarna's online platform Visitdalarna.se has more than **1.5 million visits per year**
- **Steady growth of 4%-5%¹** per year in total nights tourists stayed before the pandemic

Takeaways

- Dalarna's initiative to **promote a shared brand for local tourism SMEs** successfully enhanced the region's tourism appeal through collaborative strategies
- The cluster's **support** for local SMEs in **planning, marketing, sales, and internationalization** not only alleviate SMEs of these tasks but also guides them towards the goal of creating a unified brand



An initiative of the European Union

1: Approximated growth
Source: Visit Dalarna; IMP³ROVE

Best Practice: Prizes to evoke innovation



GSIC

- **Region:** Global,
Based in Spain and Singapore
- **Industry:** Sports
- **Number of members:** 450+
- **Founding year:** 2015

Situation

Clusters aim to unite their members' strengths to address both current and future industry challenges with special focus on innovation. The process **from problem definition to solution** is **lengthy** due to bureaucracy.

Resolution

Hosted [Groundbreakers Challenges](#), featuring:

- **Solution of 49 predefined problems** in innovative touch
- Participation of sports entities by **submitting problem statements** to be included in the challenge
- Participation by **submitting solutions** to selected problems.
- Selection of ten ultimate winners from the submitted solutions, each receiving a prize of SGD 15,000

Achievements

- 75+ industry stakeholders from 25 countries in problem solving engaged
- **10 promising innovative solutions** with **significant implementation potentials**

Takeaways

- An **award-funded** challenge could effectively and efficiently leverage the **collective strength** of SMEs to tackle industry-wide problem
- Emphasizing **innovative solutions** has resulted in the emergence of numerous **viable approaches for digital transformation**



An initiative of the European Union

Source: GSIC; IMP³ROVE

Group discussion: (15 Minutes)

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

Ideas for discussion

- *What best practices can be directly applied to your cluster?*
- *Do you know of any other best practice examples?*
- *What conclusions can you draw for your own cluster?*



Break

CBA241106-15



An initiative of the European Union

Source: IMP³ROVE

Developing your future Business Model Canvas

1. Review your last homework, your current Business Model Canvas
2. Consider the learnings from the best practices
3. Fill out the template for how you want your future business model to look like in 5 years time. Where do you want your cluster to be?






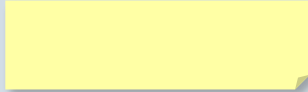





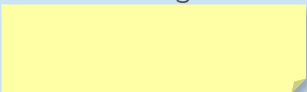


(45 min.)



Developing my Business Model Canvas in 5 years time

Business Model Canvas cluster version

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

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



Business development related



Financing related



An initiative of the European Union

Source: GIZ Cluster Business Model Guide 2021, IMP³ROVE

Group discussion: (15 Minutes)

**Present your future business model canvas!
Let's discuss!**



An initiative of the European Union

Source: IMP³ROVE

Strengthening the European economy through collaboration

Your key learnings today

Day 1: Baselineing

Setting the theoretical base and discussing challenges



Cluster Strategy Review

Setting the theoretical framework



Challenges

Discussing overarching challenges within clusters and issues that ought to be solved



Business Model Canvas I

Presenting Business Model Canvas homework



Day 2: Present Positioning

Discussing best practices and differences to own cluster, followed by assessing own status-quo



Best-Practices

Illuminating the characteristics of best practice clusters



Business Model Canvas II

Developing one's future business model



Day 3: Future Positioning

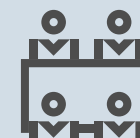
Crafting future business model along with a strategic approach to adapt to changes



Action Plan Development

Defining an action plan to foster future positioning and solving present challenges

**Learn from
peer
experiences,
best
practices
& through
interactive
sessions**



An initiative of the European Union

Source: IMP³ROVE

Final Q&A

Note: Please book the slot for your coaching sessions by writing an Email to events@clustercollaboration.eu
with cc
manuel.seuffert@kearney.com
hanna.kim1@kearney.com

The sessions will take place in between the virtual and physical training.



Agenda Virtual Training (Day 3)

Future positioning:
*Reflecting on desired
business model and
structuring an action plan
for future development*

10.00 – 10.10	Start and recap day 2	15 th November 2024
10.10 – 10.40	Keynote speech: David Munis Zepernick, Director, Member Engagement and Communication (Medicon Valley Alliance)	
10.40 – 11.00	Action Plan Development: Introduction to action plans for structuring solutions to challenges	
11.00 – 12.30	How to plan, structure and achieve your strategic goals: <ul style="list-style-type: none"> – Introduction to action plan template and tasks – Self-reflection: Participants detail out the next steps to solving their challenges into an action plan – Presentation of action plans and feedback 	
12.30 – 12.45	Wrap-up and Q&A	

- Beginning/ Ending
- Break



An initiative of the European Union

Source: IMP³ROVE



CLUSTER
BOOSTER ACADEMY

Cluster Booster Academy

Virtual Training: Day 3/3

November 15, 2024



An initiative of the European Union

Source: IMP³ROVE

Agenda Virtual Training (Day 3)

Future positioning:
*Reflecting on desired
business model and
structuring an action plan
for future development*

10.00 – 10.10

Start and recap day 2

15th November 2024

10.10 – 10.40

Keynote speech: David Munis Zepernick, (Medicon Valley Alliance)

10.40 – 11.00

Action Plan Development: Introduction to action plans for structuring solutions to challenges

11.00 – 12.30

How to plan, structure and achieve your strategic goals:

- Introduction to action plan template and tasks
- Self-reflection: Participants detail out the next steps to solving their challenges into an action plan
- Presentation of action plans and feedback

12.30 – 12.45

Wrap-up and Q&A

 Beginning/ Ending

 Break



An initiative of the European Union

Source: IMP³ROVE

Recapping the second training day

Agenda Virtual Training (Day 2)

10.00 – 10.15	Start and recap of day 1	11 th November 2024
10.15 – 11.00	Homework presentation: Review of current business model canvas	
11.00 – 11.30	Keynote speech:	
11.30 – 12.00	Best practices: <ul style="list-style-type: none"> – Introduction of sources available on ECCP – Presentation of best practice cases – Discussion on how to apply best practice examples to own cluster 	
12.00 – 12.30	Break	
12.30 – 13.15	Business Model II: Development of future business model canvas	
13.15 – 13.30	Discussion of results	
13.30 – 13.45	Wrap-up and Q&A	

Present positioning:
Discussing best practices and differences to own cluster, followed by assessing own status-quo

Beginning/ Ending
Break



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Source: IMP³ROVE

Strengthening the European economy through collaboration

3

What were your key takeaways from the second training day?



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Source: IMP³ROVE

Strengthening the European economy through collaboration

Strategic planning to tactical implementation: the training consists of a baselining section followed by interactive present and future positioning parts

Day 1: Baselining

Setting the theoretical base and discussing challenges



Cluster Strategy Review

Setting the theoretical framework



Challenges

Discussing overarching challenges within clusters and issues that ought to be solved



Business Model Canvas I

Presenting Business Model Canvas homework



Day 2: Present Positioning

Discussing best practices and differences to own cluster, followed by assessing own status-quo



Best-Practices

Illuminating the characteristics of best practice clusters



Business Model Canvas II

Developing one's future business model



Day 3: Future Positioning

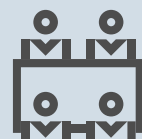
Crafting future business model along with a strategic approach to adapt to changes



Action Plan Development

Defining an action plan to foster future positioning and solving present challenges

Learn from peer experiences, best practices & through interactive sessions



An initiative of the European Union

Source: IMP³ROVE

Keynote Speech

Medicon Valley Alliance

David Munis Zepernick



An initiative of the European Union

Source: IMP³ROVE

Strengthening the European economy through collaboration



Action Plan Development

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

Goal-oriented Approach



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

Systematic Problem-solving



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

Resource Optimization



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

Accountability / Monitoring

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



Communication



... enables effective communication among managers, team, and stakeholders, fostering collaboration, coordination, and synergy through a shared understanding of goals, tasks, and timelines.

Adaptability / Flexibility



... is a dynamic tool that adapts to evolving circumstances. Cluster managers can adjust it to changing conditions, trends and challenges. Regular updates maintain relevance over time.

Performance Evaluation



... measures progress, outcomes, and assesses initiative impact. It tracks KPI's, analyzes data, and guides data-driven decisions for enhanced planning and strategy by cluster managers.



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



1. Goal Definition



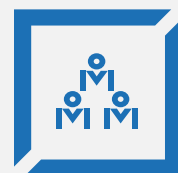
Clearly define the desired outcomes and objectives of the action plan.



2. Task Identification



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



3. Role Assignment



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





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



3 tips for SMART goals

1 Simple language

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

2 Action words

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

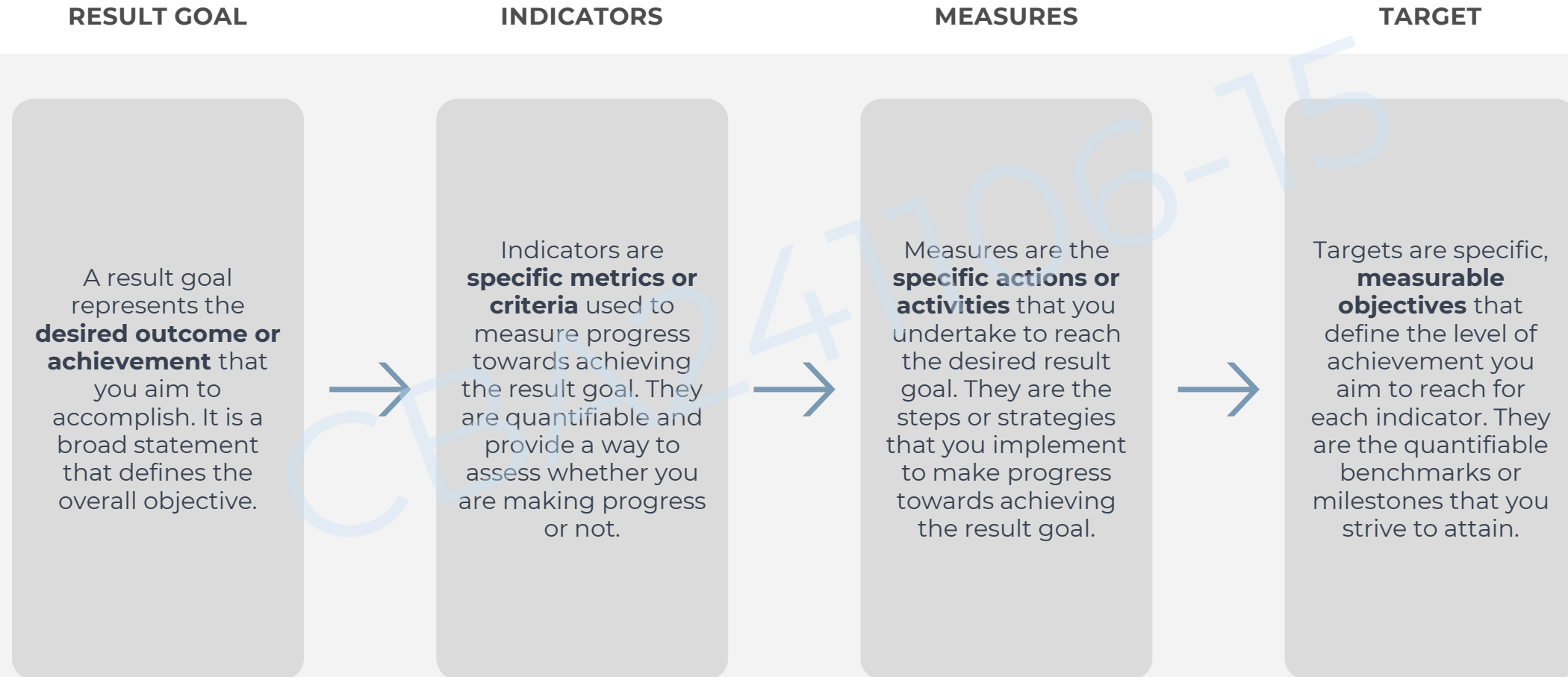
3 Numbers

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



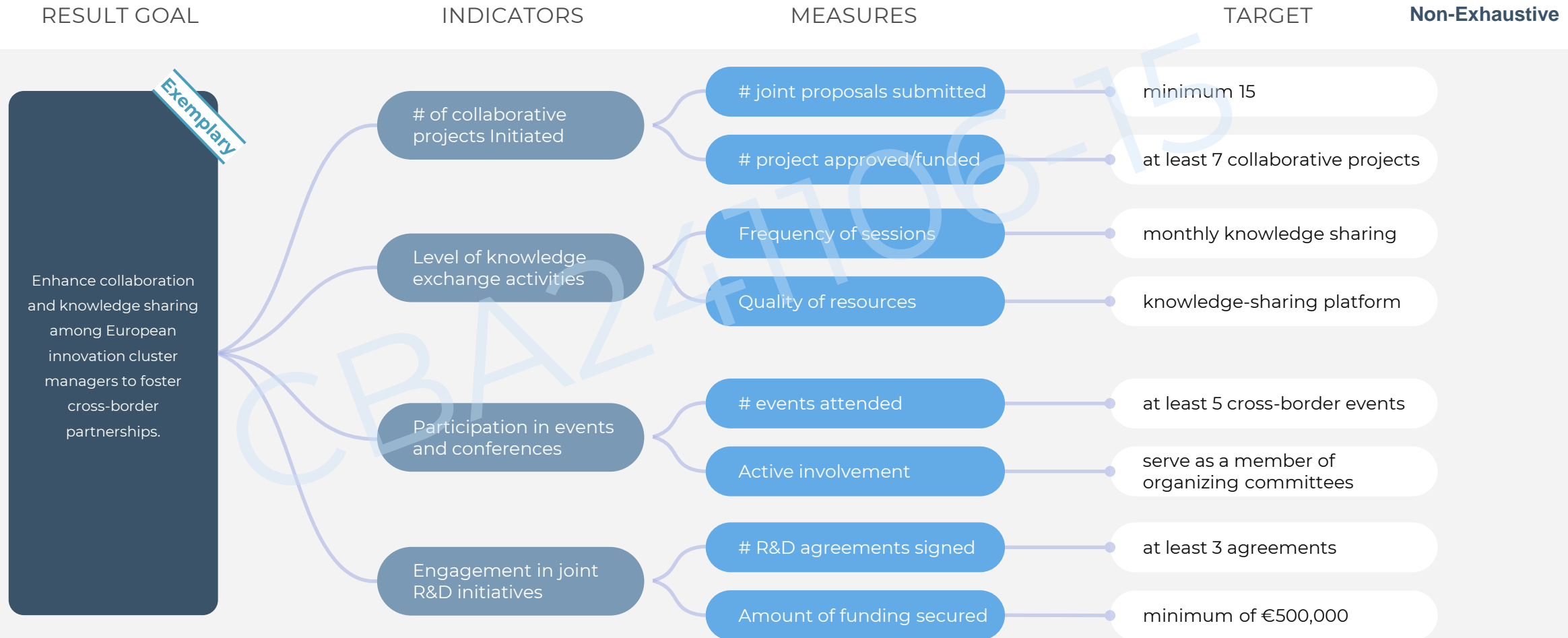


Step 1: Preparing Action Plans with Smart Goals Tree Diagrams: A Practical Approach





Step 1: Preparing Action Plans with Smart Goals Tree Diagrams: A Practical Approach



Step 2: Work Breakdown Structure (WBS) can be used to provide a detailed breakdown of project tasks and deliverables

Introduction: Task list & WBS

Utilizing this framework, **you divide project deliverables into subordinate deliverables**, enabling a clear visualization of the project and highlighting essential interdependencies.

1

Project Scope Definition

- **organizes tasks & deliverables**, ensuring comprehensive project coverage.

2

Task Definition & Sequencing

- **identifies and sequences tasks**, providing a visual execution order.

3

Resource Allocation

- aids in **allocating and estimating resources** for each task.

4

Timelines & Dependencies

- **establishes timelines** and highlights task dependencies.

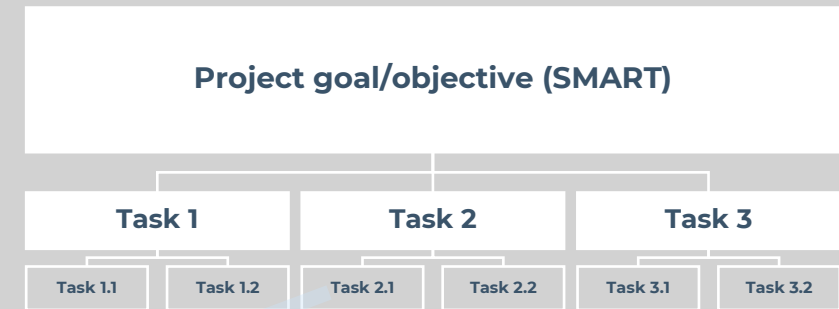
5

Monitoring & Control

- facilitates project **monitoring**, milestone **tracking**, and adjustments



Task Definition & Sequencing



Resource Allocation

- **Resource identification:** each task should be associated with resources needed
- **Resource estimation:** once identified, estimate quantity or effort required
- **Resource assignment:** based on identification and estimation, allocate specific resources
- **Resource leveling** process of adjusting the allocation to balance utilization and avoid overallocation

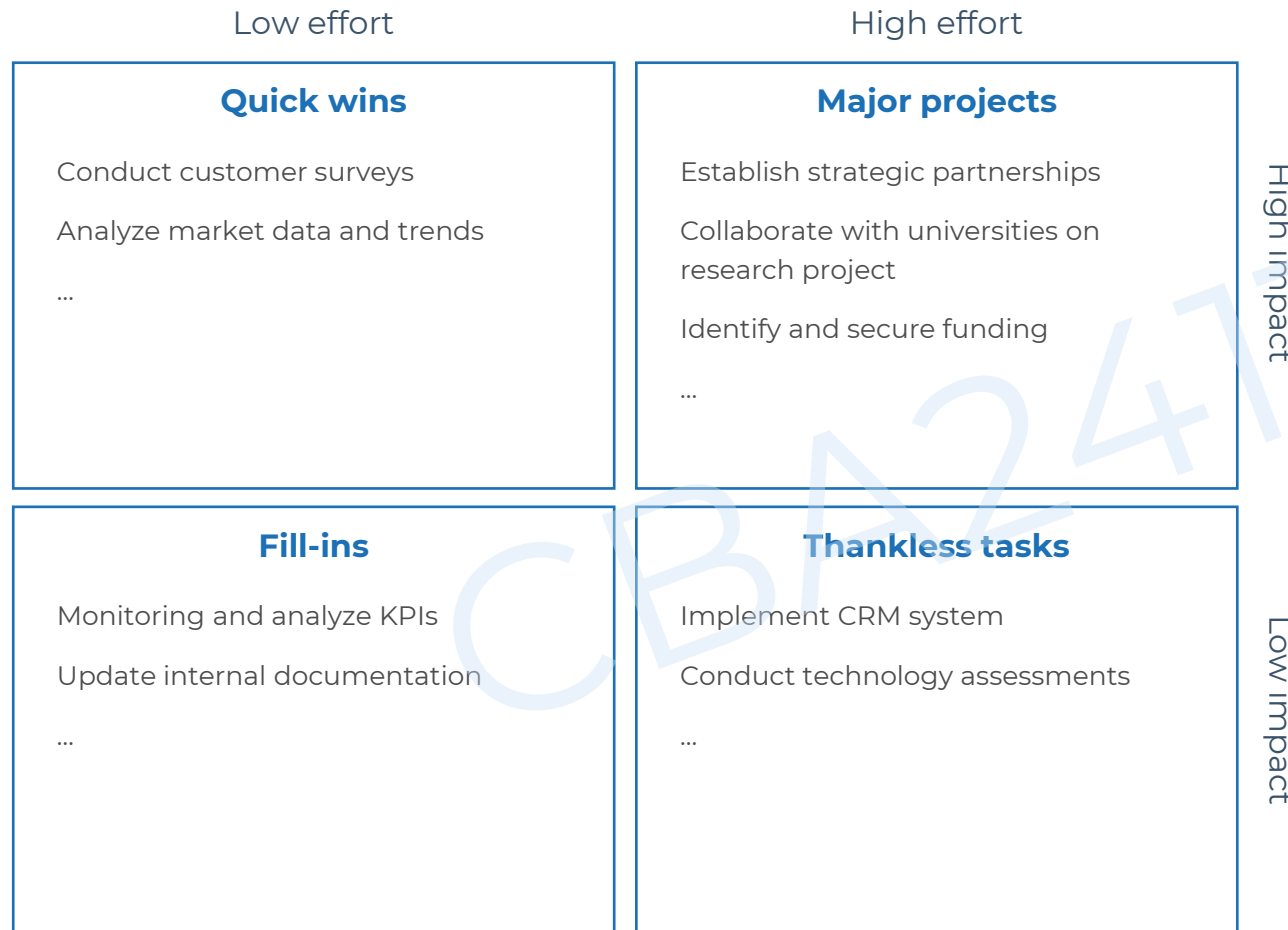
Timeline & Dependencies

- **Task duration:** each task can be associated with duration or estimated effort required for completion
- **Milestones:** identify key milestones that mark significant points of completion or achievement
- **Task dependencies:** indicate relationships between different tasks in the project
- **Critical path:** sequence of tasks that determines minimum project duration





Step 2: With the action priority matrix, a categorization of actions through effort and impact is possible



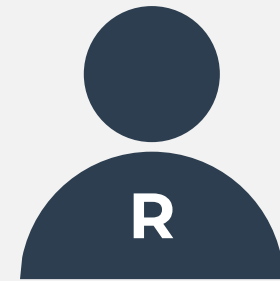
Exemplary

Actions			
Description	Impact	Effort	Status
Conduct customer surveys	High	Low	Not started
Analyze market data and trends	High	Low	Done
Monitor and analyze KPIs	Low	Low	Not started
Update internal documentation	Low	Low	Done
Establish strategic partnerships	High	High	In progress
Collaborate with university on research project	High	High	Done
Identify and secure funding	High	High	In progress
Implement CRM system	Low	High	Done
Conduct technology assessments	Low	High	Not started

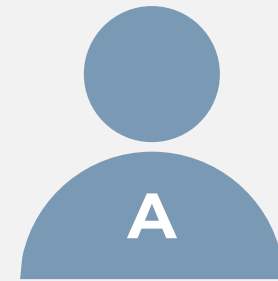




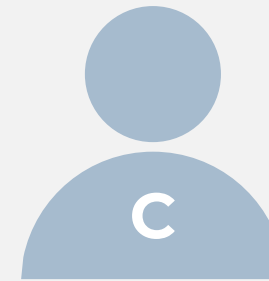
Step 3: Establishing clear roles and respon- sibilities with RACI Matrix is key for effective action planning



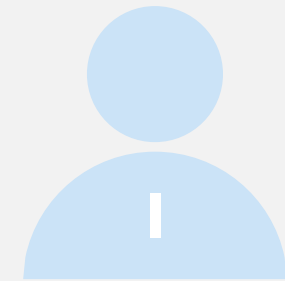
Responsible



Accountable



Consulted



Informed

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

DELIVERABLES	Cluster Management					Cluster members					Other stakeholder			
	1	2	3	4	...	1	2	3	4	...	1	2	3	4
Action 1														
Subtask 1	A/C	R/A			I	A/C	A			C/I	C	I	C	
Subtask 2			C	I					I				I	I
...			R			I								

Exemplary



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

Action	Responsible	Stakeholders	Requirements	Expected outcome	Deadline
<i>What will be done?</i>	<i>Who will do it?</i>	<i>Who are the stakeholders to involve for success?</i>	<i>What is required, e.g., resources</i>	<i>What kind of outcome do you expect within this step?</i>	<i>By when?</i>

Step 1:

Step 2:

...



How to plan, structure and achieve strategic goals



Self-reflection & breakout session: developing an action plan

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

1

Conduct a deep individual brainstorming session on the identifying desired changes and define how to advance and improve your cluster's business model (what could be immediate starting points?)
(25 minutes)

2

Pitch your ideas to other participants in a breakout session and receive ad-hoc feedback (active discussion on everyone's ideas). Develop the action plan on improving your cluster's business plan.
(45 minutes, 5 min presentation & discussion for each participants)

3

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



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

Please reflect on the content presented yesterday

... and

the content presented and created today



Long-list desired business model changes to advance	Prioritize: The 3 most promising business model changes to advance
—	—
—	
—	—
—	

Prioritize at least one short-term idea
(implementable in 3-6 months)

Strengthening the European economy through collaboration

Breakout session: template feedback session

Please use this template to incorporate your peer feedback

- Content from step 1
- Content to work on in this session

2

Desired business changes to advance	Prioritize: The 3 most promising business model changes to advance	Notes on peer feedback
	—	—
	—	—
	—	—



An initiative of the European Union

Source: IMP³ROVE

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

2

Action	Responsible	Stakeholders	Requirements	Expected outcome	Deadline
<i>What will be done?</i>	<i>Who will do it?</i>	<i>Who are the stakeholders to involve for success?</i>	<i>What is required, e.g., resources</i>	<i>What kind of outcome do you expect within this step?</i>	<i>By when?</i>

Step 1:

Step 2:

How to use the template?

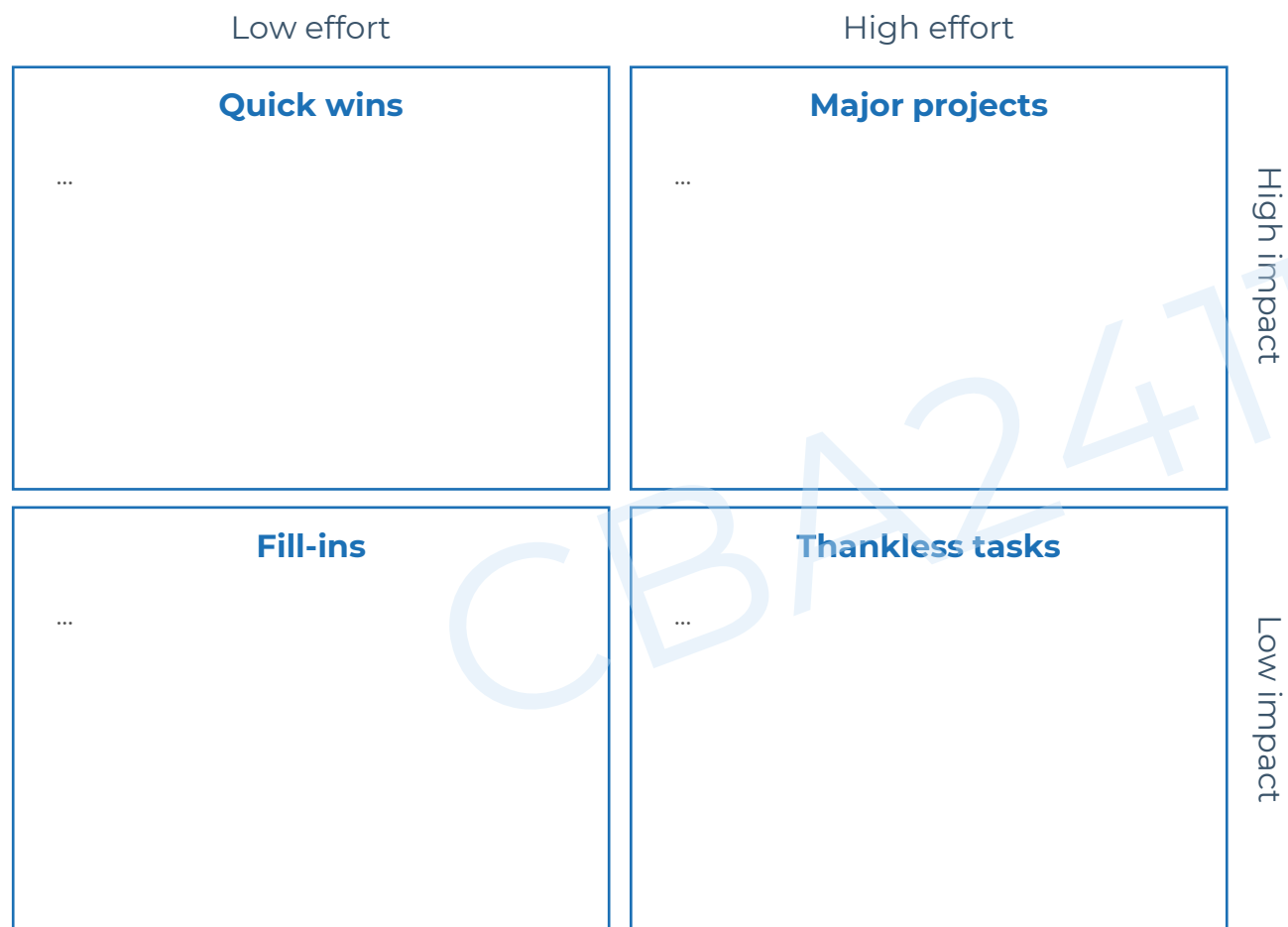
First: Identify business model changes to advance and improve (e.g., change in member fee structure – fee discrimination by size or change in service structure)

Second: Fill in the action plan template

- **Action:** What are the individual steps to achieve this goal?
- **Responsible:** Who should be the responsible person for each step?
- **Stakeholders:** Who within the cluster must be involved in that specific step?
- **Requirements:** What are the requirements for each step (e.g., needed resources, legal requirements clarified, etc.)
- **Expected outcome:** What do you expect as an outcome from this step?
- **Deadline:** How many days should it take to finish this step?



With the action priority matrix, a categorization of actions through effort and impact is possible



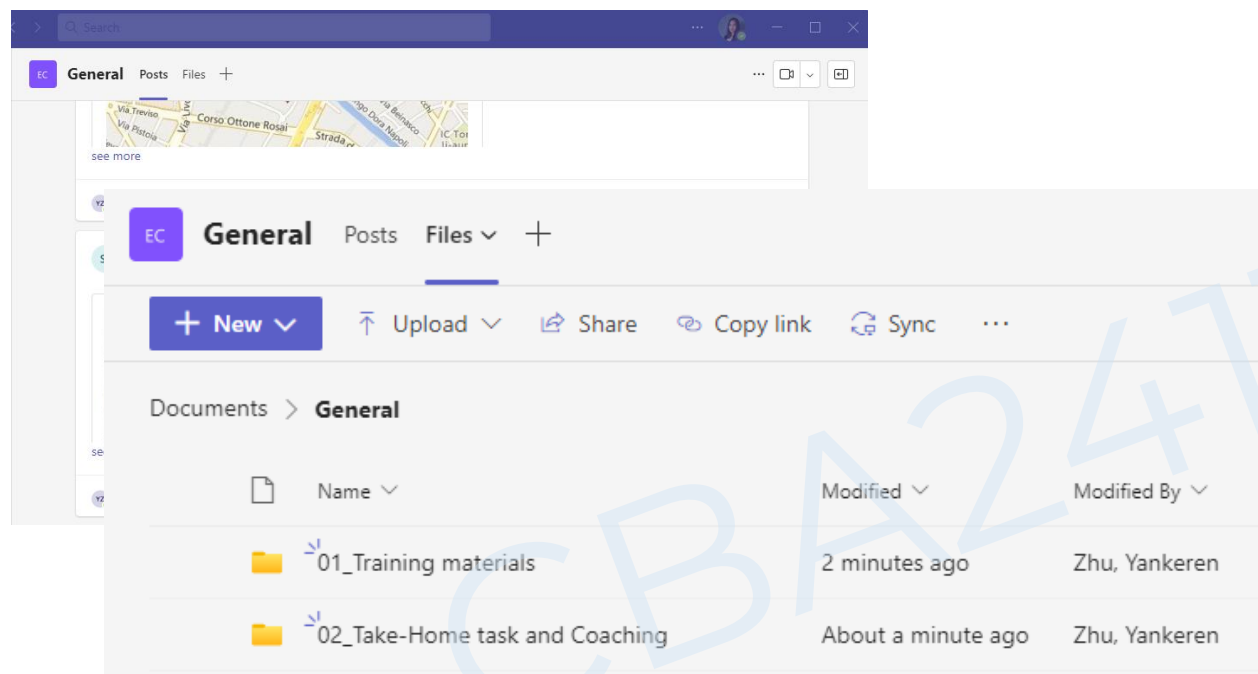
Actions		
Description/Step	Impact	Effort
...
...





Next steps and Q&A

We have created a shared Teams Channel for you!



1. In the Teams Channel you can find:

- Training documents
- Templates
- Presentations by Speakers
- Your personal folders for take-home tasks, coaching sessions, etc.

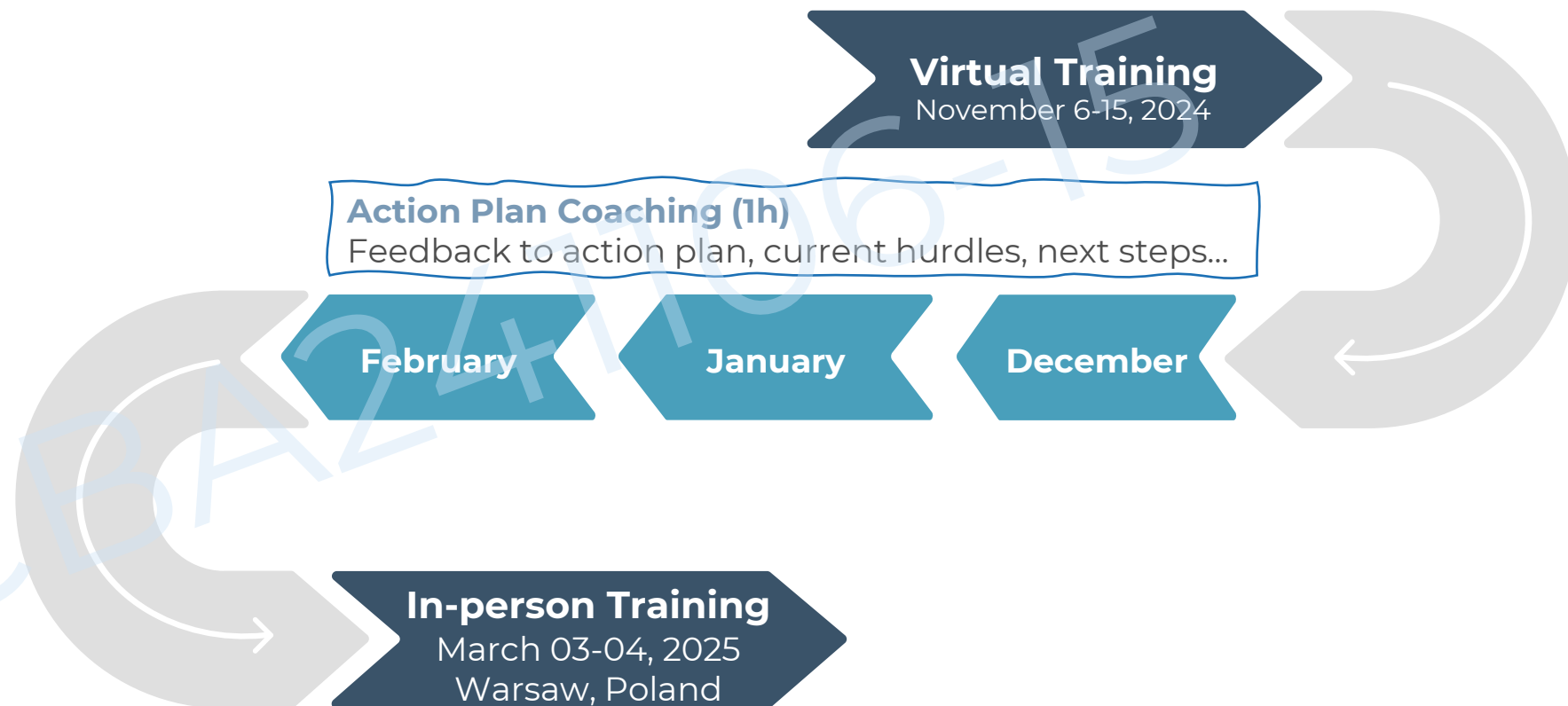
2. Calendar invites for Warsaw, Poland going out soon incl. address and hotel recommendations



We plan at least one individual virtual meeting, aiming to assist you in executing your action plan and other strategic aspects



Following our productive discussions within the CBA, we understand that running a successful cluster comes with its unique set of challenges, and **we are committed to supporting you further in achieving your goals.**



For coaching sessions, simply send us your availabilities!



An initiative of the European Union

Source: IMP³ROVE

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

Action Plan Coaching (virtual)



Organization

Timing: flexible, best before the in-person meeting in March

Procedure: Send us your availabilities, book appointments with us!

Length: 1 hour

Action Plan Coaching



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

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

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



Your key learnings today

Day 1: Baselineing

Setting the theoretical base and discussing challenges



Cluster Strategy Review

Setting the theoretical framework



Challenges

Discussing overarching challenges within clusters and issues that ought to be solved



Business Model Canvas I

Presenting Business Model Canvas homework



Day 2: Present Positioning

Discussing best practices and differences to own cluster, followed by assessing own status-quo



Best-Practices

Illuminating the characteristics of best practice clusters



Business Model Canvas II

Developing one's future business model



Day 3: Future Positioning

Crafting future business model along with a strategic approach to adapt to changes

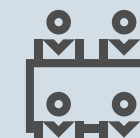


Action Plan Development

Defining an action plan to foster future positioning and solving present challenges



**Learn from
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sessions**



An initiative of the European Union

Source: IMP³ROVE

Feedback



Final Q&A

Note: Please book the slot for your coaching sessions by writing an Email to events@clustercollaboration.eu

with cc

manuel.seuffert@kearney.com

hanna.kim1@kearney.com

The sessions will take place in between the virtual and physical training.



For further information please do not hesitate to contact:



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An initiative of the European Union

Source: IMP³ROVE

IMP³ROVE

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