



Cluster Management 101:

Special session on strategies and skills

19 June 2024

08:30-09:45 CET

Online

Agenda

1. News from the European Cluster Collaboration Platform
Nina Hoppmann, Team Member European Cluster Collaboration Platform
2. Cluster Management: Skills set and key learnings from the Cluster Booster Academy
Manuel Seuffert, Team Member of the European Cluster Collaboration Platform
3. Good practices from practitioners: Cluster management skills
Johan Wasberg, Senior Expert, Technology Centre Merinova
4. Good practices from practitioners: Communication
Nóra Szirmai, Communication Manager, Innoskart
Zsolt Keresztúri, Cluster Manager, Innoskart
5. Funding opportunities
Nina Hoppmann, Team Member European Cluster Collaboration Platform

Housekeeping rules

Chris Burns, presenter

- Please use the **Zoom Q&A function to ask questions**, and the **chat function** to comment or share links.
- If you want to speak: Please **raise your hand** and we will give you the floor.
- Please note that the session is being **recorded** and that the recording will be **published** on the European Cluster Collaboration Platform.

NEWS FROM THE EUROPEAN CLUSTER COLLABORATION PLATFORM

Apply for the next Cluster Booster Academy

The [Academy](#) will involve up to **50 participants** and will run for **5 days** in a hybrid format including an individual coaching session in between:

3 days of online training sessions:

6 November: from 10 AM to 2 PM CET

11 November: from 10 AM to 2 PM CET

15 November: from 10 AM to 2 PM CET

1 coaching session to be scheduled individually

2 days of in-person training sessions: 3-4 March 2025, hosted at the Warsaw University of Technology



1. Provide **learning opportunities for cluster managers** to further develop their skills
2. Meet the needs of European cluster management teams in their **daily work**
3. Offer cluster management teams the chance to **learn from each other's experiences**
4. Provide the opportunity to co-shape **new European value chains**
5. Support cluster management teams and stakeholders in understanding and **contributing to the European policies and programmes**
6. Help in **developing better policy related to clusters**
7. Improve the **skills of clusters' staff** thanks to a "train the trainers" approach by disseminating their knowledge further

Save the date for the upcoming Clusters meet Regions!

We invite you to join our “Clusters meet Regions” – transnational events that bring together **clusters and policymakers** at the local, regional, and national levels, with the aim of strengthening the industrial ecosystem in a selected host region.

The events facilitate the **implementation of good practices** where clusters play an active role in regional economies and are drivers for economic transition, and to create and promote **collaboration** between clusters and regional stakeholders for the industrial development of the regions.



C2Lab: Join the workshop to set up your next project!



We invite you to an interactive workshop to create your next project proposal!

The European Cluster Collaboration Platform, in collaboration with the French Association of Pôles de Compétitivité (AFPC), organises the next edition of the **Cluster Collaboration Labs in Strasbourg, France, on 25-26 September 2023**.

The [C2Lab](#) is a **workshop-style event** where you will have the opportunity to **meet new partners, discuss your project ideas, and initiate collaboration** – for example to apply together for a European call. You can either join with a concrete project proposal or offer your expertise and knowledge by joining others.

Apply for EU-Canada Matchmaking



The [EU – Canada Matchmaking Event](#) will take place **will take place on-site in Montreal, Canada, on 10-12 September 2024** in the context of the ALL IN Event (Artificial Intelligence).

It will provide participants an excellent chance to promote Cluster to Cluster (C2C), Cluster to Business (C2B), and Business to Business (B2B) collaborations between EU/COSME countries and Canada.

Focus areas: Artificial Intelligence, Advanced manufacturing, Digital Technology, Quantum Technology

Apply for EU-Singapore Matchmaking



The [EU-Singapore Matchmaking Event](#) will be held in the context of the **Singapore International Energy Week** on **22-24 October 2024**.

It will provide participants an excellent chance to promote Cluster to Cluster (C2C), Cluster to Business (C2B), and Business to Business (B2B) collaborations between EU/COSME countries and Singapore.

Focus areas: Clean Energy and Green Tech, eMobility, Sustainability in Digital Tech, Energy Transition Financing

Save the date for EU-India Matchmaking



Trend Universe: Use case of a cluster organisation

Join the webinar on **ECCP Trend Universe** where we explore the use case of a cluster organisation! Learn how cluster organisations can create a trend radar for a specific region and ecosystem and how they use insights and recommendations from the tool in their work and future planning.

25 June, 15:00 – 16:00 CET

[Register](#) for the session!



Invitation to meeting of Focus Group Ukraine

Join the upcoming [Focus Group Ukraine meeting](#), which will take place on **20 June from 08:30 – 09:30 am**. The group will discuss the European Defence Strategy and role of Ukraine and its businesses in it, as well as the outcomes of the Ukraine Recovery Conference in Berlin.

Focus Group Ukraine, run the by the European Commission, gathers stakeholders from the EU and Ukraine to **inform about EU policy developments** regarding Ukraine, about EU-Ukraine business cooperation, and other relevant programmes and developments. This group gathers online once a month and acts as a place of information sharing and feedback collection.

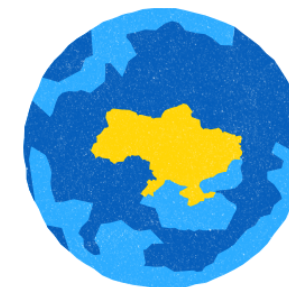
FOCUS GROUP UKRAINE

UPCOMING MEETING ON EUROPEAN DEFENCE STRATEGY AND UKRAINE'S ROLE IN IT, AS WELL AS UKRAINE RECOVERY

CONFERENCE OUTCOMES WILL TAKE PLACE ON **20 JUNE 08:30AM**

MONTHLY ONLINE MEETINGS

- Ukraine-related EU policy developments
- Ukraine accession process
- EU-Ukraine business cooperation
- Collecting feedback on challenges and opportunities related to EU-Ukraine B2B
- Ukraine Facility, Ukraine Plan, Ukrainian SME strategy and other important initiatives
- Informing about Ukraine-related events (conferences, webinars, matchmakings)
- Informing about business funding opportunities



JOIN:



180+ MEMBERS

- Business Support Organisations
- Clusters
- EEN members
- Chambers of Commerce
- Businesses
- Development Agencies,
- NGOs
- IFIs
- Public and International Organisations

Council adopts regulation on use of supercomputing in AI development

The Council has adopted an amendment to the regulation on the European High-Performance Computing (EuroHPC) joint undertaking to expand its objectives to include the **development and operation of ‘AI factories’**.

AI factories are entities which provide an AI supercomputing service infrastructure. The amended regulation will make the **EU’s supercomputing capacity further available for innovative European start-ups and SMEs** to train their AI models and develop their projects. This is the last step in the decision-making procedure.

Read the [news](#).

“ To compete internationally, Europe needs to be a frontrunner in the artificial intelligence technology race. With the regulation adopted today, we will equip our researchers, start-ups and SMEs with powerful tools to develop state-of-the-art AI projects in the EU.

— Willy Borsus, Vice-President and Minister for Economic Affairs, Foreign Trade, Research and Innovation, the Digital Economy, Spatial Planning and Agriculture of Wallonia

Cluster Management: Skills set and key learnings from the Cluster Booster Academy

Manuel Seuffert

Team member of the European Cluster Collaboration Platform



Cluster Manager Skills

EU Online Clusters Talk by IMP³ROVE



An initiative of the European Union

Agenda

Typical cluster challenges

Theoretical framework

Key points and take-aways



An initiative of the European Union

Typical cluster challenges



In the last CBA, 21 challenges were identified and 3 solutions developed with hands-on action plans each

Services to increase member engagements

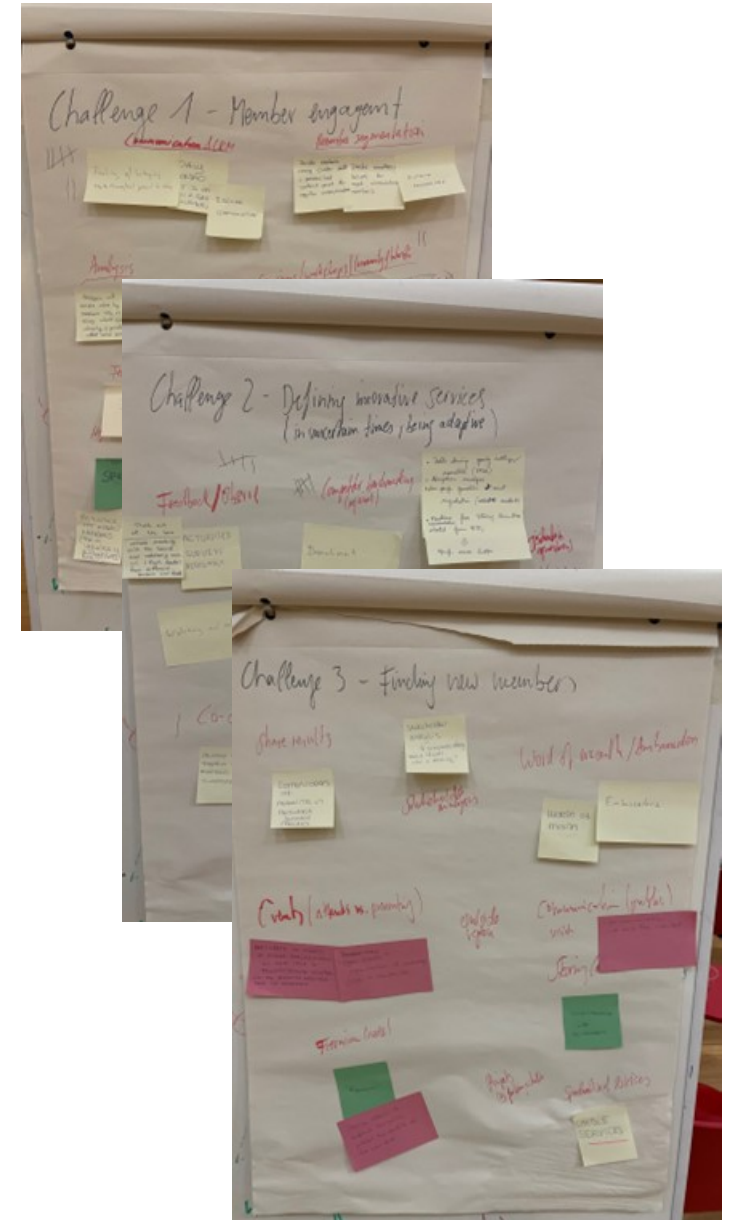
- Offer individualized services tailored to each member's specific requirements.
- Provide personalized solutions to enhance member satisfaction and engagement.

Knowledge sharing as new innovative services

- Host knowledge-sharing events with external speakers to train cluster teams.
- Organize "fuckup nights" to share and learn from failures, fostering a culture of experimentation.

Public communication to identify new members

- Enhance the cluster's public visibility through targeted marketing campaigns and media outreach.
- Highlight the cluster's contributions to the industry and its commitment to innovation.



Theoretical framework



The cluster strategy: six inter-connected elements as step-by-step approach



Input factors

Output factors, facilitated
as response to input factors





Key points and take-aways



**Participants
see clear
value-add in
CBA
services for
daily
business
and success**

100% of participants stated the CBA experience was excellent or above average

94% confirmed that the CBA helped overcoming current challenges

97% (strongly) agreed the CBA assisted in reflecting the strategic orientation

100% (strongly) agreed that the CBA helped broadening the horizon

97% would recommend the CBA to partners and colleagues (and 3% maybe)

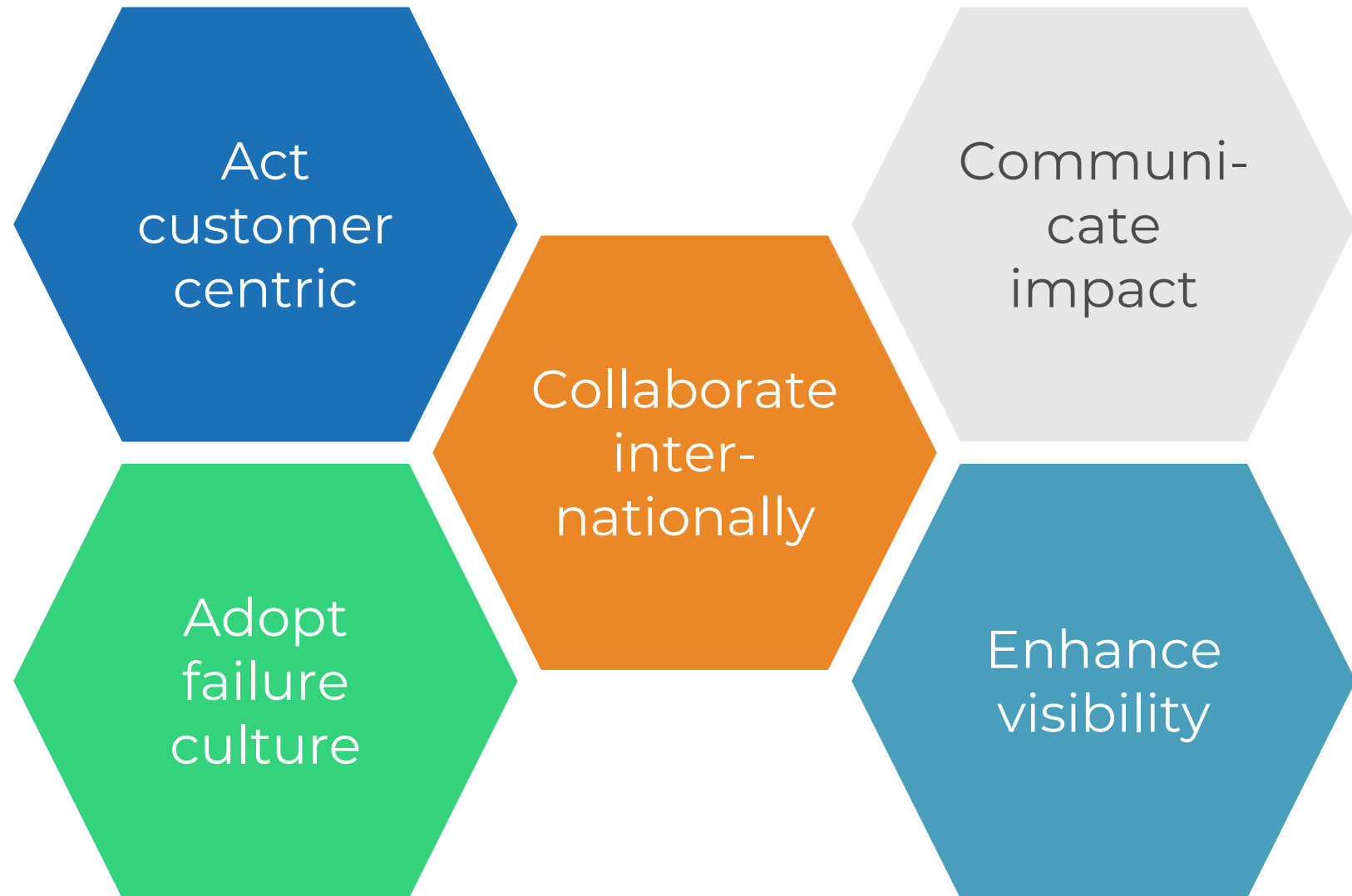
87% indicated, the CBA helped in reflecting the clusters' finance structure

100% (strongly) agreed the CBA helped their value-creation for members

88% stated that the CBA helped acquire practical problem-solving skills



Key aspects to keep in mind when building/scaling your cluster



For further information please contact:



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An initiative of the European Union

IMP³ROVE

Good practices from practitioners: Cluster management skills

Johan Wasberg

Senior Expert, Technology Centre Merinova



MERINOVA

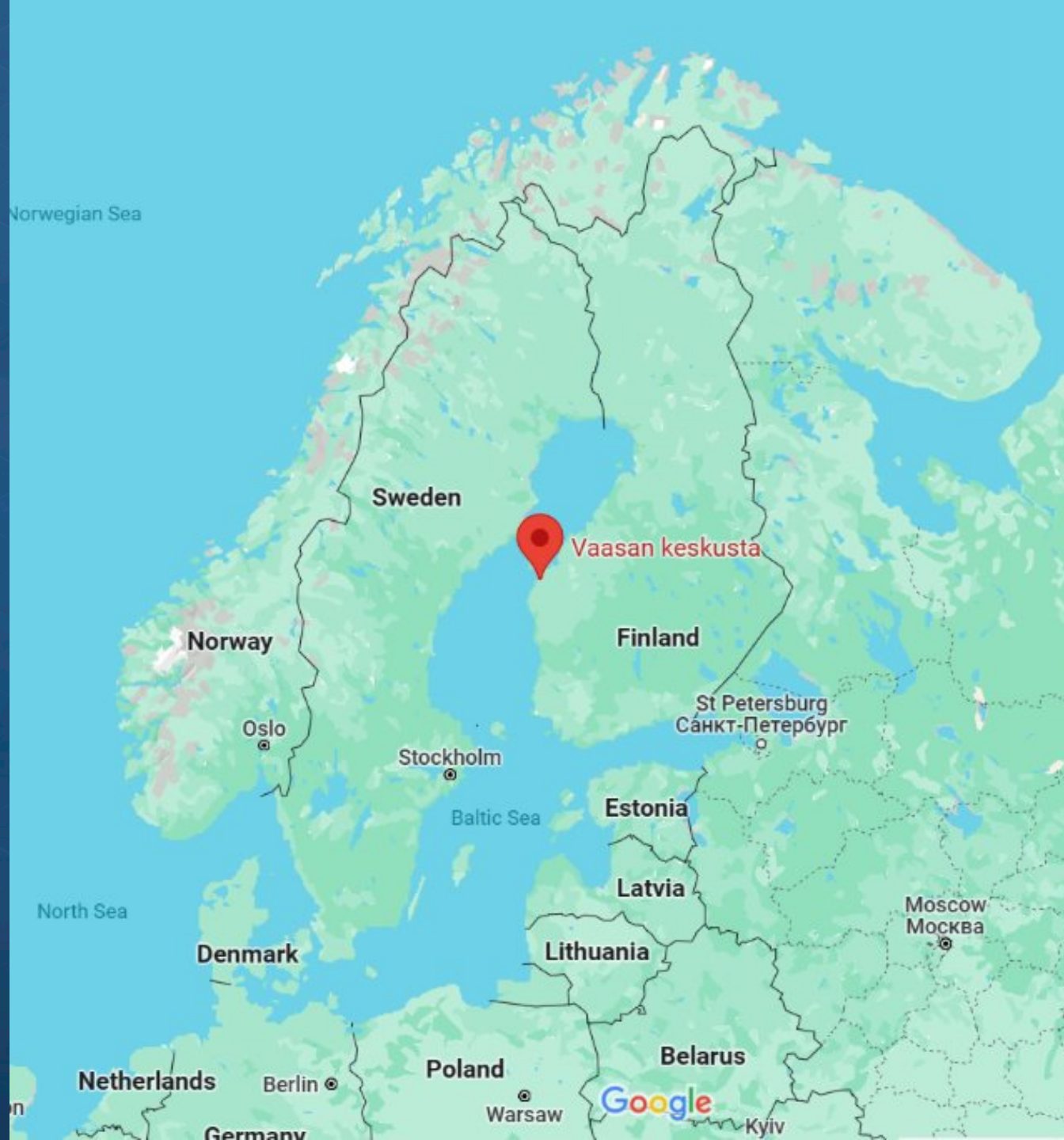
Technology Centre Vaasa

GOLD



**Cluster
Management
Excellence**

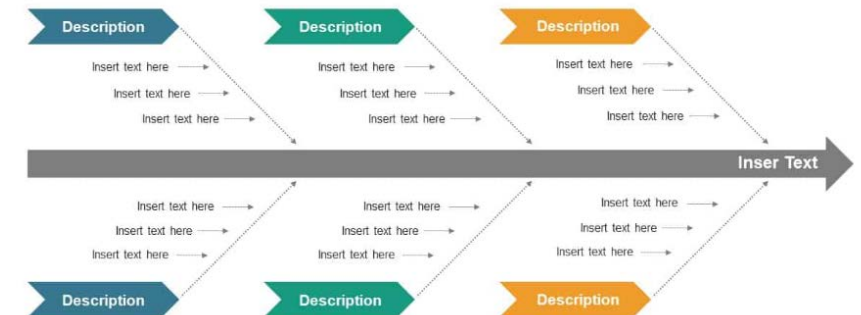
PROVEN FOR CLUSTER EXCELLENCE



Strategy preparation

- Strategy preparation = **Talk and listen** to the members.
- Engage **the right persons** from the companies in cluster development.
- Divide the strategy preparation team **into priority area groups** – research & technology, marketing & visibility, staff availability & training, infrastructure etc. etc.,
- Involve **10-20 key persons/actors** in each group,
- Outcome: **List/diagram of key actions & results** in the priority areas of the cluster.

FISHBONE DIAGRAM



Some management advice...

- Employ **high-level retiring CEO(s)** to the cluster = contacts, funding, authority, visibility..
- **Merge** your seminars & events into an **annual thematic week** (Energy Week, Optical, Space Tec Week, AI Week etc.) – it **boosts visibility and interest**.
- Annual discussions **visits to members**
- **Make the triple helix function** – does not work well anywhere...
- Internationalisation: Find **reliable local partner:** ministry, consultant, national company...
- Labeling = **documentation and communication**. Functioning **CRM system** key factor, **“Podio”** made by a cluster manager for cluster management; Morten Weeth, morten@workways.dk Used by all Danish clusters except one.

Gold Label benefits?

- Visibility and recognition, funding, member enthusiasm, and more efficient work....

Some links

- **The EnergyVaasa Cluster** www.vaasa.fi/en/energyvaasa
- **Merinova** www.merinova.fi/en
- **Finland Cleantech Catalogue** www.finlandcleantech.fi
- **Energy (Technology) Days in Tunisia:**
<https://www.youtube.com/watch?v=n7U5ezUgu90&list=PLF7gzDHgZ9w-yN8n9xeRGgMPE-z4cbUOR&index=2&t=26s>
- **Best summer job ever, 10.000 €/month,** <https://www.vasek.fi/vaasa-region-development-company/communication-and-information-2/news/energy-ambassadors-summer-job-is-closing-to-its-end-the-growth-of-renewable-energy-continues>
- **EnergySpin Startup Accelerator** Program: <https://energyspin.fi/>

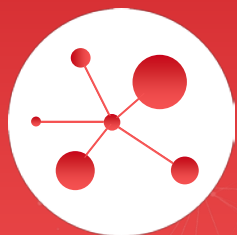
EUCLUSTERS

THANK YOU



Good practices from practitioners: Communication

Nóra Szirmai, Communication Manager, Innoskarta
&
Zsolt Keresztúri, Cluster Manager, Innoskarta

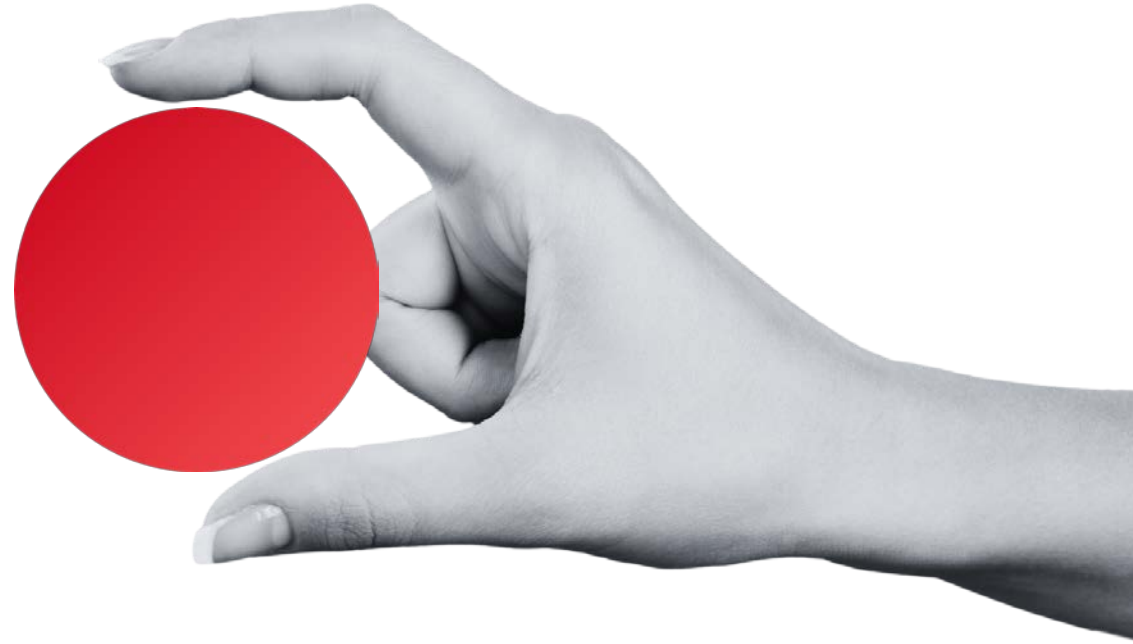


Innoskart Digital Cluster

presents



Cluster marketing in practice



The dual
identity of



cluster
marketing

#1 Cluster management

Marketing is necessary for the cluster management organisation itself to reinforce the brand and to sell services and gain new members.



#2 Cluster members

Cluster marketing should also focus on increasing the visibility and prestige of its members and supporting the communication of SMEs who do not have marketing specialist.

Cluster marketing strategic challenges

Strategic challenges



@Objectives

Achieving strategic goals requires accurate planning. Marketing can be a catalyst.

@Target group analysis

Several different services and values are selling in parallel to different target groups.

@Competitor analysis

In many cases a cluster has no sectoral competitors in its own country to benchmark itself.

@Market research

The interests of both cluster management and members must be taken into account.

@Marketing messages

It is difficult to create a concise and transparent message for different target groups.

@Marketing tools and channels

A more diverse audience requires a wider range of tools and more diverse channels.

So what should the
brand message be?

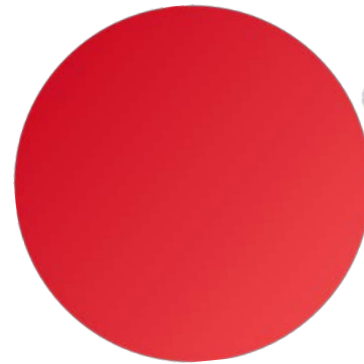
Our brand message

Innoskart

Professionalism
expertise

Prestige
reliability

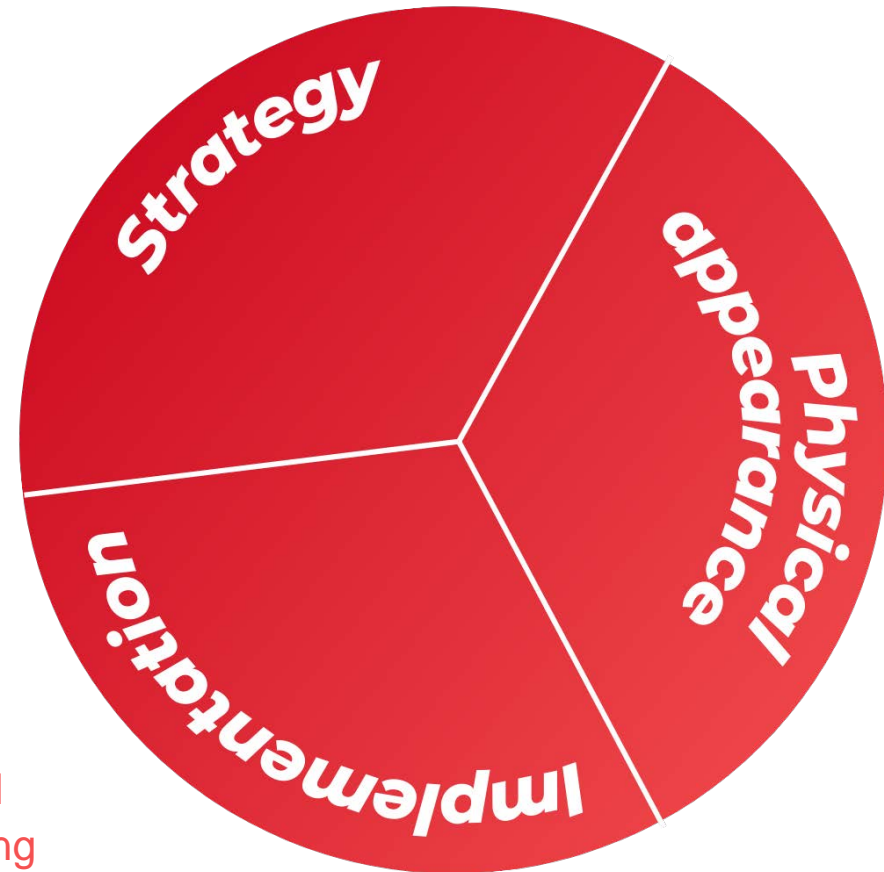
Knowledge-based community
technology, business values



Powerful brand



Setting
goals and values



Inbound
marketing

Look
and feel
Tone
of voice

Not only visible, but
attractive, useful and
supportive

Content

Present the
cluster experience

Share
educational content

Raise
problem awareness



Professional
blog / vlog / podcast



TEREMTSÜK

VEZETŐKÉNT A

ES ÉS

ÁGOS

UNKA

ÉNYEIT?"

enc

ika Kft.

Kovács Vilmos Levente

MUNKAERŐHIÁNY VAN. HOGYAN OLDJUK MEG?

Hazánk jelenleg egyik legégetőbb problémája a munkaerőhiány, amely valószínűleg a jövőben csak súlyosbodni fog. A szakképzett munkaerő hiánya pedig még súlyosabb helyzetbe hozza a magyar vállalkozásokat. Bár az RFID technológiát külföldön évtizedek óta használják, elsősorban a közlekedésben, Magyarországon gyakorlatilag alig – még az early adopter fázis legelején járunk.

DIGITALIZÁCIÓ

Dr. Gyömbér Béla

NIS2: fókuszban a vállalkozások kiberbiztonsága

Az utóbbi években minden eddiginél fontosabbá vált a kiberbiztonság témaköre. Ennek egyik legfőbb oka a digitális térben értelmezett biztonsági környezetünk változása. Mára már szinte mindenki elmondhatja, hogy valamilyen módon megpróbálták neki kárt okozni a kiberbűnözők, például adatlopás, megtévesztő emailek, meghamisított fizetési portálok segítségével.

NAPI BUSINESS

"HOGYAN TEREMTSÜK MEG PROJEKTVEZETŐKÉNT A KÉNYELMES ÉS BIZTONSÁGOS CSAPATMUNKA KÖRÜLMÉNYEIT?"

Németh Ferenc
TC Informatika Kft.

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DIGITALIZÁLJUK A ELADÓTÉRBE?

kereskedelemben az egynegyede mindig üres. a személyzet nem képes eladni az árukészletet. A készletet. A részét rombolja a vásárlói bosszúságot okoz, másrészt a kereskedőknek eredményez.

DIGITALIZÁCIÓ

"AZ ALACSONY BERUHÁZÁSI KÖLTSÉGEK ÉS A RÖVID BEVEZETÉSI IDŐ, MÁR CSAK A TERMELESI KÖLTSÉGEKET TEKINTVE IS GYORS MEGTERÜLÉST INDUKÁLNAK"

Weibel Balázs
Cubilog Kft.

Rigó Zoltán

A KITERJESZTETT VALÓSÁG (AR) TÉRNYERÉSE A GYÁRTÓÜZEMEKBE

A folyamatosan változó külpolitikai és világgazdasági helyzet nehezen tervezhetővé teszi a gyártási folyamatokat. A korábban csak fenyegető munkaerőhiány mára mindennapos problémává vált. Az ipari automatizálás és a robotika számos vállalatnak nyújt segítséget, egyúttal minőségjavulást és egyenletes termelési folyamatokat is eredményez. Ugyanakkor nem minden cég akar, vagy tud az automatizálás irányába elindulni.

DIGITALIZÁCIÓ

Havasi Zoltán

HOGYAN DIGITALIZÁLJUK A POLCOKAT AZ ELADÓTÉRBE?

A hagyományos kereskedelemben az eladói polcok egynegyede mindig üres. Ennek oka, hogy a személyzet nem képes valós időben követni az árukészlet fogyását. Rendszeres időt kell el, amíg észreveszik a hiányt és újra töltik a készletet. A készlet hiányt egyrészt rombolja a vásárlói élményt, mivel bosszúságot okoz, másrészt a gyártóknak és kereskedőknek bevételkiesést is eredményez.

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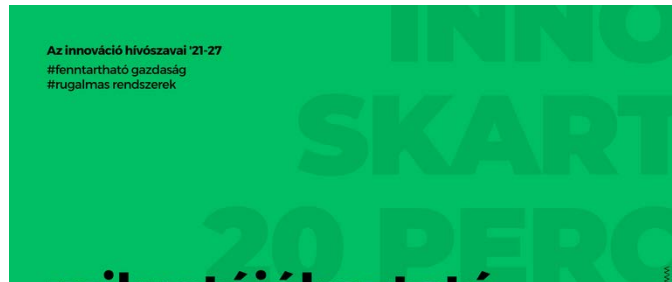
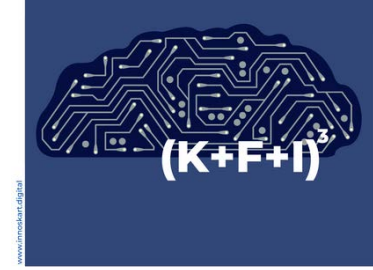
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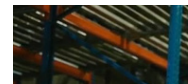
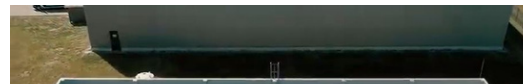
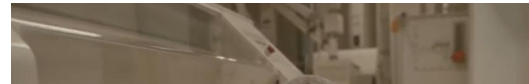
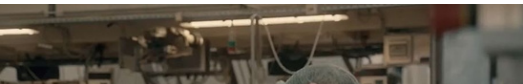
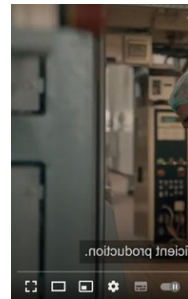
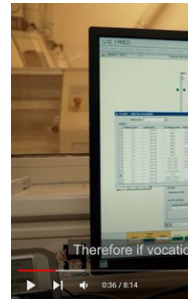
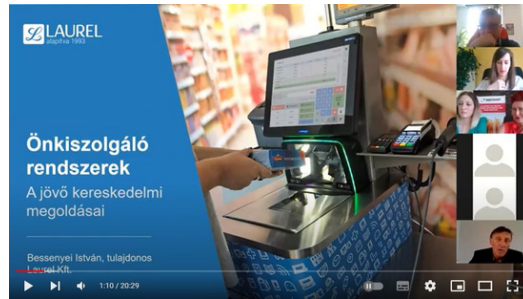
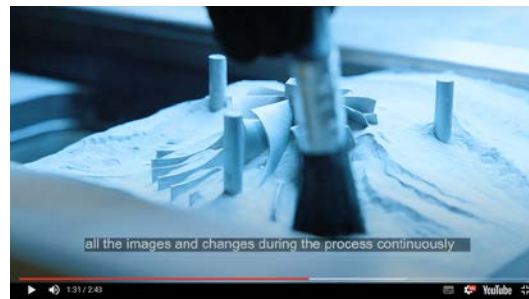
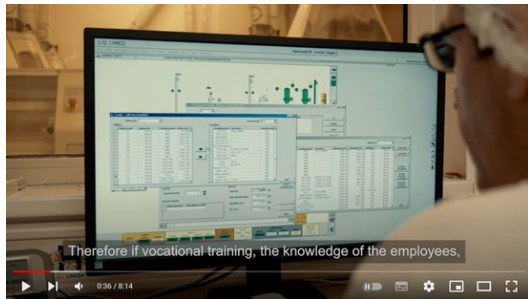
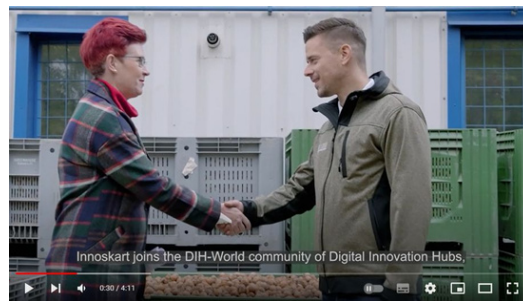
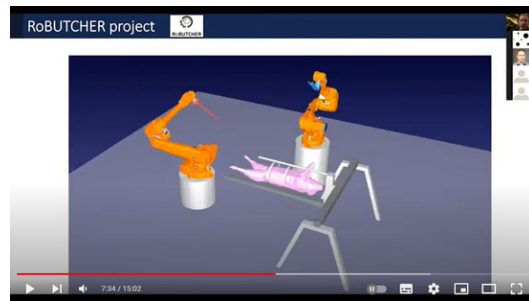
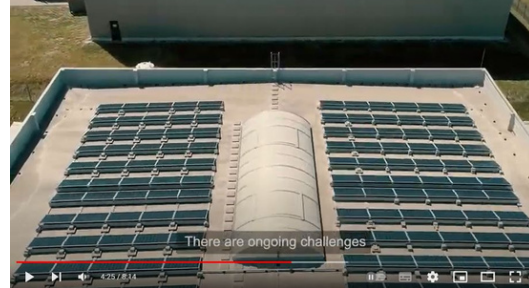
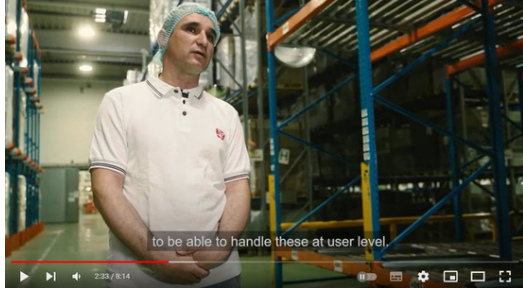
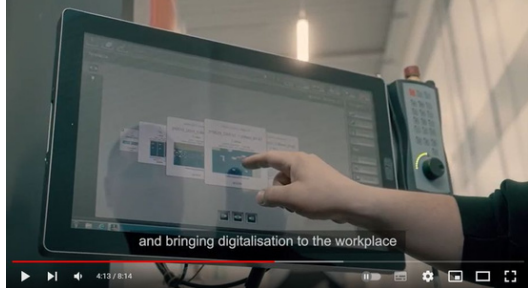
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Thematic webinars,
online knowledge
transfer events



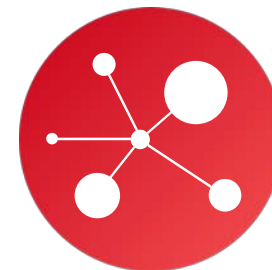
Technology transfer videos



Networking and experience exchange events



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FUNDING OPPORTUNITIES

I3 Instrument: Capacity Building Strand 2b

- The Interregional Innovation Investments Instrument (I3) creates **linkages for interregional collaboration** bringing together actors from different EU regions investing in joint innovation projects along S3 priorities and close to the market.
- The present call aims to test new approaches for increasing the capacity of regional innovation ecosystems in **less developed regions** to collaborate in EU value chains.
- As output, Strand 2b projects refer to the **concrete experimentation** of new approaches, solutions and good practices to engage in interregional innovation processes mobilising ecosystems and in particular SMEs. Projects are expected to deliver a **pipeline of potential interregional investments as well as business and investment plans**.
- Topic ID: I3-2023-CAP2b; I3 Action Grant Budget-Based
- Deadline: 14 November 2024
- Published on [EU Funding & Tenders Portal](#)

I3 Instrument: Strand 1 and 2a

- The European Commission has launched a call for proposals under the Interregional Innovation Investments (I3) Instrument, funded by the European Regional Development Fund (ERDF), to **support interregional innovation** and the development of EU value chains.
- This call aims to promote **innovation, diffusion, and reinforcement of value chains** through cooperation based on shared priorities and complementary capabilities. The 2024 call is organized into two strands:
 - **Strand 1:** Offers financial and advisory support for **investments** in interregional innovation projects in shared or complementary smart specialisation areas. It targets consortia of innovation actors from regions with varying levels of development and innovation performance.
 - **Strand 2a:** Provides financial and advisory support for interregional innovation projects focusing on developing value chains **in less developed regions**, enhancing their **integration into EU value chains**.
- Topic ID: I3-PJG I3 Project Grants; I3 Action Grant Budget-Based
- Deadline: 5 December 2024
- Published on [The Interregional Innovation Investments \(I3\) Instrument calls 2024 for Strand 1 and Strand 2a are open - European Commission \(europa.eu\)](#)

BUILD UP Skills – Upskilling and reskilling interventions for building decarbonisation

- The BUILD UP Skills initiative is supporting the upskilling of building professionals across Europe, to deliver building renovations offering high energy performance as well as new nearly Zero-Energy Buildings (nZEBs).
- Proposals should address one of the two scope options:
 - Scope A - **Upskilling and reskilling interventions** enabling a decarbonised building stock and energy system integration
 - Proposals under Scope A should develop, test, validate and prepare the deployment of new and/or the upgrade of existing training and qualification schemes for all types of professionals involved in the building value chain ('blue collars' and/or 'white collars' professionals), as well as for professionals active in other sectors than construction and buildings renovation.
 - Scope B - BUILD UP Skills **community of practice**
 - Proposals under Scope B are expected to develop an EU community of practitioners with proven experience in the development and promotion of sustainable energy skills for building professionals in EU Member States and LIFE associated countries.
- Topic ID: LIFE-2024-CET-BUILDSKILLS; LIFE-PJG LIFE Project Grants
- Deadline: 19 September 2024
- Published on [EU Funding & Tenders Portal](#)

Expanding Academia-Enterprise Collaborations

- Project results are expected to contribute to a selection of expected outcomes, e.g.:
 - Improved **integration** of research institutions, Higher Education Institutions, vocational schools, and similar organisations into Europe's innovation ecosystems
 - Improved **flows of knowledge, skills, and talents** between educational institutions and other innovation ecosystem actors at various levels of development
 - Improved **skills of all involved ecosystem actors** to increase innovation potential, inter-sectoral mobility, and market uptake of new technologies
 - Enhanced **availability of local talents** equipped with skills to support business acceleration and digitalization
 - Enhanced **entrepreneurial activity** in developing innovation ecosystems and their upscaling and interconnectedness across the EU
- Topic ID: HORIZON-EIE-2024-CONNECT-02-01; HORIZON Lump Sum Grant
- Deadline: 19 September 2024
- Published on [EU Funding & Tenders Portal](#)

Opportunities for SMEs: Calls from Euroclusters

- CirclnWater: Knowledge lump sum for SMEs offering **water-smart solutions**, especially for the agrifood & energy-intensive industries and that is willing to boost its development **internationalisation** activities towards **North America**; deadline 22 July 2024
- ELBE: **Training** support for SMEs in renewable energy sector on sustainability and digitalisation, sustainable business and ESG reporting; deadline 31 August 2024
- ELBE: Call for financial support for **individual services** related to access to test facilities, international development, market and business intelligence, development and technology transfer, or green and IT expertise; deadline 31 August 2024
- EuroBoosTex: Call for proposals to support European **textile** SMEs in **internationalisation** in Australia; deadline 17 July 2024
- E-Boost: **Mobility** lump sum for SMEs to InnosTrans (**railway exhibition**) mission in Berlin, Germany; deadline 30 June 2024
- E-Boost: Supporting individual SMEs or consortia in innovative **Products & Services Development** in **electromobility** sectors (Zero Emission Vehicles); deadline 1 July 2024
- E-Boost: Financial support for **training support** to SMEs from the **electromobility** sector; deadline 31 July 2024
- FRIEND CCI: Call for **providers** offering solutions in **digitalisation, greening, and internationalisation** to collaborate with **Creative and Cultural** SMEs for the realization of funded projects; deadline 1 August 2025

Opportunities for SMEs: Calls from Euroclusters

- GEMSTONE: Financial support for **training** related to **Green Manufacturing**; deadline 31 December 2024
- INGENIOUS: **Internationalisation** grant for SMEs operating in **energy-intensive industries** to develop activities related to Africa, Asia, North America and Latin America; deadline 30 September 2024
- INGENIOUS: **Training** grants to help SMEs improve their digital skills, green transition, resilience preparedness and reskilling and upskilling of the workforce; deadline 14 February 2025
- LEVIATAD: Supporting the **innovation and internationalisation** of European SMEs in the **defence** sector; deadline 8 August 2024
- RESIST: **Training** FSTP for SMEs in the **Automotive – Mobility – Transport** ecosystem; deadline 30 November 2024
- RESIST: **Networking and marketing** FSTP for SMEs from the **Automotive – Mobility – Transport** ecosystem; deadline 20 December 2024
- RESIST: **Internationalisation** FSTP for activities in target markets; deadline 20 December 2024
- RESIST: **Coaching and mentoring** for assessment and feasibility services; deadline 1 November 2024
- SILEO: Open Call for **Travel Vouchers** to Italy to support the participation of SMEs operating in the **lighting and furniture sector** and **tech-savvy SMEs** in the **SILEO Hack Day event**; deadline 28 June 2024
- **All calls here:** <https://clustercollaboration.eu/open-calls>

Register for the next Talks

26 June

Cluster Policies in non-EU Countries

3 July

Funding for Strategic Technologies for Europe

10 July

Transition Pathway for Chemicals

Continue the discussion



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THANK YOU

