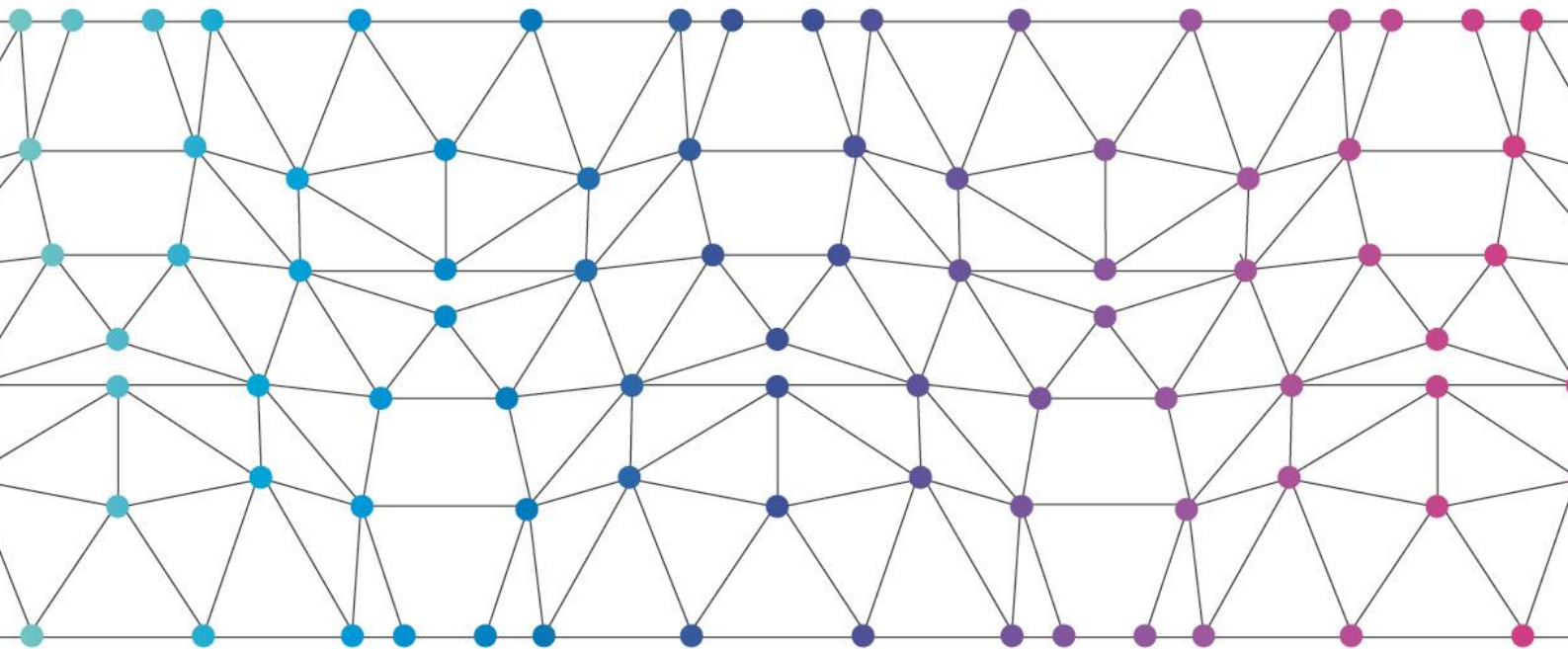


# 1<sup>st</sup> Online Training programme for Cluster Organisations

## *SmartCTClusters*

Online, 27<sup>th</sup> November – 18<sup>th</sup> December 2020



Dear Cluster Manager,

SmartCTClusters welcomes you to its 1st Training Programme for Clusters. This event, that will be held online, will consist of six half-day sessions in a period of three weeks starting the 27th of November 2020 and finalizing the 18th of December 2020. The objective is to contribute to clusters capacity-building, exchange experiences and generate new potential collaborations between participating clusters.

The training programme is open and free for any cluster organization from COSME participating countries.

The training programme will be opened the **27<sup>th</sup> of November 2020** with a networking session to present SmartCTClusters collaboration objectives and individual presentations of the Clusters participating in the event.

Then, the training by the expert [Cluster Development](#) will start with **Module 1: Cluster strategy and Cluster vision and action plan** on the **1<sup>st</sup> of December** and continue the **4<sup>th</sup> of December**.

A Peer-to-peer learning among participants will take place on the **10<sup>th</sup> of December** where best practices and knowledge exchange on different topics will take place.

The second training **Module 2: Cluster governance and Change management**, also by expert [Cluster Development](#), will then take place on the **14<sup>th</sup> of December** and **18<sup>th</sup> December**

**All sessions** will be held from **9:30 to 13:30** and the participation to all of them is mandatory. The full calendar is attached to this document.

For any support in the registration process and further questions, please contact us at [info@SmartCTClusters.eu](mailto:info@SmartCTClusters.eu)

Looking forward to seeing You!

Kind regards,

The SmartCTClusters' Team

## Final Program

**27<sup>th</sup> November 9:30-13:30**

**Opening session: Networking - SmartCTClusters project presentation and clusters' pitches.**

**9:30** SmartCTClusters project presentation – Project coordinator: MLC - 20 min

**10:00** Clusters' Roundtable – *Each participant Cluster present its profile, sectors, members, services. Challenges, future objectives, partnerships seek for projects/initiatives. Circa 3 to 5 minutes, slides are optional but recommended.*

1. [Basque Mobility and Logistics Cluster](#) (MLC ITS Euskadi), Spain
2. [Clever cluster](#) (Consorzio Univer), Italy
3. [C-Green cluster](#) (Consorzio IBIS), Italy
4. [Electric Vehicles Industrial Cluster](#) (EVIC), Bulgaria
5. [Fondazione Torino Wireless](#), Italy
6. [GAIA-Association of Knowledge and Applied Technologies industries in the Basque Country](#), Spain
7. [Mov'eo](#), France
8. [Netzwerk Energie & Umwelt](#) e. V., Germany
9. [MAFEX](#) and [RailActivation project](#) Spain
10. [Po.in.Tex](#) (Città Studi Biella), Italy
11. [The Eastern Cluster ICT](#), Poland
12. [The Fintech Corridor \(The Mill Enterprise Hub/Drogheda\)](#), Ireland

**11:45 BREAK**

**12:00** Dissemination of opportunities linked to current projects/initiatives: from clusters to clusters and its members – *presentation of new project ideas, current launches of open calls for SMEs, stakeholder committee opportunities, exchanges of best practices, etc. circa 10 min*

- [SmartCTClusters ESCP-4x](#): new interested clusters for the partnership and exploit synergies based on a common partnership strategy – MLC
- [D3T – Data-Driven Digital Transformation](#): stakeholder committee to share insights on digital transformation support services for SMEs – Torino Wireless
- [INTonomous ESCP-4i](#): open call next year for SMEs working on Autonomous Driving – Mov'eo & Torino Wireless
- [Safe Smart Food ESCP-4x](#): opportunities for exchanges and training – Packaging Cluster

**12:10** Clusters' Roundtable – *Each participant Cluster present its profile, sectors, members, services. Challenges, future objectives, partnerships seek for projects/initiatives. From 3 to 5 minutes, slides are optional but recommended.*

1. [Packaging Cluster](#), Spain
2. [Advanced Materials Cluster](#), Spain
3. [CATALAN FINE FOOD CLUSTER CATALONIA GOURMET](#), Spain
4. [Clúster Digital de Catalunya](#), Spain
5. [EDUTECH CLUSTER](#), Spain
6. [Electronic Innovation Cluster \(ELINCLUS\)](#), Romania
7. [INNOVI](#), Spain
8. [Railgrup](#), Spain
9. [SMARTECH CLUSTER - Domotys](#), Spain
10. [Ukrainian Automotive Cluster - Quality Centre](#), Ukraine

**13:25** Wrap up and next session presentation – Fondazione Torino Wireless

Other participating clusters:

1. [INDESCAT](#), Spain
2. [Cluster Bioenergy](#), Spain

**1<sup>st</sup> December 9:30-13:30** - [REGISTRATION LINK](#)

**Module 1: Cluster strategy and Cluster vision and action plan**

*(Part 1) Contents include main key factors before starting any process of definition of cluster strategy: definition of the business – Which is the right perimeter for the cluster, e.g. in terms of vertical markets, and introduction to the need to combine strategic analysis of the industry and performing a change management process with companies and stakeholders as the key to identify high impact projects.*

**Expert:** Cluster Development

**9:30** Presentation of participants, training objectives and expectations

**10:00** Cluster initiatives as a tool to enhance competitiveness: approach & methodology (with examples) | Strategic analysis of the industry and performing a change management process with companies and stakeholders as the key to identify high impact projects

**11:30 BREAK**

**12:00** Case study on cluster strategy: the Textiles-Fashion Industry (working groups and joint discussion)

**13:20** Wrap-up session and next steps

**4<sup>th</sup> December 9:30-13:30** - [REGISTRATION LINK](#)

**Module 1: Cluster strategy and Cluster vision and action plan**

*(Part 2) Contents will be key to understand methodologies assess strategic challenges of members of the cluster as well as industry in the region,*

*ecosystem actor's competences, and identify future strategies for the companies. Based on this, clusters can work to define cluster objectives and identify actions as well as the implementation roadmap, and how to set and monitor KPI which are related to cluster objectives which have been set.*

**Expert:** Cluster Development

**9:30** Key tools for industry analysis: definition of cluster Strategy

### **11:30 BREAK**

**12:00** The definition of the action plan, based on the future vision of the cluster. From strategy to action plan. Examples | Monitoring system. Theoretical model and examples

**13:20** Wrap-up session and next steps

### **10<sup>th</sup> December 9:30-13:30** - [REGISTRATION LINK](#)

**Knowledge exchange and best practices sharing** from different clusters' experiences – presentations of 15-20 min about experiences, expertise, best practices related to cluster management, etc. that the clusters want to share, followed by exchanges of ideas, discussions and questions.

**9:30** Welcome and introduction of the session by Torino Wireless – 10 min

**9:40** ESCA labelling process – *EUCLES*

**10:10** Insights of a Gold label cluster shares their experiences in obtaining the label – *Packaging Cluster*

**10:40** Clusters' role in the definition and implementation of RIS3 – *SPRI (The Development and Infrastructure department of the Basque Government)*

**11:10** Updating the Strategic Roadmap of research, development and innovation of the Italian Technology Cluster for Smart Communities through the involvement of cluster members in working groups - *Torino Wireless*

### **11:40 BREAK**

**12:00** New Strategic Plan development: addressing members through surveys / New online tools to work with partners - *MLC*

**12:15** “Open Mic” for exchanging ideas, experiences and best practices

**13:15** wrap up and next session information

### **14<sup>th</sup> December 9:30-13:30** - [REGISTRATION LINK](#)

## **Module 2: Cluster governance and Change management**

*(Part 1) this session will focus on: 1) on change management process, which includes activities to involve companies and stakeholders of the ecosystem to participate both in the definition of the strategy as well as involve in collaborative projects. These activities are also key to ensure the alignments to the Smart Specialization and other relevant plans 2) introduction to key elements for managing cluster organizations, including clusters organization models*

**Expert:** Cluster Development

**9:30** Results of evaluation test | Objectives of the session

**10:00** Change management. The key to facilitate and build up a shared and common vision for the cluster.

**11:30 BREAK**

**12:00** Cluster management, key elements to take into consideration. Organizational cluster models. Examples

**13:20** Wrap-up session and next steps

**18<sup>th</sup> December 9:30-13:30** - [REGISTRATION LINK](#)

## **Module 2: Cluster governance and Change management**

*(Part 2) Last session will focus on elements of financial sustainability, including the definition of the business model, financial options for services and others related, as well as a review of other key elements and tools for cluster management*

**Expert:** Cluster Development

**9:30** Services and new sources for funding. Examples on how to develop new services and identification of new funding sources

**11:30 BREAK**

**12:00** Cluster management tools. Their function and how/ when to apply them (CRM, interviews, surveys, reports, etc.)

**13:20** Wrap-up session and next steps

## Training Calendar: 27/11/2020 - 18/12/2020

				<b>Friday, 27<sup>th</sup> Nov.</b>		
				<b><u>9:30 - 13:30</u></b> Opening session and Networking: Presentation of Clusters participating in the training		
<b>Monday, 30<sup>th</sup> Nov.</b>	<b>Tuesday, 1<sup>st</sup> Dec.</b>	<b>Wednesday, 2<sup>nd</sup> Dec.</b>	<b>Thursday, 3<sup>rd</sup> Dec.</b>	<b>Friday, 4<sup>th</sup> Dec.</b>		
	<b><u>9:30 - 13:00</u></b> Training by expert: <b>Cluster strategy and Cluster vision and action plan (Part 1)</b>			<b><u>9:30 - 13:00</u></b> Training by expert: <b>Cluster strategy and Cluster vision and action plan (Part 2)</b>		
<b>Monday, 7<sup>th</sup> Dec.</b>	<b>Tuesday, 8<sup>th</sup> Dec.</b>	<b>Wednesday, 9<sup>th</sup> Dec.</b>	<b>Thursday, 10<sup>th</sup> Dec.</b>	<b>Friday, 11<sup>th</sup> Dec.</b>		
			<b><u>9:30 - 13:30</u></b> <b>Peer to peer learning:</b> Clusters experience sharing on best practices.			
<b>Monday, 14<sup>th</sup> Dec.</b>	<b>Tuesday, 15<sup>th</sup> Dec.</b>	<b>Wednesday, 16<sup>th</sup> Dec.</b>	<b>Thursday, 17<sup>th</sup> Dec.</b>	<b>Friday, 18<sup>th</sup> Dec.</b>		
<b><u>9:30 - 13:30</u></b> Training by expert: <b>Cluster governance and Change management (Part 1)</b>				<b><u>9:00 - 13:00</u></b> Training by expert: <b>Cluster governance and Change management (Part 2)</b>		