Good Practice Report

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This report was drafted with input gathered from the surveyed Cluster Initiatives over the second phase of the project implementation (July – December 2017), based on the best practice survey accomplished by the cluster initiative. The authors would like to thank all project partners and cluster managers for their significant efforts.

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For further information about the S3-4AlpClusters project, you will find a short description at the end of the document. To learn more and to download additional resources please refer to the project website http://www.alpine-space.eu/projects/s3-4alpclusters/en/home.

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Concept and definitions

For the purpose of this report the key concepts and definitions are understood as follows:

- **Clusters**: Clusters are generally described as groups of companies, mainly SMEs, and other actors (government, research, and academic community, institutions for collaboration, financial institutions) co-locating within a geographic area, cooperating around a specialised niche, and establishing close linkage and working alliances to improve their competitiveness.

- **Cluster initiatives**: A cluster initiative is an organised effort aimed at fostering the development of the cluster either by strengthening the potential of cluster actors or shaping relationships between them. They often have a character like a regional network. Cluster initiatives are usually managed by cluster organisations.

- **Cluster organisations**: Cluster organisations are entities that support the strengthening of collaboration, networking, and learning in innovation clusters and act as innovation support providers by providing or channelling specialised and customised business support services to stimulate innovation activities, especially in SMEs. They are usually the actors that facilitate strategic partnering across clusters. Cluster organisations are also called cluster managements.

- **Cluster participants**: Cluster participants are representatives of industry, academia or other intermediaries, which are commonly engaged in a cluster initiative. Given the case a cluster initiative has a certain legal form, like associations, cluster participants are often called cluster members.

- **Cluster policy**: Cluster policy is an expression of political commitment, composed of a set of specific government policy interventions that aim to strengthen existing clusters and/or facilitate the emergence of new ones. Cluster policy is to be seen as a framework policy that opens the way for the bottom-up dynamics seen in clusters and cluster initiatives. This differs from the approach taken by traditional industrial policies, which try (and most often fail) to create or back winners.

- **Programme**: Programmes are a vehicle to implement a policy, e. g. funding programme for R&D in environmental technology. In addition to programmes, policies are also implemented through regulation (= regulatory framework, e. g. law on consumer protection).

- **S3-Smart Specialisation Strategies**: Smart Specialisation is a strategic approach to economic development through targeted support for research and innovation. It involves a process of developing a vision, identifying the place-based areas of greatest strategic potential, developing multi-stakeholder governance mechanisms, setting strategic priorities and using smart policies to maximise the knowledge-based development potential of a region.

We will clearly distinguish between clusters, cluster initiatives and cluster organisations to make it easier for the interviewee to understand what is intended with the corresponding question.


**Introduction**

S3-4AlpClusters is an EU INTERREG project aimed at aligning Regional Clusters policies with Smart Specialization Strategies. Part of the project is devoted to investigating what activities Clusters Organizations in the Alpine Space are executing to support the growth of regional companies, notably SMEs.

The analysis of the clusters’ innovation process was carried out through the identification of the most common and best practices in terms of activities and services within Cluster Initiatives, possibly activated by Cluster Organizations, also with regards to connections with S3 design and implementation. Each region’s representative was involved with one or more cluster managers for the fulfilment of the survey.

In order to capture the best practices services offered by the Cluster Initiative, a survey tool has been developed. The tool, administered to the cluster managers, aimed to identify the Cluster Initiative, to define its operational field and to map the innovative activities, focusing on those for which they have more experience or may serve to set out the strategy for the Cluster Initiative.

The collected results permitted to identify, study and categorize the most common activities and best practices in terms of services provided by Cluster Initiatives also with regards to connection with S3 design and implementation. The study brought also to the elaboration of three condensed activities, named Integrated One Pagers, based on the most diffused innovative activities. Furthermore, 23 services, among the 76 assessed, were selected and characterized on the basis of their completeness, soundness, uniqueness trying to extrapolate those that could offer additional insights.

This report describes the methodology used to collect and to analyse the data. It provides the Integrated One Pagers and Best Practices Subset sheets, including also with a description, highlights and contact details for further perceptions.
Methodology of the Survey

The survey tool was designed with the aim to identify the most common practice and best practice in terms of activities and services within Cluster Initiatives, possibly activated by Cluster Organizations, also with regards of connection with S3 design and implementation.

The survey is composed by three main sections:

1. **Background information**: an initial general part that collects data about the Cluster Initiative, following the data structure of the European Cluster Collaboration Platform¹, the New Cluster Definition², Emerging Industries’ Definitions², Technology Fields³ and the S3 EU priority areas⁴;

2. **Mapping of innovative Cluster Organization Activities**: this part comes as a list of about 37 Cluster Activities and Services that we expect are partially carried out by clusters. The Listed Activities were crowd-sourced with project partners, as well as distilled from previous related collection. The cluster manager had the possibility to add new activities not listed in the survey. The respondents have been asked to tell how active they are with regards of each given Activity choosing among 4 options from “Not active” to “Strong experience”.

3. **One Pager - Activity best practice description**: this section collects up to 3 Cluster Activities described in detail, including lessons learned and operational hints. The cluster manager selects the Cluster Activities among the 37 ones with the higher score. The section includes also information regarding the coordination with regional S3 and the coordination with other cluster initiatives.

The survey targeted 3 to 5 Clusters Organizations in the 10 regions of the project consortium. The selection of the Cluster Organization to be surveyed has been suggested to be done on the basis of:

- qualitatively significant for the region;
- capable of providing with the relevant best practices.

Therefore, the project participant had the indication to engage Cluster Organization which represents Cluster Initiatives that are focusing on the main Specialization areas of that region, are well established, are particularly strong in their capacity of executing activities and has been recently growing and proposing innovative activities and services to the cluster participants.

The engagement leveraged on the following opportunities:

- to show to the Alpine Space clusters the activities in which the selected cluster excels, and from which other clusters could learn from;
- to scout best practices implemented by other clusters, including practical guidelines and tips on how-to implement innovative services;
- to have the possibility to connect with other clusters for future synergies.

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¹ [https://www.clustercollaboration.eu/](https://www.clustercollaboration.eu/)
One reference person for each participating region and coming from the project participant has been selected to be part of the “Survey Regional Contact” group with the aim to act as a first contact point for the Cluster Initiative and to be responsible for the quality of the collected data.

The Survey Regional Contact provided the list of the Cluster Initiative to be surveyed. Afterward, a web meeting was organized to train the group on the survey tool and on the overall workflow, Figure 1.

Before administering the form, the Survey Regional Contact, got in touch with the cluster managers of the selected Cluster Initiatives to illustrate the framework context and the survey goals with the aim to get a high level of quality of the results.

The cluster manager had 3 weeks of time to complete the survey. The Survey Regional Contact supported the cluster managers in the fulfilment of the survey with one to one meeting and by telephone calls.

Each member of the Survey Regional Contact collected the survey results from the Cluster Initiatives. The group verified that all the required information was present and proceeded with the quality check, in some cases the survey was sent back to the cluster manager for further improvement. Finally, the final list of surveys was gathered and the analysis of results has started.

The survey targeted 10 regions and 33 related Cluster Initiatives, resulting in 76 collected best practices. The detailed analysis performed on the collected data provided to the consortium four main outputs:

1. Basic statistics, charts and data tables about the overall survey results.
2. A complete set of responses from the regional clusters.
3. 23 best practices selected as a sub set of the 76 collected: these were chosen on the basis of their completeness, soundness and uniqueness.

![Figure 1: survey workflow](image-url)
4. 3 integrated one-pagers providing a detailed description of the three most diffused types of “innovative” activities: these are the result of a synthesis of and an integration of the activities that have an “innovation” character and have been recognized as the most implemented ones among the surveyed cluster initiatives.

**Description and Analysis of the Panel**

**List and representativeness of surveyed Cluster Initiatives**

The survey targeted 11 regions from the Alpine Space and 33 related Cluster Initiatives, listed in Table 1.

<table>
<thead>
<tr>
<th>Region</th>
<th>Name &amp; Link</th>
<th>Year Established</th>
<th>Number of Employees</th>
<th>Number of Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH02 Espace Mittelland</td>
<td>Energy and Construction Cluster</td>
<td>2011</td>
<td>1</td>
<td>97</td>
</tr>
<tr>
<td>CH02 Espace Mittelland</td>
<td>Cluster Food &amp; Nutrition</td>
<td>2015</td>
<td>1.2</td>
<td>66</td>
</tr>
<tr>
<td>CH02 Espace Mittelland</td>
<td>IT Valley</td>
<td>2007</td>
<td>0.12</td>
<td>60</td>
</tr>
<tr>
<td>CH02 Espace Mittelland</td>
<td>Swiss Plastics Cluster</td>
<td>2005</td>
<td>1.3</td>
<td>102</td>
</tr>
<tr>
<td>AT31 Oberösterreich</td>
<td>Automotive Cluster @ Business Upper Austria - OÖ Wirtschaftsagentur GmbH</td>
<td>1998</td>
<td>8</td>
<td>260</td>
</tr>
<tr>
<td>AT31 Oberösterreich</td>
<td>Mechatronics Cluster @ Business Upper Austria - OÖ Wirtschaftsagentur GmbH</td>
<td>2003</td>
<td>10</td>
<td>320</td>
</tr>
<tr>
<td>AT31 Oberösterreich</td>
<td>Medical Technology Cluster @ Business Upper Austria - OÖ Wirtschaftsagentur GmbH</td>
<td>2002</td>
<td>5</td>
<td>222</td>
</tr>
<tr>
<td>AT31 Oberösterreich</td>
<td>Network Human Resources Cluster @ Business Upper Austria - OÖ Wirtschaftsagentur GmbH</td>
<td>2004</td>
<td>7</td>
<td>153</td>
</tr>
<tr>
<td>AT31 Oberösterreich</td>
<td>Plastics Cluster @ Business Upper Austria - OÖ Wirtschaftsagentur GmbH</td>
<td>1999</td>
<td>10</td>
<td>390</td>
</tr>
<tr>
<td>DEI Baden-Württemberg</td>
<td>Allianz faserbasierte Werkstoffe (AFBW) e.V.</td>
<td>2009</td>
<td>3</td>
<td>122</td>
</tr>
<tr>
<td>DEI Baden-Württemberg</td>
<td>TechnologyMountains e.V.</td>
<td>2005</td>
<td>5</td>
<td>230</td>
</tr>
<tr>
<td>DEI Baden-Württemberg</td>
<td>Virtual Dimension Centre Fellbach w.V.</td>
<td>2002</td>
<td>4</td>
<td>90</td>
</tr>
<tr>
<td>ITH3 Veneto</td>
<td>SINFONET (Smart and Innovative Foundry NETwork)</td>
<td>2016</td>
<td>-</td>
<td>47</td>
</tr>
<tr>
<td>Region</td>
<td>Name &amp; Link</td>
<td>Year Established</td>
<td>Number of Employees</td>
<td>Number of Members</td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
<td>-------------------</td>
<td>---------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>AT32 Salzburg</td>
<td>Innovations- und Technologietransfer Salzburg GmbH</td>
<td>2003</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>FR43 Franche-Comté</td>
<td>VITAGORA</td>
<td>2005</td>
<td>12</td>
<td>342</td>
</tr>
<tr>
<td>FR43 Franche-Comté</td>
<td>Pôle des Microtechniques</td>
<td>2005</td>
<td>7</td>
<td>152</td>
</tr>
<tr>
<td>ITC1 Piemonte</td>
<td>Bioindustry Park Silvano Fumero</td>
<td>1998</td>
<td>23</td>
<td>70</td>
</tr>
<tr>
<td>ITC1 Piemonte</td>
<td>Fondazione Torino Wireless</td>
<td>2002</td>
<td>20</td>
<td>335</td>
</tr>
<tr>
<td>ITC1 Piemonte</td>
<td>PROPLAST</td>
<td>1998</td>
<td>42</td>
<td>173</td>
</tr>
<tr>
<td>ITC4 Lombardia</td>
<td>AFIL - Lombardy Intelligent Factory Association</td>
<td>2013</td>
<td>6</td>
<td>138</td>
</tr>
<tr>
<td>ITC4 Lombardia</td>
<td>Lombardia Aerospace Cluster - LAC</td>
<td>2009</td>
<td>3,7</td>
<td>85</td>
</tr>
<tr>
<td>ITC4 Lombardia</td>
<td>FONDAZIONE CLUSTER TECNOLOGIE PER LE SMART CITIES &amp; COMMUNITIES LOMBARDIA</td>
<td>2014</td>
<td>3</td>
<td>93</td>
</tr>
<tr>
<td>ITC4 Lombardia</td>
<td>Cluster Lombardo Scienze della Vita</td>
<td>2015</td>
<td>2</td>
<td>127</td>
</tr>
<tr>
<td>ITH2 Provincia Autonoma di Trento</td>
<td>Habitech</td>
<td>2006</td>
<td>23</td>
<td>149</td>
</tr>
<tr>
<td>ITH2 Provincia Autonoma di Trento</td>
<td>Progetto Manifattura</td>
<td>2010</td>
<td>10</td>
<td>54</td>
</tr>
<tr>
<td>ITH2 Provincia Autonoma di Trento</td>
<td>Polo Meccatronica</td>
<td>2011</td>
<td>15</td>
<td>77</td>
</tr>
<tr>
<td>DE2 Bayern</td>
<td>Bayern Innovativ GmbH - Cluster Automotive</td>
<td>2006</td>
<td>5</td>
<td>734</td>
</tr>
<tr>
<td>DE2 Bayern</td>
<td>Trägerverein Umwelttechnologie-Cluster Bayern e.V.</td>
<td>2006</td>
<td>9</td>
<td>226</td>
</tr>
<tr>
<td>DE2 Bayern</td>
<td>Cluster Energy Technology</td>
<td>2006</td>
<td>5</td>
<td>195</td>
</tr>
<tr>
<td>DE2 Bayern</td>
<td>Cluster Mechatronik &amp; Automation Management gGmbH</td>
<td>2007</td>
<td>12</td>
<td>183</td>
</tr>
<tr>
<td>DE2 Bayern</td>
<td>MAI Carbon Cluster Management GmbH</td>
<td>2012</td>
<td>7</td>
<td>105</td>
</tr>
<tr>
<td>SI01 Vzhodna Slovenija</td>
<td>COBIK</td>
<td>2009</td>
<td>12</td>
<td>10</td>
</tr>
</tbody>
</table>

Table 1: List of surveyed Cluster Initiatives
Analysis of the surveyed Cluster Initiatives

In order to capture the representativeness of the region by the surveyed Cluster Initiatives, a further investigation has been conducted. The following Table 2 compare the list of surveyed Cluster Initiative with the number of regional "Hotspots - Sectoral Cluster". The Hotspots - Sectoral Cluster index captures the number of clusters in a region which excel in absolute size, productivity and dynamism4. Since, there isn't such an official tool that collects the list of Cluster Organizations per region, the best option is to measure the representativeness is that to compare the Hotspots - Sectoral Cluster index with the surveyed Cluster Initiatives. The comparison must be taken in a relative and not absolute way, also because the Hotspots - Sectoral Cluster index is not directly linked to the presence of a Cluster Initiative.

Some regions are very well represented, higher value of the weight index in Table 2, while for other regions the surveyed Cluster initiatives only cover a fraction of all regional Sectoral Clusters, lower values of the weight index.

In the case of Espace Mittelland the European Cluster Observatory does not cover the required data. Nevertheless, the regional perspective has been collected and confirms that the region is well represented: both in terms of alignment with the regional S3, either in terms of the quantity of cluster surveyed (all four regional cluster completed the questionnaire).

<table>
<thead>
<tr>
<th>Partner</th>
<th>Region</th>
<th>surveyed cluster</th>
<th># Sectoral Clusters</th>
<th>weight index</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP</td>
<td>Espace Mittelland</td>
<td>4</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>PP02</td>
<td>Oberösterreich</td>
<td>5</td>
<td>54</td>
<td>9%</td>
</tr>
<tr>
<td>PP03</td>
<td>Baden-Württemberg</td>
<td>3</td>
<td>211</td>
<td>1%</td>
</tr>
<tr>
<td>PP04 - PP15</td>
<td>Veneto</td>
<td>1</td>
<td>45</td>
<td>2%</td>
</tr>
<tr>
<td>PP06</td>
<td>Salzburg</td>
<td>1</td>
<td>29</td>
<td>3%</td>
</tr>
<tr>
<td>PP07</td>
<td>Franche-Comté</td>
<td>2</td>
<td>30</td>
<td>7%</td>
</tr>
<tr>
<td>PP08</td>
<td>Piemonte</td>
<td>3</td>
<td>38</td>
<td>8%</td>
</tr>
<tr>
<td>PP09</td>
<td>Lombardia</td>
<td>4</td>
<td>57</td>
<td>7%</td>
</tr>
<tr>
<td>PP10 - PP11</td>
<td>Provincia Autonoma</td>
<td>3</td>
<td>12</td>
<td>25%</td>
</tr>
<tr>
<td>PP13</td>
<td>Bayern</td>
<td>6</td>
<td>305</td>
<td>2%</td>
</tr>
<tr>
<td>PP14</td>
<td>Slovenija</td>
<td>1</td>
<td>40</td>
<td>3%</td>
</tr>
</tbody>
</table>

Table 2: list of surveyed Cluster Initiative compared with the number of regional "Sectoral Cluster"

The involved Cluster Initiative panel has been evaluated, also, with respect to the relative sectoral strength of the regions. The aim is to verify if the panel reflects the industrial strength of the regions and consequently the clusters has a potential role in implementing the transformative activities.

The data has been collected from the European Cluster Observatory, which is a single access point for statistical information, analysis and mapping of clusters and cluster policy in Europe.

Firstly it is presented an overview of regional data of the key performance indicators, Sectoral Industries, focusing on the participating regions in the project. The values are collected from the Cluster Mapping Tool and they are referred to 2013.

The methodology make use of Specialisation index which are awarded to capture how well a region is leveraging the presence of a cluster and are identified with the top 20% of European locations by Location Quotient, subject to a cut-off of at least 500 employees.

The Sectoral Industries index captures the overall cluster strength in a region and it defined for each of the 51 Sectoral Industries, Figure 2.

![Regional Sectoral Industries Index](image)

*Figure 2: total number of stars for Sectorial Industries.*

Considering the NUTS 2 level, the predominance of the Baden-Württemberg (sum of the four purple districts) and Bavaria (sum of the four azure districts) region strength is evident.

A further in-depth analysis is needed in order to correlate the surveyed Cluster Initiatives with the regional industrial sector. In order to accomplish this task, the “cluster stars” index has been evaluated. The index is constructed with the following rule: a regional sectorial industry gets 1 star for being in top 20% in Europe along each of the four dimensions: size, specialisation, productivity, and growth. The cluster stars index captures the sectorial industry critical mass in one composite indicator.

The surveyed Cluster Initiatives have been categorized in industrial sectors. Afterwards, the regional “cluster star” index relative to the specific industrial sector has been extrapolated. Also for

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5 The Location Quotient is a measure of a region’s specialisation in an industry and is computed as the ratio of this industry’s shares of a) this region’s employment and b) of the whole European employment across all regions. Thus, the values above one imply high regional specialisation, with LQ of 2 corresponding to twice as many employees in an industry than expected if all employment was distributed evenly.

6 CH02 Espace Mittelland value not available.
this case, the European Cluster Observatory does not cover the required data for the Espace Mittelland region. With the exception of the regions of Salzburg and Franche-Comté, all regions have been represented by a Cluster Initiative belonging to an industrial sector in which the region excels, Table 3. Considering the “cluster stars” index by the number of the participating Cluster Initiatives, Baden-Württemberg, Lombardia and Bayern regions show higher values, demonstrating the involvement of clusters related to regional strengths.

<table>
<thead>
<tr>
<th>Partner</th>
<th>Region</th>
<th>surveyed cluster</th>
<th>“cluster stars” index</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP</td>
<td>Espace Mittelland</td>
<td>4</td>
<td>n.a.</td>
</tr>
<tr>
<td>PP02</td>
<td>Oberösterreich</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>PP03</td>
<td>Baden-Württemberg</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>PP04 - PP15</td>
<td>Veneto</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>PP06</td>
<td>Salzburg</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>PP07</td>
<td>Franche-Comté</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>PP08</td>
<td>Piemonte</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>PP09</td>
<td>Lombardia</td>
<td>4</td>
<td>7.5</td>
</tr>
<tr>
<td>PP10 - PP11</td>
<td>Provincia Autonoma di Trento</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>PP13</td>
<td>Bayern</td>
<td>6</td>
<td>9.5</td>
</tr>
<tr>
<td>PP14</td>
<td>Slovenija</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 3: "cluster stars" index by region

A further analysis has been conducted in order to characterize the panel of the surveyed Cluster Initiatives considering. The analysis permitted to learn which Sectorial and Emerging industries are most diffused and which are the most common S3 Regional Priorities covered by the Cluster Initiatives.

The mapping of the Cluster Initiative has considered the following indexes, enquired in the questionnaire:

- **Sectoral Industries (AKA Cluster Category):** there are 51 Sectorial Industries which capture those industries that are serving markets beyond their own location and that are fully exposed to competition from other locations. They concentrate across regions; their high wages and high levels of innovative activity make them the key engines of regional economies.

- **Emerging Industries:** there are 10 Emerging Industries. The selection of the most relevant emerging industries refers mainly at employment growth, overall size, and within-sector heterogeneity. Employment growth between 2005 and 2011 has been used as a key indicator of ‘emergence’ or economic dynamism. Both overall employment growth across the entire category and the share of employees in industries that have reached more than 1 % employment growth has been considered in order to pick-up potential “island” of high growth within larger categories.
- Technology Field: classification of the product/service by technology keywords divided into 11 main sectors (Level 1), 63 sub-sectors (Level 2). The keywords, as defined by the EEN and Sector Groups, are split into levels: level 1, level 2 and level 3. Level 1 keywords are the broadest level and encompass general business sectors, such as Communications or Energy, down to Level 3 that is the deepest level and, consequently, contains the most specialist terms.
- S3 Regional Priority: categories and sub-categories for research and innovation capabilities and business areas and target markets plus categories and sub-categories for EU priorities. The Smart specialisation priorities are areas “to build competitive advantage by developing and matching research and innovation own strengths to business needs in order to address emerging opportunities and market developments in a coherent manner, while avoiding duplication and fragmentation of efforts”.

The list of the Sectoral Industries, the Emerging industries, the Technology Field and the S3 EU priority areas has been taken from the European Cluster Collaboration Platform [www.clustercolaboration.eu](http://www.clustercolaboration.eu).

As showed in Figure 3, the main sectorial industries of the surveyed Cluster Initiatives are related to Automotive, Information Technology and Analytical Instruments, Plastics and Production Technology and Heavy Machinery. Among all the Sectorial Industries categories, the surveyed Cluster Initiatives cover about 60% of the total. This can be considered a high value scored by the Cluster Initiative panel, since is capturing the best in class or the key engines of regional economies.

![Cluster Initiative by Sectorial Industries](image)

**Figure 3: surveyed Cluster Initiatives by regional Sectorial Industries**

---

With reference to the Emerging Industries, the Digital Industry is the one most present with double value with respect to the immediately following Mobility Technologies and Medical Devices as depicted in Figure 4. Among all the Emerging Industries categories, the surveyed Cluster Initiatives cover about 90% of the total. This index value demonstrate that the surveyed panel is highly heterogeneous.

![Cluster Initiative by Emerging Industries](image)

*Figure 4: surveyed Cluster Initiatives by Emerging Industries.*

With reference to the Technology Field of the survey, the most diffused areas are Materials Technology, IT and Telematics Applications, Design and Modelling / Prototypes and Industrial Manufacture, as shown in Figure 5. Among all the Technology Field categories, the surveyed Cluster Initiatives cover about 70% of the total, which once again proves the heterogeneity of the panel.

![Cluster Initiative by Sectorial Industries](image)

*Figure 5: surveyed Cluster Initiatives by Technology Field.*
On the other hand, the covered main S3 Regional Priorities are Advanced materials, Sustainable energy & renewables, Rubber & plastic products, Machinery & equipment and Food, beverage & tobacco products, as depicted in Figure 6. Among all the S3 priority areas categories, the surveyed Cluster Initiatives cover about 40% of the total, which is a valuable result considering the total amount of 141 and the 10 regions involved (the total NUTS 2 regions are 276).

![Cluster Initiative by S3 Priority](image)

*Figure 6: surveyed cluster initiatives categorized by S3 Regional Priorities.*

The last analysis brings to the conclusion of the heterogeneity of the surveyed Cluster Initiatives in terms of best in class and emerging industries, technology field and covering a wide areas of the S3 Regional Priorities.

Concluding, the validity of the survey depends on several elements related to the involved Cluster Initiatives. These analysed elements, such as the representativeness factor, the regional strengths the Sectoral Clusters and other classifications of the surveyed Cluster Initiatives, must be considered along with the outputs of the report.
Results of the Survey / Integrated One Pagers

Cluster Initiatives Activities Mapping

The mapping of the Cluster Initiatives activities started with the definition of a list of 37 possible Cluster Activities and Services (listed in ANNEX B: Cluster Activities) that are expected to be currently carried out by clusters initiatives. The listed cluster activities were crowd-sourced with project partners, as well as distilled from previously related documents\(^8\), which categorized the activities into Traditional and Innovative (respectively blue and grey as depicted in Figure 7). Some of such activities refer to the way the cluster is involved in the design and deployment of S3 (inspired by the project Stress Test Tool), as well as whether some activities stemmed from the S3, or were designed in cooperation with other clusters.

The cluster managers were asked to score each listed activity according to the implementation of the activity in their Cluster Initiative. The scoring options are depicted in Table 4.

<table>
<thead>
<tr>
<th>Activity Status</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not active: at the moment we do not do this activity, and do not plan to do it</td>
<td>1</td>
</tr>
<tr>
<td>Plan to be active: we are thinking/planning to do this, but did not do it yet</td>
<td>2</td>
</tr>
<tr>
<td>Active with encouraging results: we have been doing this, with encouraging results</td>
<td>3</td>
</tr>
<tr>
<td>We have strong experience in doing this</td>
<td>4</td>
</tr>
</tbody>
</table>

*Table 4: scoring option of cluster activity*

Figure 7 summarizes and presents the average score for each activity. Activities with higher score represent the ones that cluster manager have strong experience in providing them. This result has been used also to validate the selection procedure which proceeded with a deeper analysis of the most valuable cluster activities.

Afterwards, the cluster managers were asked to select up to 3 Cluster Activities on the basis of the high score given (3 or 4). For each of such selected Cluster Activities, the cluster managers completed a detailed “best practice description”, named One Pager, where qualitative details were collected including lessons learned and hints on how to carry out such activity. Totally, 76 One Pagers were collected.

Figure 7: Cluster Activity mean value score.

Figure 8 shows the recurrence of the activities that were chosen to be detailed as a best practice and for which a One Pager was drawn up. The image depicts the traditional, in blue, and innovative, in grey, activities. The analysis concentrated on the three most diffused innovative activities, marked with a star in Figure 8.

Figure 8: diffusion of the One Pager.
**One Pager Sub-Selection**

A sub-selection of the 76 One Pagers was arranged on the basis of the most diffused innovative activities. All the One Pagers which fall within the three selected activities were processed in order to develop three condensed best practice cases, named "Integrated One Pager", Figure 9. In particular, 6 One Pages for activity 13, 6 One Pager for activity 19 and 5 One Pager for activity 20 were analysed and integrated into the relative "Integrated One Pager".

For each One Pager section, (Beneficiaries, Goals and Added Value, operative Details, Lesson Learned, How To, Coordination with Regional S3, Coordination with Other Cluster Initiatives) the analysis pointed to integrate the information of all selected cluster initiative focusing on the points with major added value and then summarise them in the output.

The three Integrated One Pager helps to exploit the best practices coming from the cluster initiative survey and to develop new cluster services for the cluster management. These condensed insights will support the Cluster Workshop output which aims to provide prototypes to be tested by the cluster managers.

*Figure 9: integrated One Pager design workflow*

The resulting 3 Integrated One Pagers are illustrated in the following chapter.
## Integrated One Pager

### INTEGRATED ONE PAGER - CASE 1

#### Activity Title
Connecting Cluster Participants with other external and possibly cross-industry and/or cross-cluster and/or cross-border companies or institutions with the extent of creating the basis for new shared R&D and innovation projects (also creating sub and/or cross-Cluster networks)

### 1. BENEFICIARIES

Among the cluster members, other stakeholders can benefit from the service:
- R&D-institutions
- companies, regional and national, along with the initiative value chain and the ones that can potentially support the value chain.

### 2. GOALS AND ADDED VALUE

The main goals and added value activities are relate to:
- promote the co-operation, development and expansion of networks, know-how & exchange of experience, in order to expand the business opportunities also at a transnational level, also with the support of product industrialization and commercialization
- exploit the combination of individual knowledge and different technological fields to jointly solve existing problems
- act as a central hub for the collaboration among industry, R&D, stakeholder & policy
- foster companies innovation activities

### 3. OPERATIVE DETAILS

The time frame depends on the service, basic services requires ongoing activities, others such as meetings and congress/conference are concentrated.

The resources mainly involve project managers of the cluster organization, in some cases with the support of resources of other cluster organizations. The activity is mainly financed by membership fees and regional funds. The participation fees could depend also on the size of the enterprise (e.g. number of employees). One option refers to the first year of membership free of charge.

The services are segmented and some are free of charge for cluster participants. Open access to the events, price reduction for cluster members.

The policy of access requires an application form plus hearing; the participants are selected by a steering committee.

### 4. LESSONS LEARNED

Coordination and networking activities are fundamental and it should be dedicated an important effort.

Keep engaging the cluster members, also for reaching a large level of trust by:
- the setup of working groups, which can be relevant for the cluster initiative;
- definition of a common and concrete strategy;
- running specific activities within the collaboration;
- avoiding bureaucratic contracts.

Foster the collaboration between SMEs and R&D institutions focusing on technology transfer activities and funding opportunities dissemination.

Regulatory framework and financial risk are potential barriers that need to be opportunely addressed with support from specialists to the cluster participants.
5. HOW-TO

Define specific goals, activities within a common strategy, where the cluster members are the driver for the whole process.
Promote personal relations with face to face meetings, also intensifying matchmaking activities and discussions.
Avoid contracts and set a concrete agreement for the participants.
Encourage the presence of a neutral coordinator that connects the matching cluster members with matching projects, R&D institutions and other opportunities.
Promote the growth of innovative topics, technologies and projects, following the needs of the industry and the R&D institutions.
Provide a one-stop-shop (multiple services should be offered) and space for speaker corners and poster exhibition.

6. COORDINATION WITH REGIONAL S3

Most of the respondents claim that their activities are linked with the regional S3.
The cluster initiative should consider the knowledge and technology transfer, internationalisation, strategic alliances/cooperation and cooperation between science and industry.
Involve relevant S3 stakeholder to make aware to cluster member about the regional S3.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES

The stated collaborations are with other clusters, cross-cluster initiative, national platforms and EU projects.
## INTEGRATED ONE PAGER - CASE 2

### INTEGRATED ONE PAGER - CASE 2 (ACTIVITY n°19)

| Activity Title | Access to markets: sales oriented activities (possibly internationalisation, including business missions), aimed at connecting demand and offer of products or technologies with go-to market purpose. |

### 1. BENEFICIARIES

The cluster members (SME Companies and other participants).

### 2. GOALS AND ADDED VALUE

Enhance the internationalization activities, be a contact point for strategic and international markets offering key advice and strategic information, network with global OEMs and similar clusters, attempt to create a single European entry point.

Explore new commercial cooperation, new specific markets and exhibit the cluster initiative competencies with hands-on samples (e.g. promotion-bag with products samples).

Foster technology transfer and the exchanging of technologies with other clusters at international level.

Improve the cluster management skills.

### 3. OPERATIVE DETAILS

The resources may also come from regional funds and from projects financed by European COSME program.

Project managers are required for running projects, organizing trade fair and match making events.

### 4. LESSONS LEARNED

Difficult to operate with non-European partners mainly due to traditions and business cultures and physical distance. Be efficient: focus in few countries to approach, in order to optimize time and resources, search for quality of OEM collaboration. In some cases, the relation could be demanding: trade fairs in the United States are extremely expensive. Promote the cluster initiative with hands-on samples, it helps to get an idea about the competencies and products.

Established sales oriented activities which are always appreciated by the cluster members.

European clusters face similar “internationalization” problems, search for meta-cluster alliance for a winning approach to the matter.

Improve the follow-up activities since the confidential agreements step it is complex;

Get the opportunity to be financed by EU funding.

### 5. HOW-TO

Identify in detail the needs of the companies in your region and address their most appropriate target markets, limit their number for which you want to provide value-added support. Keep in contact with persons and institutions in the target country, to ensure long-term collaboration options. Exploit already existing network links and work with local representatives to create a trusting and close relationship. Relations with international partners are based on trust and common experience and can take a long time to establish and consolidate.

Select carefully a hosting company and the contact person, clearly define the type of collaboration and fields of innovation. Foster you communication at host also by hands-on samples and promotion bags.

Plan a medium/long-term strategy, defined and monitor impact and performance indicators. Always study the market trends.

Bear in mind cultural differences across international markets.
### 6. COORDINATION WITH REGIONAL S3

Most of the respondents claim that their activities are linked with the regional S3. Adapt the activity in order to stimulate the sector and assist all the actors and stakeholders considering the economic and research program.

### 7. COORDINATION WITH OTHER CLUSTER INITIATIVES

In some cases, the activity is coordinated with other cluster initiatives, also at interregional and international level. In another case, the activity is actively supported by the regional competent Ministry and promotion agency.
INTEGRATED ONE PAGER - CASE 3

INTEGRATED ONE PAGER - CASE 3 (ACTIVITY n°20)

| Activity Title | Organizing brainstorming workshops, round tables, or thematic events to gain inspiration from experts (e.g. via keynote speeches) and brainstorm possible project ideas between Cluster Participants. |

1. BENEFICIARIES
The cluster members (SME and other participants) and working groups according with industry’s needs.

2. GOALS AND ADDED VALUE
Create a collaborative environment for sharing knowledge on technologies, tools and methods. Exchange best practice examples to tackle commonplace problems, also with the support of visiting best-in-class companies. Disseminate innovative and Industry 4.0 technologies, provide further verticalization, specific insights and application fields. Foster cluster members to present their R&D-projects development, better at their facilities. Satisfy the needs of cluster members in order to create loyalty.

3. OPERATIVE DETAILS
Time and resources strongly depend on the objects of the meeting and its format (workshop, study, expert meeting).
The event is organized by the Cluster Organization and held by experts provided by the cluster members. Activities can be coordinated by cluster technical scientific unit and credit and finance working group. The cost could be compensated through the budget of the cluster organization. The meeting is free of charge for cluster members, for specific occasion there could be a fee. The event is intended primarily for adherents to the cluster and then to other external companies.

4. LESSONS LEARNED
Experience shows that especially for the integration of SMEs it is necessary and most important to tailor the topics accordingly. Give the opportunity for SMEs to get in contact with major industrial enterprises. Organize thematic events to promote networking among members. Participation and sharing are useful to “build the team (members like these moments). Engage experienced professionals to provide practical examples, best practice lectures and to raise motivation and interaction. Provide a working environment that lifts all participants to a common eye-level. Provide at the end of the event a moment for informal acquaintance and information exchange, it is useful for giving more emphasis to networking and synergies. Be aware that the hardest part is to be able to commit the cluster member to participate at the event. One of the most challenging parts of a specific event could be to concentrate the human resources on the organizational peaks.
### 5. HOW-TO
Find attractive topics: take inspiration from direct visits and feedback of the companies. Give relevance to both transversal scientific issues that may have an impact on the industry and to R&D projects more focused on cluster topic. Combine presentations on R&D with the introduction of the SMEs daily work (this makes the event more attractive).

Invite key players on time. It is fundamental to engage key actors in major industrial enterprises (without the relevant stakeholders the events won't have the expected impact).

Stimulate debate and brainstorming, involve all participants in the thought process, better with the help of a moderator. Provide valuable and tangible best examples and training sessions.

Ensure continuity and gain the commitment.

### 6. COORDINATION WITH REGIONAL S3
Most of the respondents claim that their activities are linked with the regional S3.

The technical subjects often have links with S3 and with the main research topics relevant at EU level.

When designing the service consider the regional S3 policy guidelines disseminated by the regional authorities.

In one case the service is not derived from the regional S3 and is not part of a regional action plan nevertheless the connection of SMEs and major industries is a core task.

### 7. COORDINATION WITH OTHER CLUSTER INITIATIVES
Find synergies with other cluster initiatives to reach a wider audience or address a cross-disciplinary topic.

Leverage on other clusters, also cross-border, to engage OEMs.
Selection and Categorization of specific Best Practices

Since the three best practices identified through the scoring criteria could potentially not be sufficient relevant for some cluster manager, additional best practices were identified by using different criteria. The new criteria is describes in the following paragraph.

The new defined subset is intended to support the implementation of the Innovation Model aiming at providing a process to develop transformative activities that create innovation and jobs in the regions of the Alpine Space. In particular the subset will be part of the New Service prototype, named NS5, that will be develop within work package T2 task A.T2.3.

Methodology

The survey targeted 10 regions and 33 related Cluster Initiatives, resulting in 76 collected One Pagers. Among the 76 One Pagers, 23 were selected on the basis of their completeness, soundness, uniqueness trying to extrapolate those that could offer interesting insights. Those 23 activities are considered additional best practices and so-called “Best Practices Subset”.

The subset of the 23 Best Practices were analysed and categorized with the relevant fields of services provided: Education, Innovation, Collaboration, Networking and Growth. The categorization has followed on of the basic models of Cluster Initiatives’ objectives (see Figure 10: Sölvell, Ö. et al., 2003. “The Cluster Initiative Greenbook”). Following the description of the identified fields, Figure 10.

The Survey Regional Contact was provided with an enhanced description with highlight and contact details, aiming to provide the cluster managers with a useful tool to be considered when implementing new services. The Survey Regional Contact group, with the support of the related cluster manager, revised the best practices data sheet and validate it for the publication.

Figure 10: Cluster Initiative Target Board
EDUCATION
The Education services are referred to such activities that lead to acquisition of knowledge and skills in the related industry-entrepreneurial area. Those services can be provided by experts such as experts, professors, researcher or consultants.

Education involves both workforce training and management education. Some Cluster Initiative started with workforce training and only later moved into manufacturing practices, purchasing partnerships and international marketing.

INNOVATION
The Innovation are referred to such activities that are at the support of the development of more-effective product, processes, services, technologies or business models. The activities can be referred also at IP protection, R&D support, strategies development and many others.

The Cluster Initiative facilitate improved innovation processes and enhance technology also through following technical trends, setting technical standards, diffusing new technology and improving production processes.

COLLABORATION
The Collaboration services refer to the activities that aim at increasing partnership, mainly among the cluster members, to share the 'know how' among individuals in order to create and sustain a competitive advantage.

Commercial cooperation involves a number of objectives, such as joint purchasing, business assistance, market intelligence and export promotion. Activities included are also the cluster initiative at trade fairs, performing market research for potential export markets, and lobbying government to maintain financing.

NETWORKING
The Networking services are referred to such activities that support businesspeople and entrepreneurs to the formation of business relationships and to recognize and create business opportunities, to share information and to seek potential partners for joint ventures.

The activities rely on also information gathering, publishing cluster reports, sharing information through seminars, inviting speakers, creating websites. Networking is a central aspect of most Cluster Initiatives. It is demonstrated that, in fact, is the most common objective. Sometimes these networks are more general and sometimes they are more targeted. There example of Cluster Initiative that partly aims to facilitate networking between large and small enterprises.

GROWTH
The growth activities are related to the ones that aims at helps cluster members to develop new products or services offered, to reduce barriers to entry in certain markets, to increase the knowledge and the added value of their product or services.
Many Cluster Initiatives promote a certain region by enhancing its "brand image" and actively promoting inward investment by the attraction of multinational corporations and build tight supplier relationships with cluster members. The cluster expansion also involves incubator services and the promotion of spinoff and start-ups.

**Analysis**

As depicted in Table 5, the distribution of the 5 fields of services is rather uniform among the Cluster Organizations, meaning that they are well covering the areas of Education, Innovation, Collaboration, Networking and Growth.

<table>
<thead>
<tr>
<th>Field</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>5</td>
</tr>
<tr>
<td>Innovation</td>
<td>4</td>
</tr>
<tr>
<td>Collaboration</td>
<td>4</td>
</tr>
<tr>
<td>Networking</td>
<td>6</td>
</tr>
<tr>
<td>Growth</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOT</strong></td>
<td><strong>23</strong></td>
</tr>
</tbody>
</table>

*Table 5: categories count of the Best Practices Subset.*

The Table 5 depict the distribution of the services among the participating regions, which is rather uniform with some minor discrepancies (positive for Oberösterreich – Salzburg and Bayern, negative for Slovenija) meaning that they are independent by the region dimension and development rate. The reason can be lead back rather to the amount of cluster initiatives involved per region and to the soundness of the provided survey.

<table>
<thead>
<tr>
<th>Partner</th>
<th>Region</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP</td>
<td>Espace Mittelland</td>
<td>2</td>
</tr>
<tr>
<td>PP02 - PP06</td>
<td>Oberösterreich - Salzburg</td>
<td>4</td>
</tr>
<tr>
<td>PP03</td>
<td>Baden-Württemberg</td>
<td>2</td>
</tr>
<tr>
<td>PP04 - PP15</td>
<td>Veneto</td>
<td>2</td>
</tr>
<tr>
<td>PP07</td>
<td>Franche-Comté</td>
<td>2</td>
</tr>
<tr>
<td>PP08</td>
<td>Piemonte</td>
<td>1</td>
</tr>
<tr>
<td>PP09</td>
<td>Lombardia</td>
<td>3</td>
</tr>
<tr>
<td>PP10 - PP11</td>
<td>Provincia Autonoma di Trento</td>
<td>1</td>
</tr>
<tr>
<td>PP13</td>
<td>Bayern</td>
<td>6</td>
</tr>
<tr>
<td>PP14</td>
<td>Slovenija</td>
<td>-</td>
</tr>
</tbody>
</table>

*Table 6: region count of the Best Practices Subset.*
**Presentation of the selected Best Practices**

The Best Practices Subset description and grouping is reported in the following sections. The complete Best Practice sheets are available in the ANNEX A: Best Practices Subset.

**Education Subset**

<table>
<thead>
<tr>
<th>Education Best Practise - Case 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title: Program to support woman &amp; career</td>
</tr>
<tr>
<td>Cluster: Network Human Resources</td>
</tr>
<tr>
<td>Link: <a href="http://www.netzwerk-hr.at">www.netzwerk-hr.at</a></td>
</tr>
<tr>
<td>Contact Ref.: Iris Reingruber</td>
</tr>
<tr>
<td>Business Upper Austria - OÖ Wirtschaftsagentur Ltd</td>
</tr>
<tr>
<td><a href="mailto:iris.reingruber@biz-up.at">iris.reingruber@biz-up.at</a></td>
</tr>
</tbody>
</table>

Description: the activity is run as a Program and targets the female executives and specialists. The program aims to increasing the share of women in senior management due to their proved know-how, creativity and personality in management positions.

The beneficiaries are not only the mentees but also the mentors, which get impulse for improvement of their own leadership and visibility of their own company and competences. In addition, the HR department of the company get benefits through the support of a gender equality and a modern, future-oriented human resources management. The added value for the companies is to get skilled personnel in a shorter time and with higher efficiency, to improve the cross-company cooperation and the HR-strategy and management.

The service is provides via a cross-mentoring activity where a mentor from a company accompanies a mentee from another company, which can be a junior manager or an executive, for an 8-month process.

The program last 9 months, organised once a year, and the related activities include kick-off, midterm workshop, mentor meetings, mentees meeting, closing event. The expertise to be involved are Human Resources experienced expert and external consultants.

The process to select the mentor-mentee coupling should be accurate and based on their personal profile analysis and related companies position. Important is to raise awareness in the participating companies and specifically with their HR-departments.

Due to the nature of the service, the cross mentoring program could be provided in coordination with other clusters also at cross border level.

[ more details @ 02_Selected_BestPractices.xlsx -> sheet PP2_NHR_OP1 ]
### Education Best Practise - Case 2

**Title:** Demanded-oriented qualifications  
**Cluster:** Proplast  
**Link:** [www.proplast.it](http://www.proplast.it)

**Contact Ref.:** Susana Remotti  
PROPLAST – consortium for the plastic culture promotion  
susana.remotti@proplast.it

**Description:** focusing on a specific field, such as polymeric related manufacturing or wood processing, the activity engage high school students, unemployed and employed people for their training in the related specific field. The goal is to provide a training service and a more relevant recruitment activity at disposal to the HR department of the member companies.

The service is planned and managed on the basis of the following principles: continuous monitoring of companies’ needs, mainly with the HR departments; strong co-operation between training institutions and companies for the topics and scheduling; involve high quality training professors and consultants; provide practical lessons in laboratories/working environment; follow the final placement of the trainees.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP8_PROPLAST_OP1 ]

### Education Best Practise - Case 3:

**Title:** Boosting entrepreneur culture  
**Cluster:** Progetto Manifattura  
**Link:** [www.progettomanifattura.it](http://www.progettomanifattura.it)

**Contact Ref.:** Silvio Antonioni  
Trentino Innovation Hub  
silvio.antonionitrentinoinnovation.eu

**Description:** the activity is dedicated to “would like to be” entrepreneur, start-up, SMEs (cluster participant and external) and aims at improving the knowledge of the entrepreneurial culture.

The service is planned through an academy covers the topics of business modelling, communication, internationalisation and innovation. The academy last 10 months and is provided by professionals and university professors which include also experimental methodologies such as MOOC (Massive Open Online Course). Since the academy is industry oriented, the lessons should be as possible practice, focused, with real examples and operative guidelines (no theoretical matters). The specific topics and methodology are developed on the basis of the beneficiaries needs in order to structure the topic and scheduling of the academy.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP11_Manif_OP2 ]
<table>
<thead>
<tr>
<th><strong>Education Best Practise - Case 4</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title:</strong> Mini-Master training</td>
</tr>
<tr>
<td><strong>Cluster:</strong> Lombardia Aerospace Cluster - LAC</td>
</tr>
<tr>
<td><strong>Link:</strong> <a href="http://www.aerospacelombardia.it">www.aerospacelombardia.it</a></td>
</tr>
<tr>
<td><strong>Contact Ref.:</strong> Francesca Sapio</td>
</tr>
<tr>
<td>Cluster Technologies for Smart Cities &amp; Communities Lombardy</td>
</tr>
<tr>
<td><a href="mailto:f.sapio69@gmail.com">f.sapio69@gmail.com</a></td>
</tr>
</tbody>
</table>

**Description:** The service is dedicated to cluster members, students, teachers, schools, universities and it is realized with the collaboration of important education institutions with expertise on local entrepreneurship and in aerospace district.

**LONG-TERM OBJECTIVE:** Support to SMEs and large firms cooperation; aerospace skills and competences enhancement; aerospace reality knowledge spread.

**MEDIUM-TERM OBJECTIVE:** Support to teachers and students’ professional training and education and training for SME employees.

**SHORT-TERM OBJECTIVE:** Specialized course for Technical Institutes teachers and large firms training courses opened to SMEs employees.

The main topics regard cluster activities, specifically focused on the main issues and challenges of aerospace industry and cooperation opportunities.

Addresses Technical Institutes teachers, University and member companies. The member companies’ rule should finalize the needed competences.

The objective is to support the creation of a qualified workforce and to make available technicians and graduates of interest to companies, both small and medium.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP9_LAC_OP3 ]
Education Best Practice - Case 5

Title: Academy: seminars and training units

Cluster: Cluster Mechatronik & Automation Management gGmbH

Link: [www.cluster-ma.de](http://www.cluster-ma.de)

Contact Ref.: Philip Pfaller  
Bavarian Research Alliance Ltd  
Pfaller@bayfor.org

Description: The academy wants to offer companies the opportunity to provide their staff with continuous qualification and training in order to be updated on all current technological and industry-related changes. In doing so, participating companies - especially to SMEs - are able to improve their competitiveness and innovativeness. The service is provided to both cluster members (with a discount fee) and non-members and can also be designed as in-house training according to specific wishes.

The academy has a whole-year schedule, offering one activity per week on average. Organization and moderation is performed by the cluster, the expertise is provided by academic researchers and professional experts (focusing on practical real cases and applicable approaches).

The key is to actively involve the cluster network in order to meet its own needs. Therefore, we are eager to establish and maintain strong ties with our network to efficiently use the expert knowledge available in the cluster for the offers of the academy. The most crucial point is to know and address the relevant target groups and interests to reach the most amount of participants.

A future outlook sees the academy as an independent institution with a regional lead in further education for the mechatronic industry.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP13_CMA_OP2 ]

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Interreg Alpine Space  
S3-4AlpClusters is cofinanced by the European Regional Development Fund through the Interreg Alpine Space programme
Innovation Best Practise - Case 1
Title: Support in accessing public R&D and innovation calls, grants, tenders (regional, national, EU).
Cluster: Energy and Construction Cluster
Link: [energie-batiment.ch/en](https://energie-batiment.ch/en)
Contact Ref.: Jacques Bersier
HES-SO//FR HEIA-FR - INNOSQUARE CLUSTERS
jacques.bersier@hefr.ch
Description: The Energy and Construction Cluster offers support in setting up collaborative projects with the goal of increasing the competitiveness of the regional industries. Projects typically last 1-2 years and include at least three industrial participants (at least half of which should be from the canton of Fribourg) and one academic partner. The industries provide at least 35% of the investment.

The service aims at combining the generation of competitive advantage for the participants with a broader impact on the regional economy through knowledge transfer. The targeted participants, both industrial and academic, are expected to have an entrepreneurial mindset.

[ more details @ 02_Selected_BestPractices.xlsx ➔ sheet PP1_CEB_OP2 ]

Innovation Best Practise - Case 2
Title: Product prototyping for SMEs
Cluster: Allianz faserbasierte Werkstoffe (AFBW) e.V.
Link: [www.afbw.eu](http://www.afbw.eu)
Contact Ref.: Konstantin Schneider
VDI/VDE Innovation + Technik GmbH ClusterAgentur
Konstantin.schneider@clusteragentur-bw.de
Description: the service aims a reducing the barrier for the prototyping of medical devices. Commonly this activity could be very expensive for SMEs and the Cluster Initiative offers to manufacture small series production through the local research institutes. Typical consortia is composed by 5-6 companies which share costs and results. Intellectual property rights are regulated by the consortium itself.

The cluster initiatives monitors the project and conducts regular meetings with experts. New prototypes ideas comes from experts, cluster managers and public tenders.

The beneficiaries are the companies and the research institutes in the region and members of the cluster initiative. The Industry needs to be the driver of the project and trust between the participants is absolutely necessary. The process to put together the main participants for such complex projects requires a long term process of trust building.

[ more details @ 02_Selected_BestPractices.xlsx ➔ sheet PP3_BW_OP2 ]
Innovation Best Practise - Case 3
Title: R&D competitive calls
Cluster: SINFONET (Smart and Innovative Foundry NETwork)
Link: www.retesinfonet.org
Contact Ref.: Giulia Berton
Veneto Region, Research Clusters and Networks Unit
giulia.berton@regione.veneto.it
Description: the main added value is the set up of an interdisciplinary working team on specific R&D topics. The following steps supported by the Cluster Initiative are; 1. project “design”; 2. project “execution”. The goals are strictly related to the members filed of operations: efficiency, zero-defect manufacturing, process control and optimisation.
The cluster member can apply to the competitive call and the project participants are involved on the basis of their expertise. The key is to build up a consortium with interdisciplinary competences and with an attitude to cooperation. Consortiums comprised of large groups are well coordinated by small core groups. Committed partners brings the experience to a next level in terms of projects design and execution.
[ more details @ 02_Selected_BestPractices.xlsx → sheet PP4_SINFONET_OP2 ]

Innovation Best Practise - Case 4
Title: Health Hackathon
Cluster: Cluster Lombardo Scienze della Vita
Link: www.lombardialifesciences.it
Contact Ref.: Francesca Sapio
Cluster Technologies for Smart Cities & Communities Lombardy
f.sapio69@gmail.com
Description: the aim is to bring together innovators and healthcare experts in order to foster new ideas and to develop innovative solutions to solve healthcare challenges using emerging technology. The added value is the creation of new knowledge and services for the patients.
The service consist in the organization and support a weekend hackathon in the field of Healthcare and consist of managing 200-300 participants where designers and developers collaborate with doctors, nurses, clinic managers and other healthcare professionals to develop prototypes that can be put to test in clinics and hospitals.
The event is a cross-cluster collaboration between Tecnologie per gli Ambienti di Vita and Lombardia Life Sciences which members can participate together with industry professionals, venture capitalists and entrepreneurs.
A private company may sponsor the initiatives and so the event may be free of charge.
[ more details @ 02_Selected_BestPractices.xlsx → sheet PP9_SV_OP1 ]
Collaboration Best Practise - Case 1

Title: Innovation Days
Cluster: Automotive Cluster - Business Upper Austria – OÖ Wirtschaftsagentur GmbH
Link: [www.automobil-cluster.at/en](http://www.automobil-cluster.at/en)
Contact Ref.: Iris Reingruber
Business Upper Austria – OÖ Wirtschaftsagentur Ltd
iris.reingruber@biz-up.at

Description: the objective is to explore new markets and customers for cluster participants, mainly through the involvement of global OEMs in the "innovation day". The event, better if organized at OEM site, aims to present companies competences and to foster the collaboration among cluster participants and OEMs. The participants gets several services such as booth space and specific briefing & meetings. The access policy expect the payment of a fee in the range of 3k€-4k€ per company. The organization requires 4 months preparation and: 2 project managers responsible for: planning of the activities, take first contact, review innovation profiles of members, selection process, presentation planning of selected companies, booth planning and b2b meetings organization. A key success factor is to clearly define the OEM demands, to put particular attention to confidential agreements and to focus on "quality" of OEM collaboration.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP2_AC_OP1 ]

Collaboration Best Practise - Case 2

Title: Competence Centre
Cluster: Allianz faserbasierte Werkstoffe (AFBW) e.V.
Link: [www.afbw.eu](http://www.afbw.eu)
Contact Ref.: Konstantin Schneider
VDI/VDE Innovation + Technik GmbHClusterAgentur
Konstantin.schneider@clusteragentur-bw.de

Description: the service aims at fostering the collaboration among companies along the textile supply chain through the implementation of a competence centre. The members work intensively on custom solutions and the support for R&D activities are guaranteed by a research institute. The involved companies promote their competences also by common marketing materials and website. A yearly conference helps to engage new clients.

The competence centre could only be established because there was a huge level of trust among the participants, a concrete agreement and agreed innovative topics.

The competence centre is a cooperation project with another Cluster Initiative in the same region.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP3_AFBW_OP3 ]
Collaboration Best Practice - Case 3

Title: Cross-Cluster Collaboration

Cluster: Trägerverein Umwelttechnologie-Cluster Bayern e.V. and MAI Carbon

Link: [www.umweltcluster.net](http://www.umweltcluster.net) [www.mai-carbon.de](http://www.mai-carbon.de)

Contact Ref.: Philip Pfaller
Bavarian Research Alliance Ltd
Pfaller@bayfor.org

Description: As a result of a close collaboration Umweltcluster Bayern and the Bavarian cluster MAI Carbon developed a cross-cluster project, which requires competences coming from both clusters: the recycling and disposal of waste containing carbon fibre residues. It connects waste producers, waste management companies and political authorities in order to discuss unsolved technical and legislative challenges as well as to propose possible solutions. An online tool, which maps the technological competences of relevant stakeholders aims at the triggering of further collaboration. Another highlight of the project was a stakeholder conference, which brought together company and research members of both clusters, political decision makers and external experts.

The project lasts around 14 months with an overall budget of 100,000 € (50 k€ for each cluster) and a 50% funding rate by the region ministry.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP13_CE_OP1 ]

Collaboration Best Practice - Case 4

Title: Technology Night

Cluster: MAI Carbon

Link: [www.mai-carbon.de](http://www.mai-carbon.de)

Contact Ref.: Philip Pfaller
Bavarian Research Alliance Ltd
Pfaller@bayfor.org

Description: A "Technology" day is organized and the hosting SME gets the opportunity to present its R&D-project development and respective results to a group of about 20 interested cluster members. The goal of this service is to encourage the collaboration of cluster members with major industrial enterprises or other SMEs. The introduction of the SME's daily work makes these events even more attractive.

The time frame of the event is one afternoon session from 5pm - 8pm. The staff costs are covered by the cluster organization. The SME covers the expenses to hold the event.

The event is accessible for all cluster members. The most challenging task is to early engage the key actors of major industrial enterprises.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP13_MAI_OP1 ]
## Networking Subset

### Networking Best Practice - Case 1

**Title:** Technology scouting events  
**Cluster:** IT Valley  
**Link:** [www.itvalley.ch](http://www.itvalley.ch) / [http://itvalley.ch/fr/techmeetings/](http://itvalley.ch/fr/techmeetings/)  
**Contact Ref.:** Jacques Bersier  
HES-SO//FR HEIA-FR - INNOSQUARE CLUSTERS  
jacques.bersier@hefr.ch  

**Description:** The service aims at bringing together best professionals, companies and startups for the identification of trending technologies and participation to technology oriented events. The events are open to everyone and the participants are encouraged to present their expertise on a tech topic, to share their thoughts and learn from others, in a cool and relaxed atmosphere.  
The tech meetings are organized 3 or 4 times a year with the support of 2 cluster employees, which prepare the posters, publish the event, book the rooms, maintain the web site, publish the slides on the web site, contact the potential speakers and coordinate all the activities.  
[ more details @ 02_Selected_BestPractices.xlsx → sheet PP1_ITV_OP1 ]

### Networking Best Practice - Case 2

**Title:** Tech Exhibition  
**Cluster:** SINFONET (Smart and Innovative Foundry NETwork)  
**Link:** [www.retesinfonet.org](http://www.retesinfonet.org)  
**Contact Ref.:** Giulia Berton  
Veneto Region, Research Clusters and Networks Unit  
giulia.berton@regione.veneto.it  

**Description:** The service puts together more than 20 cluster members under the brand of SINFONET, as innovation leader in the foundry sector. The participants get benefit from the joint participation at the most relevant European events under the brand of SINFONET and contacts are set up with new potential partners. The Cluster Initiative organizes also the Italian exhibition hosting B2B meetings (best if organized in advance), technical seminars (short is best, ~ 40 min.) and a conference focusing on the innovation roadmap.  
[ more details @ 02_Selected_BestPractices.xlsx → sheet PP4_SINFONET_OP3 ]
Networking Best Practise - Case 3

Title: Internationalization
Cluster: VITAGORA
Link: www.vitagora.com

Contact Ref.: Florian Boucherie
University of Franche-Comte
florian.boucherie@femto-st.fr

Anne-Céline Renaud
Vitagora
anne-celine.renaud@vitagora.com

Description: The internationalization activities aim at identifying new opportunities for partnership development. The Cluster Initiative supports the companies in orienting their international development, in identifying potential specific markets, supporting their network development for identification of new partners and key stakeholders.

The internationalization activities include international partnership missions, delegation visit, international business attraction events. It is essential to identify and meet in person the relevant international partners for the cluster members. The foreign missions permits also to better understand the market and the opportunities. New partnerships and collaborative projects are the initial results which aims to seek for long-term growth in terms of turnover or employment.

The involved cluster members are SMEs, large companies, academies, other international cluster initiatives.

The service include also the support (from call identification to project proposal definition, project execution, follow-up, involvement of the international development manager as well as the project team manager and communication manager) at participating, or directly participate, to the European collaborative projects which enable the members of consortium to get funds and to develop their network, skills and new opportunities.

One FTE is dedicated to the international activities with the support of two cluster managers.

4 international missions are organized per year, participation to 2 international missions coordinated by other clusters and 2 delegations hosted. The foreign missions are organized 6 to 9 months ahead. This specific activity requires about 25% FTE.

The Cluster Initiative get part of it funds from the COSME project, funded by the European Commission, for the cluster internationalization.

The services are for the cluster members and the Cluster Initiative offers strong network with other clusters in Europe (Portugal, Spain, Italy) and internationally (Canada, South Korea, Japan).

The Cluster Initiative suggest to build and maintain your network at all scales, to identify partners abroad, to build a trust relationship and finally to embark champion SMEs.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP7_VITAGORA_OP2 ]
Networking Best Practise - Case 4

Title: Ciclo Workshops

Cluster: Lombardia Aerospace Cluster - LAC

Link: www.aerospacelombardia.it

Contact Ref.: Francesca Sapió
Cluster Technologies for Smart Cities & Communities Lombardy
f.sapió69@gmail.com

Description: the service objective are to promote networking among cluster members, to raise awareness, especially to SMEs, about competitive changes connected with dissemination of new technologies and the ones related to Industry 4.0; to create basic knowledge on main technical topics related to Industry 4.0 focusing on verticalization application; to acquaint members with specific economic tools; to promote visiting to leading-edge companies which may represent best practices on technology and Industry 4.0; to create an innovation community.

The beneficiaries are all cluster members. The main activity comprise of organizing a series of technical meetings, also at top leading-edge companies’ facility, where members present.

The meetings are held by companies’ experts, universities and research centres scientists. All meetings were free of charge for all LAC members and relevant costs were borne by the Cluster. The activities are coordinated by a Technical Scientific Unit, which stimulate debate and brainstorming, focus on transversal scientific fields that may have an impact on the related cluster industry and deals with R&D projects, and the Credit & Finance Working Group, which provided also with financial support.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP9_LAC_OP2 ]
### Networking Best Practice - Case 5

**Title:** International Trade Fair  
**Cluster:** Cluster Energy Technology  
**Link:** [www.bayern-innovativ.de/cluster-energietechnik](http://www.bayern-innovativ.de/cluster-energietechnik)

**Contact Ref.:** Philip Pfaller  
Bavarian Research Alliance Ltd  
Pfaller@bayfor.org

**Description:** The participation with a joint booth at an international trade fair, on a specific technology field, aims at fostering the cluster member networking and cooperation. The service is provided to a selected and closed number, around 15 entities, small and medium sized cluster members. The service is organized with the support of the foreign Office for Economic Development located at the country of the trade fair site, the Bavarian Bureau for International Business Relations (Bayern International) at the Bavarian Federal Ministry for Economic Affairs and Energy and a regional export-promotion company which supports the match making activity.

To be taken into consideration that trade fairs in some countries (such as United States) are extremely expensive.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP13_CET_OP2 ]

### Networking Best Practice - Case 6

**Title:** Networking Events  
**Cluster:** Forum MedTech Pharma  
**Link:** [www.medtech-pharma.de](http://www.medtech-pharma.de)

**Contact Ref.:** Philip Pfaller  
Bavarian Research Alliance Ltd  
Pfaller@bayfor.org

**Description:** This service is based on the organization of events, from workshops with 10 to 20 participants to congresses for several hundred participants, and aims at enhancing networking activity (e.g. to initiate R&D projects for developing future innovative products) and acquiring new Cluster Participants.

The added value for Cluster Participants: update on latest trends in technology and applications; guidance on how to successfully participate with their own products and services; direct contact with experts from research facilities and industry.

The events are managed by the Cluster Organization. Operative details: The personnel effort for scientific and event planning range from a few dozen hours for small workshops to a few hundred hours for 2-day congresses. In some cases, Cluster members or other Cluster Initiatives support the activity.

Identifying the most important business and market trends to select the most suitable topics for networking events benefits from the involvement of experts from other Cluster initiatives.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP13_MedTech_OP2 ]
Growth Best Practise - Case 1

Title: Industrie 4.0 Self Assessment

Cluster: Mechatronics Cluster @ Business Upper Austria - OÖ Wirtschaftsagentur GmbH


Contact Ref.: Iris Reingruber
Business Upper Austria - OÖ Wirtschaftsagentur Ltd
iris.reingruber@biz-up.at

Description: a self assessment online software tool was developed within a research project in cooperation with the University for Applied Sciences. The tool aims at detecting the maturity of a company in terms of advanced manufacturing. A one-day training guarantees the participant to be able to carry out the survey independently. The overall objective is to motivate and support the entrepreneurs to further develop their processes toward advanced manufacturing and to identify the actual degree of maturity and the intended one. Afterwards recommendations are given in a structured manner.

The added value is to aware cluster members about the raising on potential of advanced manufacturing; to develop and maintain a benchmark database usable by cluster members which can evaluate the current situation in the specific sectors and make a sectoral comparison of the company. The data is stored anonymously in the database. The Cluster Organization is responsible for the further development of the tool, the promotion, the trainings and the maintenance of database.

The activity is financed by regional funds and further implementation is coming from user fees (any enterprise) and the costs are: training for one person + license €1,500/year, license for the following years €500/year.

The Cluster Initiative suggest to deal with entrepreneurs which are willing to transform toward digitalization/advanced manufacturing and to involve the policymakers for an adjustment of the regional policy and financing support. Privacy policy and legal conditions should also be considered with particular attention.

[more details @ 02_Selected_BestPractices.xlsx → sheet PP2_MC_OP1]
Growth Best Practise - Case 2

Title: HR Benchmark

Cluster: Network Human Resources @ Business Upper Austria - ÖÖ Wirtschaftsagentur GmbH

Link: [www.netzwerk-hr.at](http://www.netzwerk-hr.at)

Contact Ref.: Iris Reingruber
Business Upper Austria – ÖÖ Wirtschaftsagentur Ltd
iris.reingruber@biz-up.at

Description: a HR-Benchmark activity is carried out every 2 years. The whole activity lasts 1 year including preparation and post processing and involve a project manager, an assistant and one person of IT dept. to support the 40 members involved. The service is open to everyone and for cluster member the fee is € 580. The activity comprises the survey and complementary workshops, meetings for presentation and discussion of the results.

The service aims at benchmark the companies and region in terms of brain drain & experts immigration analyses, analyses of fluctuation of employees; to collect the staff ratios and to create HR-key data indicators and consequently support the management strategy; to exchange best practice; to compare the regions for a regional development/strategy; to improve the efficiency of HR recourses department.

The cluster initiative point outs to get involved experienced and reliable IT support, experts in assessment of the companies and to build HR-network and valuable contacts from HR companies departments.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP2_NHR_OP2 ]
Growth Best Practice - Case 3

Title: Acceleration Program

Cluster: Vitagora

Link: [www.vitagora.com](http://www.vitagora.com)

Contact Ref.: Florian Boucherie
  University of Franche-Comte
  florian.boucherie@femto-st.fr

Description: the service is an acceleration program open to startups nearly ready to launch their product/service throughout the country and abroad. Business leaders, banks, large companies and mentors provided their expertise and support.

The Cluster Organization focus on the steps of industrialization and market launch and provides business contacts, mentoring, R&D expertise, partners for developing, testing, producing and distributing their innovations.

The end goal is to strengthen the business ecosystem and the program is mainly intended to support SMEs needing to manage a pivot in their vision, spinoffs, and entrepreneurial projects coming from large corporations.

The program last 12 weeks of acceleration + 9 months post-acceleration and it is supported by 2/3 people from the Cluster Organization. There is a call for application and the winners are selected after a pitch sessions. The cost for participation is €5,000.

The program is building relations with other acceleration programs outside Europe in order to facilitate internationalization of the SMEs.

[ more details @ 02_Selected_BestPractices.xlsx → sheet PP7_VITAGORA_OP1 ]
Growth Best Practise - Case 4
Title: Business strategies support
Cluster: Cluster Mechatronik & Automation Management GmbH
Link: www.cluster-ma.de
Contact Ref.: Philip Pfaller
           Bavarian Research Alliance Ltd
           Pfaller@bayfor.org
Description: all cluster participants, especially SMEs, to benefit from the external expertise provided
by an experienced expert which provide mentoring services, upcoming trends and professional
insight. The objective is to stabilize and increase the SMEs businesses and redirect their activities
according to future market requirements, thus raising their competitiveness.
The cluster initiative preside the region with three cluster managers which, through regular and
repeated company visits, gain insight in the companies' needs, challenges and strengths. This
activity make possible to detect trends, common tasks and interdependencies which are used to
support individual cases or to foster partnerships and cooperation.
Key activities are related to the organization of frequent on-site meetings, to establish trust and
willingness and to cooperate through testimonials.
In order to support international strategies and the launching of possible cross-border
collaborations, the activities described can rely on linkages to other external Cluster Initiatives.
[ more details @ 02_Selected_BestPractices.xlsx → sheet PP13_CMA_OP3 ]
CONCLUSION

The report collects and studies the data coming from a survey administered to cluster managers across the Alpine Space. The study results permitted to identify and categorize the most common activities and best practices in terms of services provided by Cluster Initiatives also with regard to connection with S3 design and implementation. The survey targeted 11 regions and 33 related Cluster Initiatives, resulting in 76 collected One Pagers.

A sub-selection of the 76 One Pagers was arranged on the basis of the most diffused innovative activities. All the One Pagers which fall within the three selected activities were processed in order to develop three condensed best practice cases, named Integrated One Pagers.

An additional One Pager subset was identified, by using different criteria, in order to catch other best practices relevant to the cluster managers. Among the 76 One Pagers, 23 were selected on the basis of their completeness, soundness, uniqueness trying to extrapolate those that could offer interesting insights. Those 23 activities are considered additional best practices and so called "Best Practices Subset". The sub-set has been analysed, categorized with the relevant fields of services provided (Education, Innovation, Collaboration, Networking and Growth) and reprocessed resulting in a useful tool for the cluster manager.

The 23 Best Practise subset, will be part of one of the New Services of the Innovation model of the S3-4AlpClusters project. The subsets of best practices are intended to support the implementation of Transformative Activities, aiming at creating innovation and jobs in the regions of the Alpine Space trough cross collaboration of clusters.

Along the previous subset, 3 Integrated One Pagers will help to exploit the best practices coming from the cluster initiatives. These condensed insights will support mainly the Cluster Workshop outputs which aim to provide prototypes to be tested by the cluster managers.
ANNEX A: Best Practices Subset

Education

http://www.netzwerk-hr.at/ Network Human Resources cluster @ Business Upper Austria - OÖ Wirtschaftsagentur GmbH

**Education Best Practise - Case 1 [ PP2_NHR_OP1 ]**

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
<th><a href="http://www.netzwerk-hr.at/kooperationen/cross-mentoring-programm/">http://www.netzwerk-hr.at/kooperationen/cross-mentoring-programm/</a></th>
</tr>
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<tbody>
<tr>
<td>36</td>
<td>Cross-Mentoring Program - The program for woman &amp; career</td>
<td></td>
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</tbody>
</table>

1. BENEFICIARIES

< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

Cross-mentoring is a program for the active support of female executives and specialists. The idea: A mentor from a company accompanies a mentee from another company for an 8-month process.

Beneficiaries:
1. mentees: - exchange with an experienced executive, - looking beyond the own company, - building a network of managers and women in similar positions
2. companies / HR-development/department: - faster integration in the new executive role, - better leadership & decision-making through ongoing reflection with an experienced executive, - a statement for gender equality and a modern, future-oriented human resources management
3. mentor: gets impulse for improvement of own leadership quality, visibility of own company & own professional competence in the network

2. GOALS AND ADDED VALUE

< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

The intention of the cross-mentoring program is to develop female executives with the aim of increasing the share of women in senior management because we need more know-how, creativity and the personality of women in management positions.

Mentoring means to accompany a junior manager or an executive on their further career development.

Mentoring is part of a targeted personnel development strategy and management culture of a company.

Mentoring is a parallel-to-the-job measure.

Added value for the companies: the program enables cross-company cooperation in context of qualification, gives insight into HR-strategy of other organisation and creates valuable personal contacts for cooperation projects. It enriches the views and perspectives at HR- department as well as on management level of companies/cluster organisation.

3. OPERATIVE DETAILS

< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

first time: 2005

8-9 months / each year, 18 mentoring-couples, 8 events (e.g. kick-off, mid-time workshop, mentor meetings, mentees meeting, closing event) total participants/year 300

resources: staff of network Human Resources and external consultants (€ 40.000, - 45.000, -)

open access: price for the mentee company is € 3.300, -, but reduced price partner companies of the network Human-Resources € 2450,-
4. LESSONS LEARNED
< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

Hardest: match-making on bases of personality profiles > to find suitable couples of mentor and mentee; incompatibility regardless the personality profile e.g. mentor and mentee companies are competitors.
Improve: awareness raising in the participating companies & cooperation with their HR-departments (mentee/mentor participate the programme but without or less communication on the activity to their HR-department then support and cooperation is missing)
evolve: price adjustment has been missed over many years. Program & price is known in Upper Austria > How to change without generating displeasure?

5. HOW-TO < What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

1. good access and network to companies and their HR-departments
2. expertise in HR-development and in support of females in leading positions / Gender policies
3. professional matching of mentor and mentee on basis of psychological analyses / personality profiles is crucial > the selection of experienced expert / external consultancy who is responsible for the matching is very important!

6. COORDINATION WITH REGIONAL S3
< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

Professional Qualification' as well as 'Education and Careers' were thematic areas of the previous strategic programmes in Upper Austria from 1998 - 2013. In the present strategic economic and research program 'Innovative Upper Austria 2020' this horizontal topic of qualified workforce & attractive is considered in the 5 fields of activity (industrial production processes, health&ageing society, food&nutrition, energy, mobility&logistics). Cross-Mentoring program was developed years ago but is still in line with our S3 strategy and other regional strategies.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES
< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

Because of the nature of the HR topic the Network Human-Recourses is linked to all regional clusters as well as employer's and employee's representatives, governmental bodies and universities.

The cross mentoring program is very much linked to JKU - Johannes Kepler University Linz, Department of Women's Studies and Gender Research
There exists an advisory board for the program. The participants are regional player from e.g. Johannes Kepler University, banking institutions (sponsoring partners), Upper Austrian Government, State Women's Counsellor, Chamber of Commerce.
### Education Best Practise - Case 2 [ PP8_PROPLAST_OP1 ]

#### Activity Nr. 36

**Title**
Demand-oriented qualifications with specific courses and training.

### 1. BENEFICIARIES
< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

1. Training modules for high schools: pilot project in the local technical High school
2. Courses for unemployed people: 2
3. Courses for unemployed people organized together with temporary job agencies: 4, with 35 people trained
4. Courses for people already working (continuous training) in the plastic sector: 31 modules, with a total of 165 attendees
5. Workshops, congresses and seminars (10 carried out in 2014, nearly 375 participants)
6. Job fairs: 4

Specific recruiting activities in the last 12 months, for the plastic sector and at all levels:
1. 80 personnel research
2. 50 recruited people

### 2. GOALS AND ADDED VALUE
< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

After a members’ satisfaction analysis, HR training and recruitment service activity has resulted as one of the most appreciated activities. HR activities are for many companies the main reason to be member of the cluster.

### 3. OPERATIVE DETAILS
< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

Proplast created in 2010 Plastics Academy srl, merging the employment agency Proplast Servizi and the training division of Proplast with the aim to create a system of HR management (training and recruitment). Plastics Academy is i) the “place” where is possible to organize training opportunities and professional growth for human resources interested in technical roles in the plastics sector and ii) the best way to plan and manage human resources recruitment for Proplast members.

The activities are planned and managed on the basis of the following principles:
- continuous monitoring of companies’ needs in term of HR recruitment
- strong co-operation between training institutions and companies to plan and update all the courses and topics
- high quality training: professors and consultants with more than ten-years experience in plastics sector
- overall excellence in training management and students’ placement
- practical lessons in Proplast’s laboratories (characterization tests on materials and products, process optimization, extrusion, blow moulding, injection moulding and product engineering).
4. LESSONS LEARNED
< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

- hire the best trainers and invest in internal ones
- monitor the market
- take really care of the final placement after the courses

5. HOW-TO
< What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

- continuous monitoring of companies’ needs in term of HR recruitment
- high quality training: professors and consultants with more than ten-years experience in plastics sector
- overall excellence in training management and students’ placement

6. COORDINATION WITH REGIONAL S3
< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

This activity is in line with the general sector of green chemistry which is listed in the S3 of our region, Piedmont.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES
< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

This activity is perfectly in line and coordinated with all the others cluster activities.
## Education Best Practise - Case 3 [ PP11_Manif_OP2 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
<td>Demand-oriented qualifications with specific courses and training.</td>
</tr>
</tbody>
</table>

### 1. BENEFICIARIES

< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

Would be entrepreneur (free)
Stratup (free)
SMEs (cluster participant and external)
500 participant in 2016

### 2. GOALS AND ADDED VALUE

< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

Improve the knowledge of the entrepreneurial culture.
High quality of the topics at reasonable prices.

### 3. OPERATIVE DETAILS

< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

25 modules on 8 main topics such as business modelling, communication, internationalisation and innovation.
The academy last 10 months and are provided by professionals and university professors.
Final questionnaire is collected at the end of each module.
Experimental methodology is in place for 2017 which comprise of the use of MOOC (Massive Open Online Course).

### 4. LESSONS LEARNED

< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

Since the academy is industry oriented, the lessons should be as possible practice, focused, with real examples and operative guidelines (no theoretical matters).
The asking of a small fee permits to engage better the audience.
For the future, we will test a vertical and technical academy.
5. HOW-TO  < What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

- fundamental understand the voice of customers in order to structure the topic and methodology of the academy
- meeting with relevant stakeholders in order to avoid overlapping in topic and timing
- schedule the programme with other initiatives such as innovation cup, etc

6. COORDINATION WITH REGIONAL S3  
< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

This activity fully complies with the regional S3 and the cluster, since has born before, has been fundamental in driving one of the main strategy areas.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES  
< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

On local territory, there is a coordination with the university and the public research bodies among the activities to be performed at topic and schedule level.
## Education Best Practise - Case 4 [ PP9_LAC_OP3 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Education activities</td>
</tr>
</tbody>
</table>

### 1. BENEFICIARIES

< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

Beneficiaries: LAC members, students, teachers, schools, universities, Lombardia aerospace sector

### 2. GOALS AND ADDED VALUE

< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

**LONG-TERM OBJECTIVE:** Support to SMEs and large firms cooperation; Aerospace skills and competences enhancement; Aerospace reality knowledge spread. **MEDIUM-TERM OBJECTIVE:** Support to teachers and students’ professional training; Education and training for SME employees. **SHORT-TERM OBJECTIVE:** Specialized course for Technical Institutes teachers; Large firms training courses opened to SMEs employees.

### 3. OPERATIVE DETAILS

< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

With reference to high school training support, on 2014 LAC signed the 2nd 'Memorandum of Understanding' with Regional School Office, Confindustria Lombardia and Regione Lombardia; in 2016-2017 it organized the 2nd edition of Mini-Master focused on aerospace issues and addressed to Technical Institutes teachers, in cooperation with LIUC University and Member companies. With reference to university education in past years LAC organized H&A Master in cooperation with LIUC University and Members; in 2016 LAC established a comparing board among Lombardy Member Universities on high education cooperation initiatives. With reference to corporate training, LAC has supported the opening of large firms' technical-specialized training courses to SME employees (2014-2015). The LAC Education&Training Working Group has coordinated all such activities.

### 4. LESSONS LEARNED

< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

Human resources training has always been recognized as central by LAC for business development of the entire Lombardia aerospace system. For this purpose, LAC appointed the Education&Training Working Group with three broad training areas – high school, University and Companies – to support the creation of a qualified workforce and to make available technicians and graduates of interest to companies, both small and medium.
5. HOW-TO  
*What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity?*

1. cooperation with all different institutions involved in educational topics (universities, high school, Regional School Office, Regione Lombardia, Companies,...); 2. necessity of working on all educational level: high school, university, corporate training; 3. LAC member companies' rule to finalize the needed competences

6. COORDINATION WITH REGIONAL S3  
*How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document?*

Regione Lombardia has been involved in all LAC activities, mostly in ones relevant to high school training support. Thanks to the agreement signed in 2014, LAC was recognized as quality partner of Lombardia training system to guidance and qualifying actions in training offer

7. COORDINATION WITH OTHER CLUSTER INITIATIVES  
*Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives?*

No coordination with other clusters' initiatives.
1. BENEFICIARIES
< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

The service is a generally open one and is also popularly accepted by external beneficiaries (non-members). Cluster Participants are granted a discount on the participation fees. All Cluster Participants benefit from the academy, as it not only provides a standing annual program, but also designs in-house training according to specific wishes.

2. GOALS AND ADDED VALUE
< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

By attending the seminars and training units, participants from within the same branch or technological field form ties that enable new value added networks and product development partnerships in the future. The academy seeks to offer especially SMEs the opportunity to provide their staff with continuous qualification and training. Thus, they stay updated on all current technological and industry-related changes and can react to those accordingly, raising their competitiveness towards larger companies and global competitors. Furthermore, it closes the contact gap between academic research and company implementation.

3. OPERATIVE DETAILS
< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

The activities of the academy extend over the whole year, offering one activity per week on average. Organization and moderation is performed by the cluster, the expertise is provided by academic researchers, best practice givers or key note speakers. Average cost per event is roughly 400€ (350€ for members). Selected activities may double the charge.

4. LESSONS LEARNED
< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

When setting up a further education academy, it is crucial to know the market and design your offer strategically to tackle competition in the sector. Since the market for adult education is a highly competitive one, a thorough analysis of the competitors and competing offerings as well as a precise assessment of possible market niches was one of the hardest parts. In another attempt, we would boost initial promotion marketing activities even more than we did to facilitate an easier establishment among cluster participants. A future outlook sees the academy as an independent institution with a regional lead in further education for the industry.
5. HOW-TO  
< What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

1) Prepare and involve the cluster network to a maximum when establishing first offerings. This raises visibility, meets explicit demands and service value within and outside the cluster. 2) Do a thorough analysis of competing offerings in the further education sector to specify your offerings and raise your USP. 3) Establish and maintain good personal contacts with the teaching staff; didactic competence should not be ignored when looking for professional expertise.

6. COORDINATION WITH REGIONAL S3
< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

When designing the academy, we have implemented common regional S3 policy guidelines disseminated by the regional authorities.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES
< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

In the past and in current offerings, joint activities with other clusters have been organized on a regional, yet interdisciplinary level. Transregional actions are being planned for the immanent future in the frame of a common Interreg B project.
### Innovation Best Practise - Case 1 [ PP1_CEB_OP2 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>29</td>
<td>Support in accessing to public R&amp;D and innovation calls, grants, tenders (regional, national, EU).</td>
</tr>
</tbody>
</table>

#### 1. BENEFICIARIES
< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

The beneficiaries are the cluster participants. Over the past years 10 collaborative projects were initiated and completed. They all include at least 3 industrial participants and an academic participant.

#### 2. GOALS AND ADDED VALUE
< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

The goal is the increase the competitiveness of the regional industries through pre-competitive / collaborative projects.

#### 3. OPERATIVE DETAILS
< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

Projects last 1-2 years
They include at least 3 industrial participants from which at least half is from the canton Fribourg. They also include an academic participant.
Industries provide 35% investment (20% cash, 15% resources)
100kCHF to 120kCHF are given from the regional funds

#### 4. LESSONS LEARNED
< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

Find the right balance between generating competitive advantage of the participants and broader impact (knowledge transfer).
Find industrial and academic participants with a developed entrepreneurial mindset.

#### 7. COORDINATION WITH OTHER CLUSTER INITIATIVES
< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

Projects can be initiated through several clusters
## Innovation Best Practise - Case 2 [ PP3_BW_OP2 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Common development of prototypes</td>
</tr>
</tbody>
</table>

### 1. BENEFICIARIES

< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

The beneficiaries of this activity are the companies and the research institutes in the region. Every member of the cluster initiative can participate in projects aiming the development of prototypes.

### 2. GOALS AND ADDED VALUE

< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

Prototyping especially in the field of medical devices and plastics could be very expensive. For one company alone, especially an SME, this could be a huge barrier. In the region of the cluster initiative there are some research institutes offering facilities for prototyping and the possibilities to conduct a small series production. Thus the objective is to bring companies together with the research institute to develop prototypes. Therefore consortia of round about 5 companies are established to share experiences and of course to share costs.

### 3. OPERATIVE DETAILS

< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

The cluster initiatives conducts regular meetings of experts (roundtables/ working groups), which are the nucleus for new projects. Ideas for new prototypes are mainly generated through discussions during these meetings of experts (50%). But also the cluster management brings in some new thematic fields for prototyping (30%) or there are public tenders with some inspirations (20%). Out of these experts tables round about 5 companies build a consortia and start to develop a prototype often together with a research institute. The role of the cluster manager is more the role of a facilitator. It offers the platform (expert roundtables) and some ideas. After the companies agreed, the following steps a conducted by themselves. Juridical questions about patents and property rights also regulated by the consortium itself.

### 4. LESSONS LEARNED

< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

Especially in the field of prototyping trust between the different actors is absolutely necessary. Thus the bases for the whole activities are the regular meetings with the experts (roundtables/ working groups). The cluster members participating in these experts round are active in the cluster initiative for some years. So conducting just one event to bring the essential participants together for such complex projects is not enough, it requires a long term process of trust building. Furthermore the companies must be convinced about the successful implementation of a prototype. Public tenders can be a push for a whole project, but they should just be seen as a source of inspiration and not as driver. It would be wrong to conduct a project just because there is public money. The companies at the end must be the drivers of the whole process.
5. HOW-TO  < What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

- Trust between the participants, which is build up over a longer time
- Industry as a driver of the whole process
- A consortium should be compound of 5-6 members, more members are possible, but difficult to handle

6. COORDINATION WITH REGIONAL S3  < How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

There is no coordination with the S3 topics in the region.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES  < Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

This is an internal activity of the cluster initiative.
SINFONET (Smart and Innovative Foundry NETwork)

Activity Nr. | Activity Title
---|---
29 | Successful participation to competitive Calls

1. BENEFICIARIES

< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

Several (8-10) Cluster Participants have been involved in various R&D projects deriving from competitive Calls.

2. GOALS AND ADDED VALUE

< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

The main added value is the setup of an interdisciplinary team working on specific R&D topics, first in project "design", than in project execution. Goals, results and expected impacts are those essential for foundries: efficiency, zero-defect manufacturing, process control and optimisation.

3. OPERATIVE DETAILS

< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

It is an activity which, starting from about ten years ago, involved in different Calls and projects some of the Core Partners of the Cluster. Project design was carried out by a team built by Cluster Participants. Project activities have been carried out by each Participant, on the basis of its expertise.

4. LESSONS LEARNED

< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve that activity in the future? >

It is very important to set up a motivated team, with great interdisciplinary and attitude to cooperation. In the future, it will be essential to build, in the Cluster, a permanent team devoted to scouting and designing of R&D projects.

5. HOW-TO

< What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

1) Involve in the project design only motivated and "complementary" persons
2) Involve in projects design and execution only partners which are active and committed
3) Large Groups are well coordinated by small Core Groups
6. COORDINATION WITH REGIONAL S3
< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

This activity has been in the frame of EU FPs, and is now going to be inserted into the RIS3 frame.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES
< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

Coordination with other Regional Innovative Networks is in progress, in view of new projects in the frame of RIS3.
### Innovation Best Practise - Case 4 [ PP9_SV_OP1 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Co-Organizing Hacking Health Hackathon</td>
</tr>
</tbody>
</table>

#### 1. BENEFICIARIES

**< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >**

2 Lombardy cluster TAV an LLS

#### 2. GOALS AND ADDED VALUE

**< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >**

Hacking Health is a social organization that pairs innovators with healthcare experts to build solutions to frontline healthcare problems through the use of emerging technology. The added value is the creation of innovation from the needing of the patient.

#### 3. OPERATIVE DETAILS

**< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >**

Held over a weekend, Hacking Health hackathons consist of 200-300 participants where designers and developers collaborate with doctors, nurses, clinic managers and other healthcare professionals to develop prototypes that can be put to test in clinics and hospitals. The event also attracts industry professionals, venture capitalists and entrepreneurs. Attoma is the provider of the format and in Italy is free of charge for the participants.

#### 6. COORDINATION WITH REGIONAL S3

**< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >**

We selected the regional S3 priority topic, but the whole activity didn’t involve the policy makers.

#### 7. COORDINATION WITH OTHER CLUSTER INITIATIVES

**< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >**

Not in 2016, We are going to organize a new event with the support of FRRB in the Interreg Project Tittan in 2018.
### Collaboration

**http://www.automobil-cluster.at/en/**

Automotive Cluster @ Business Upper Austria - OÖ Wirtschaftsagentur GmbH

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#### Collaboration Best Practise - Case 1 [ PP2_AC_OP1 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
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</thead>
<tbody>
<tr>
<td>19</td>
<td>Supplier Innovation Days</td>
</tr>
</tbody>
</table>

1. **BENEFICIARIES**
   - **Who are the beneficiaries? How many Cluster Participants benefited from this Activity?**

   Cluster participants (automotive suppliers), 15 - 40 companies, 3-5 times/year

2. **GOALS AND ADDED VALUE**
   - **What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts?**

   New markets and customers for cluster participants, door opener to global OEMs

3. **OPERATIVE DETAILS**
   - **What is the time frame of the activity? What resources does it involve? How much does it cost? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy?**

   **Time:** 4 months preparation at least (done by cluster project managers)
   
   **Resources:** 2 project managers responsible for detailed planning of the event, (first contact, innovation profiles of members, selection process, presentation planning of selected companies, booth planning, additional briefing & meetings for participants, select location at the OEMs-site costs for companies: 3,000,- to 4,000,- depending on size of booth, if more than 3 persons of the company participate than further € 150,- /person will be charged.
   
   **Access:** cluster partner and partners from cooperation organisations (e.g. Bayern Innovative/Bavaria/DE, AC Styria/Styria/AT)

4. **LESSONS LEARNED**
   - **What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future?**

   As a sales oriented activity it is well established and appreciated by the cluster members;
   
   Key success factor: contact at OEM, quality of OEM collaboration, description of (topics) demand;
   
   Follow up could be improved because of confidential agreements it is very difficult;

5. **HOW-TO**
   - **What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity?**

   1. select carefully host company and contact person
   2. clearly define fields of innovation (needed by host)
   3. internal communication at host and marketing for the event (that researchers, product developer, purchaser... are available)
6. COORDINATION WITH REGIONAL S3
< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

Yes - it is in line with the present strategic economic and research program 'Innovative Upper Austria 2020'. Internationalisation is one of the 4 core strategies of the programme. It says internationalisation of local companies are to be supported. Enhancement of innovation competence and the internationalisation of companies, especially SMEs is considered in the 5 fields of activity (industrial production processes, health&ageing society, food&nutrition, energy, mobility&logistics).

7. COORDINATION WITH OTHER CLUSTER INITIATIVES
< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

YES: accessible for partner organisations of Bavaria and Styria
But organisation is always at the responsibility of Automotive Cluster Upper Austria
### Collaboration Best practise - Case 2 [ PP3_AFBW_OP3 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Competence Centre - Spacer Textiles</td>
</tr>
</tbody>
</table>

#### 1. Beneficiaries
*Who are the beneficiaries? How many Cluster Participants benefited from this Activity?*

The competence centre contains nine cluster members, which directly benefit from new concrete activities and projects.

#### 2. Goals and Added Value
*What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts?*

The competence centre is a one-stop-shop for every company interested in spacer textiles. Nine companies along the textile supply chain work intensively on custom solution with spacer textiles. If research is required, ITV Denkendorf (a research institute) supports the development. Thus the competence centre helps to bring the spacer textiles into the market.

#### 3. Operative Details
*What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy?*

Out of a working, nine companies started common activities to promote the topic of spacer textiles in 2013. A first step was the production of common marketing materials. This was followed by the establishment of an own website. Today the group offers concrete support for companies interested in the topic of spacer textiles. Furthermore a successful yearly conference was established. The cluster management supported the group in every step.

#### 4. Lessons Learned
*What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future?*

Working groups are an elementary and important activity for a cluster initiative. The competence centre could only be established because there was a huge level of trust between the cluster members and a very concrete future topic.

#### 5. How-to
*What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity?*

- Important innovative topic for the companies should be there
- Concrete agreement for the participants
- Companies as driver for the whole process.
### 6. COORDINATION WITH REGIONAL S3

< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

No

### 7. COORDINATION WITH OTHER CLUSTER INITIATIVES

< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

The competence centre is a cooperation project with another textile cluster initiative in the region.
**Collaboration Best Practise - Case 3 [ PP13_CE_OP1 ]**

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>MAI UCB (cross-cluster project between Umweltcluster Bayern and MAI Carbon)</td>
</tr>
</tbody>
</table>

### 1. BENEFICIARIES
< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

target group no. 1: the two participating clusters and their members (4 members have already registered in the online competence atlas, 3 members will participate as speakers in the final conference), furthermore: companies producing and disposing of carbon fibre residues, policy-makers

### 2. GOALS AND ADDED VALUE
< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

In the past years, Umweltcluster Bayern and the Bavarian cluster MAI Carbon established a loose cooperation, which was intensified in 2016 and eventually resulted in a concrete cross-cluster project. The project focuses on the recycling and disposal of waste containing carbon fibre residues. It connects waste producers (e.g. members of MAI Carbon), waste management companies (e.g. UCB members) and political authorities in order to discuss unsolved technical and legislative challenges as well as possible solutions. One important project deliverable is an online tool, which maps the technological competences of relevant stakeholders in the CFK sector. This "competence atlas" aims at the triggering of further collaboration even after the end of the project.

With this project, Umweltcluster Bayern focuses on a "hot topic" particularly relevant to the high-tech location Bavaria. Furthermore, Umweltcluster and its members demonstrate their ability to develop cross-industry solutions. The project also contributes to the further development of professional competence (project management skills, technical know-how) within the cluster management team.

### 3. OPERATIVE DETAILS
< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

Project duration is 10/2016 - 07/2017 with an overall budget of 100,000 € (50,000 € for each cluster) and a 50% funding rate (by the Bavarian Ministry of Economics). Project management is done by the cluster management.

### 4. LESSONS LEARNED
< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

In order to better involve the cluster members (participants) it is necessary to discuss project ideas already in the application phase. Furthermore, a more intense discussion and closer coordination with the other cluster would be helpful to better understand the strategy behind the project and get faster results. The hardest part will be to work on a joint strategy for the post-funding period.

### 5. HOW-TO
< What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

see above
6. COORDINATION WITH REGIONAL S3
   < How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

The project links with Bavaria’s S3 (cleantech/waste management, new materials), although it was not designed especially for that purpose. Since the carbon fibre industry is an important industry in Bavaria and given that there is a certain challenge related to carbon fibre waste, it was not difficult to convince policy makers from the project’s relevance.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES
   < Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

Project partner is the cluster "MAI Carbon".
Collaboration Best Practise - Case 4 [ PP13_MAI_OP1 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>MAI Night</td>
</tr>
</tbody>
</table>

1. BENEFICIARIES
< Who are the beneficiaries? How many Cluster Participants have benefited from this Activity? >

The main beneficiary is the SME which gets the opportunity to present its R&D-project(s) development and its result(s) as well as its building sites, e.g. innovative manufacturing processes, to a group of about 20 interested cluster members.

2. GOALS AND ADDED VALUE
< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

In the so-called "MAI Night" cluster service an SME gets the opportunity to present its R&D-project(s) development and its result(s) as well as its building sites, e.g. innovative manufacturing processes, to a group of about 20 cluster members, esp. to major industrial enterprises. The goal of this cluster service is to allow a direct access to the big players of the carbon sector.

3. OPERATIVE DETAILS
< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

The time frame of this service is one afternoon session from 5 - 8 pm. The cluster management invites all the participants and considers the SMEs wishes for special guests - the costs for this organisational work are compensated through the budget of the cluster organisation. The SME has to provide the location and related matters, e.g. catering, and the related budget for this event. The event is accessible for all cluster members - the limitation of the number of participants is due for reasons of space and of practicability.

4. LESSONS LEARNED
< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

The MAI Nights service has proven to be a very good opportunity for SMEs to get in contact with major industrial enterprises and other SMEs. The most challenging part of the MAI Night is to concentrate the human resources on this organisational peaks.
## 5. HOW-TO

< What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

1) Invite key players on time!
2) Combine presentations on R&D with the introduction of the SMEs daily work - this makes the event more attractive!
3) It is urgent to have excellent contacts to the key actors in major industrial enterprises - without the relevant stakeholders the events won't have the anticipated impact.

## 6. COORDINATION WITH REGIONAL S3

< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

The service "MAI Night" is not derived from the Bavarian S3 and is not part of a regional action plan, which stemmed from the S3. There were no policy makers or policy documents involved in the design of the service. Nevertheless the connection of SMEs and major industries is a core task of the Bavarian Clusters.

## 7. COORDINATION WITH OTHER CLUSTER INITIATIVES

< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

Currently there is no cooperation with other clusters in place - but this service is ideal for cluster cooperation.
## Networking Best Practise - Case 1 [ PP1_ITV_OP1 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Technology scouting: identifying trending technologies and participating to technology oriented events, for Cluster Participants, but also playing a strategic role for Cluster Managements.</td>
</tr>
</tbody>
</table>

### 1. BENEFICIARIES

**< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >**

beneficiaries: open to everyone (cluster participants and non-members)

### 2. GOALS AND ADDED VALUE

**< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >**

Activity name: Tech Meeting (http://www.itvalley.ch/techmeetings.ch), where the best professionals, companies and startups are invited to tell us about their expertise on a tech topic. Share the thoughts and learn from others, in a cool and relaxed atmosphere.

### 3. OPERATIVE DETAILS

**< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >**

The tech meetings are organised 3 or 4 times a year.

Resources: 2 people, members of the association board, organize them; activities: prepare the poster, publish the event, book the room, maintain the web site, publish the slides on the web site

Cost: time of the 2 people, eventually room rental

Who is doing it? Cluster Organisation but the speakers are not necessary member of the association

Policy: open to everyone

### 4. LESSONS LEARNED

**< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >**

Hardest part of doing it: find and contact the potential speakers, coordinate all necessary activities mentioned before

### 5. HOW-TO

**< What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >**

Top tips:
- Plan well in advance
6. COORDINATION WITH REGIONAL S3

< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

All the activities of the cluster are part of the activities of the clusters of the Canton

7. COORDINATION WITH OTHER CLUSTER INITIATIVES

< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

We are thinking to do this with other clusters of the Canton.
1. BENEFICIARIES
< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

All Cluster participants took benefit from the activity (the SINFONET Cluster has been officially presented at this Exhibition as a brand for innovation in Foundry). More than 20 Cluster Participants were directly involved in the activities carried out.

2. GOALS AND ADDED VALUE
< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

The added value is the introduction in one of the most relevant European events in the field of the brand of SINFONET, as innovation leader in Foundry. Contacts have been set up with new potential partners. A wide (128 square meters) stand was set up, hosting B2B meetings and technical seminars. A dedicated conference to the roadmap for metallurgical innovation in Regione Veneto was organised.

3. OPERATIVE DETAILS
< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

It was a 4 days exhibition (Verona, June 2017). Funding for the stand came from 7 Cluster Participants. The organisation was managed by them, in connection with Cluster Organisation.

4. LESSONS LEARNED
< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

Participation to Exhibitions can be successful only if organisation issues are carried out carefully. Dedicated events and meetings must be organised in your stand, if you want to be effective in presenting the Cluster.

5. HOW-TO
< What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

1) Preliminary organisation of B2B meetings at the stand
2) Organise short seminars (40 min) and focussed meetings (not more than 2 hours, clear topics)
3) Try to involve as many partners as possible.
6. COORDINATION WITH REGIONAL S3
< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

It is in agreement with the "Internationalisation" topics of RIS3.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES
< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

Other Regional Innovative Networks have been invited and involved in the conference on Metallurgical innovation in Regione Veneto.
### 1. BENEFICIARIES

< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

The internationalisation activities include on one side: international partnership missions, delegation visit, international attractively events.
In 2016, have participated to such activities as members of our cluster
- companies: 25 SMEs, 2 ITE, 9 large companies
- academics: 6
- one European cluster, creating synergies on some international missions
In the other side, European projects are also included in the international development.
- 5 European projects submitted in 2017, including as cluster members 3 large companies et 2 research teams

### 2. GOALS AND ADDED VALUE

< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

All internationalisation activities aim at identifying new opportunities for partnership development which can be of business, technological or industrial. It supports the companies in orienting their international development, confirms or not the potential on specific markets, strongly support their network development for partners identification and key stakeholders.
Partnerships and collaborative projects are initial results intended, seeking for long-term growth in terms of turnover or employment
The missions allow a better understanding of the countries and their specific market opportunities.
The European collaborative projects enable the members of consortium to develop their network, skills and new opportunities feeding their strategy.

### 3. OPERATIVE DETAILS

< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

One cluster member was recruited in 2016 to be dedicated to the international activities. Two managers of the cluster are also strongly involved.
Approximately 4 international missions organised per year by Vitagora, participation to at least another 2 international missions coordinated by other clusters and 2 delegations hosted. Missions start to be organised 6 to 9 months ahead and the follow up is done in the following year. This activity requires about 25% FTE.
International missions usually cost from 2500€ to 4500€.
Regarding European projects, the resources depend on the level of involvement of the cluster in the consortium, from partner search to project proposal definition to project execution follow-up, involving the international development manager as well as the project team manager and communication manager.
4. LESSONS LEARNED

What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future?

International activities represent an investment and require continuity, resources include time and expenses to build relationships with international clusters and identify the relevant international partners for our members. It is essential to meet partners in person also. International activities and European projects are appreciated by participants to develop network at local, national and international scale, feeding new development ideas. Strengthening relationship with our partners and getting to know them is essential to support the internationalisation of our members.

5. HOW-TO

What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that activity?

Build and maintain your network at all scales
Identify partners abroad and build a trust relationship.
Embank champion SMEs in your journey to build success story.

6. COORDINATION WITH REGIONAL S3

How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document?

The strategy of VITAGORA is aligned with the regional S3, therefore the international activities and projects are too.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES

Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives?

VITAGORA is part of a COSME project, funded by the European Commission, for the cluster internationalisation with 3 other clusters.

For specific requests of the members, connexions are made with other clusters in Europe (Portugal, Spain, Italy) and internationally (Canada, South Korea, Japan).
# Networking Best Practice - Case 4 [ PP9_LAC_OP2 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
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</thead>
<tbody>
<tr>
<td>20</td>
<td>Ciclo workshop le Frontiere dell'Innovazione e FOCUS ON: Aerospace@Industry4.0</td>
</tr>
</tbody>
</table>

## 1. Beneficiaries

<Who are the beneficiaries? How many Cluster Participants benefited from this Activity?>

**Beneficiaries:** all LAC members

## 2. Goals and Added Value

<What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts?>

Objectives are: to raise awareness - to alert companies, especially SMEs, about competitive changes connected with dissemination of new technologies and Industry 4.0; to learn - to create basic knowledge on main technical topics related to Industry 4.0 as well; to learn about applications - to provide for further verticalizations and specific insights on different technology themes and Industry 4.0, with particular attention to possible applications in aerospace field; to acquaint to LAC members with specific economic tools - Piano Calenda on Industry 4.0 and its opportunities; to promote visiting to aerospace companies which may represent best practices on technology and Industry 4.0 issues; to create an innovation community

## 3. Operative Details

<What is the time frame of the activity? What resources does it involve? How much does it cost? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy?>

**Time:** in past years LAC presented "Frontiere dell'Innovazione" series of meetings, dealing with specific technical issues and presenting the results of R&D projects carried out by some LAC members and offering possible benefits for the whole field: Active Learning, Sensing Enterprise. On April 2017 LAC arranged for a visit in Rolls Royce facility, best practice in Industry 4.0. A new series of meetings, "FOCUS ON: Aerospace@Industry4.0", is now on the way. Resources involved and who is doing it: management aspects are followed by LAC; the meetings are held by experts from companies, universities and research centres; all activities are coordinated by LAC Technical Scientific Unit and Credit& Finance working group. All meetings were free of charge for all LAC members and relevant costs were borne by the Cluster.

## 4. Lessons Learned

<What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future?>

Such thematic events are also very useful to promote networking among LAC members. At the end of workshops an informal acquaintance and information exchange time may be useful to give more emphasis to such matters.
5. **HOW-TO**  
*What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity?*

1. to involve in coordination activity LAC Technical Scientific Unit for what concerns visibility and knowledge of R&D themes of most interest for the field, and the Credit & Finance Working Group to give a prompt connection to projects - provided also with financial support - which may be activated - 2. to stimulate debate and brainstorming - 3. to give relevance to both transversal scientific issues that may have an impact on the industry and to R&D projects more focused on aerospace

6. **COORDINATION WITH REGIONAL S3**  
*How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document?*

Technical subjects covered often have links with S3 and with the main research topics which may be also important at EU level.

7. **COORDINATION WITH OTHER CLUSTER INITIATIVES**  
*Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives?*

The visit in Rolls Royce facility was organized by LAC in cooperation with the Midlands Aerospace Alliance; LAC is ready to cooperate also with other CTLs and with EACP - European Aerospace Cluster Partnership
## Networking Best Practise - Case 5 [ PP13_CET_OP2 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>Joint booth on international trade fair &quot;Inter Solar North America&quot;</td>
</tr>
</tbody>
</table>

### 1. BENEFICIARIES
<Who are the beneficiaries? How many Cluster Participants benefited from this Activity?>

15 small and medium sized cluster companies

### 2. GOALS AND ADDED VALUE
<What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts?>

Access to the north American solar energy market

### 3. OPERATIVE DETAILS
What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy?

One-week international trade fair. The joint booth and match making events were organised together with our partner Bayern International.

### 4. LESSONS LEARNED
<What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future?>

Trade fairs in the United States are extremely expensive (double price of a trade fair in China).

### 5. HOW-TO
<What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity?>

It is important to cooperate with local partners and networking organisations. In our case we cooperated with the Bavarian U.S. Offices for Economic Development San Francisco. Due to this, it was possible to organise match making events between the 15 Bavarian companies and US companies. The match making event was very successful to find cooperation partners in the United States.
6. COORDINATION WITH REGIONAL S3

< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

The activity was discussed with policy makers of the ministry of economic affairs.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES

< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

The activity was organized together with the Bavarian U.S. Office for Economic Development San Francisco, Bayern International and the Federal Ministry for Economic Affairs and Energy.
### Networking Best Practise - Case 6 [ PP13_MedTech_OP2 ]

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
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</thead>
<tbody>
<tr>
<td>10</td>
<td>Networking Events</td>
</tr>
</tbody>
</table>

#### 1. BENEFICIARIES
< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

All Cluster Participants attending these Networking Events benefit from this activity.

With approx. 30 events of different size and format (from workshops with 10 to 20 participants to a congress for several hundred participants) a total of more than 2000 Cluster participants benefit from this activity annually.

#### 2. GOALS AND ADDED VALUE
< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

**Added value for Cluster Participants**
- information about the latest trends in technology and applications
- guidance on how to successfully participate with their own products and services
- direct contact with experts from research facilities and industry

**Goal:**
find partners to initiate R&D projects for developing future innovative products

#### 3. OPERATIVE DETAILS
< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

> Most networking events are single day events, except one or two major congresses per year which will last 2 days.

> Personnel costs for scientific and event planning range between a few dozen hours for small workshops and a few hundred hours for 2-day congresses. External costs for location, catering, travel also vary substantially, depending on the size of the event, i.e. if there are 10 or 1000 attendees.

> The events are all carried out by the Cluster Organisation. In some cases, Cluster members or other Cluster Initiatives support the activity.
4. LESSONS LEARNED

< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

This activity has proven to provide a major benefit for Cluster Participants since they repeatedly attend these events.

It also has proven to be a successful activity for acquiring new Cluster Participants.

With an increasing number of non-scientific competition, e.g. from magazine publisher, marketing activities become more important in order to explain the higher quality of our networking platforms and to attract more attendees.

Involving high-quality experts is necessary to continuously improve this activity and to stay ahead of new competitors.

5. HOW-TO

< What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

> start planning early
> involve high-quality experts
> improve marketing activities

6. COORDINATION WITH REGIONAL S3

< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

Although the Cluster was aware of the regional S3, no matching connecting factors or projects could be identified.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES

< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

Identifying most import business and market trends to select most suitable topics of networking events for Cluster Participants requires the involvements of experts from other Cluster initiatives in many cases. Other Cluster initiatives are therefore involved in identifying the most suitable experts for cross-cluster presentations.
**Growth Best Practise - Case 1**  
**PP2_MC_OP1**

<table>
<thead>
<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
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<tbody>
<tr>
<td>14</td>
<td>Advanced Manufacturing Self Assessment (Industrie 4.0 Reifegradmodell)</td>
</tr>
</tbody>
</table>

**1. BENEFICIARIES**  
< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

This Advanced Manufacturing Self Assessment tool was developed within the framework of a research project in cooperation of Business Upper Austria - Mechatronics Cluster, University for applied sciences Upper Austria. The tool serves to detect the maturity of a company in terms of advanced manufacturing by means of a standardized procedure. This standardize procedure is supported by specially developed online software. During a one-day training of the cluster organisation the participants learn how to use the self assessment tool by using this software. Afterwards the participant is able to carry out the survey independently in their company.

Beneficiaries: entrepreneurs, consultants

After development and test phase in 2016 the activity started beginning 2017. So far 25 company participated and have been using the tool.

**2. GOALS AND ADDED VALUE**  
< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

The overall objective is to motivate and support Upper Austrian entrepreneurs to further develop their processes toward advanced manufacturing. The goal of the self assessment tool is to identify the actual degree of maturity and the intended one as well as to derive recommendations for action in a structured manner. These company-specific recommendations for actions/projects enable the development from the actual to the target state in context of advanced manufacturing.

**Added value:**
- awareness raising on potential of advanced manufacturing on all company levels;
- benchmark databases: The results of the self assessments flow into a benchmark database whereby the current situation can be evaluated in the examined sectors. Each participating entrepreneur can make a sectoral comparison of the company. The data is stored anonymously in the database.

**3. OPERATIVE DETAILS**  
< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

Project team at the mechatronics cluster has been responsible for development and further development of the tool, promotion, trainings, maintenance of database

open access / costs for entrepreneurs: training for one person + license to use online tool 1.500,-/year, license for the following years 500,-/year, costs for in-house trainings/discounts on request
### 4. LESSONS LEARNED

- It's important that responsible employee of participating company get full support/backing by the managing directors, entrepreneur must be willing to transform toward digitalisation/advanced manufacturing and ready for change.
- Don't forget privacy policy and legal conditions!
- Transfer of the model to other areas: e.g. network human resources started to use to detect readiness of employees for digitalisation.

### 5. HOW-TO

1. before starting the development project: research activity - get familiar with the topic, clarify the need with entrepreneurs / what do they want?, involve and adjust with regional policy and government level and clarify financing of development/piloting phase, development was financed by regional funds > further implementation has to be financed by user fees,
2. Entrepreneur has to define clear objectives and what should be achieved - according the company strategy and goals in order to identify realistic target state.
3. Focus on high quality of training / manual / post processing of training (feedback) in order to have satisfied customers and positive impact on regional development

### 6. COORDINATION WITH REGIONAL S3

It is in line with the present strategic economic and research program 'Innovative Upper Austria 2020' (=S3 for Upper Austria) especially with the specialisation field 'Industrial production processes'.

### 7. COORDINATION WITH OTHER CLUSTER INITIATIVES

The activity is focussed on advanced manufacturing but can be transferred to other branches. Network Human Resources started to modify the model for HR application. Each Upper Austrian cluster promotes the tool with its members;
### Activity Title: HR-Benchmark (Survey on HR data and staff ratios)  
http://www.netzwerk-hr.at/kooperationen/hr-benchmark/

<table>
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<tr>
<th>Activity Nr.</th>
<th>Activity Title</th>
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<tr>
<td>9</td>
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</tbody>
</table>

### 1. BENEFICIARIES
- Who are the beneficiaries? How many Cluster Participants benefited from this Activity? 

**beneficiaries:** entrepreneurs, HR-departments  
**no. of beneficiaries:** 40 partner companies of Network Human-Resources - every 2 years

### 2. GOALS AND ADDED VALUE
- What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? 

- collection of staff ratios and building up a HR-key data (indicator) system in the company,  
- benchmarking of companies and + regional benchmarking (brain drain & experts immigration analyses, analyses of fluctuation of employees)  
- the HR-Benchmark results serve the management and orientation of the personnel development of the company on the basis of facts & figures;  
- creation and evaluation of key HR-indicators in order to derive measures for the company's own development;  
- knowledge exchange and networking amongst companies (HR-departments) > best practice inspiration, learning from the best  
- comparison of regions for regional development/strategy  
- improvement of efficiency of HR resources > increases competitiveness of the company

### 3. OPERATIVE DETAILS
- What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? 

- the HR-Benchmark is carried out every 2 years; the whole activity lasts 1 year including preparation and post processing (the survey itself 6 months)  
- cluster organisation: project manager of the Network Human Resources and an assistant (internship) plus colleagues from the IT dept.  
- open access, for NHR-partners participation fee is € 580,-  
- the activity comprises the survey and complementary workshops, meetings for presentation and discussion of the results
4. LESSONS LEARNED  
< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

- experienced and reliable technical IT support is crucial (data-import and interface, reliable SQL-databases, user on-line questionnaire)
- the activity needs a lot of working hours > could be improved by more automation/better IT-systems
- since 2008 the HR-Benchmark has been a useful and appreciated tool for company- and governmental-level and labour markets conclusion & developments

5. HOW-TO  
< What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

1. Experienced and reliable IT support
2. Expertise in assessment of the companies and consultancy/monitoring of companies which collect the HR data for the first time
3. HR-network and good contacts to companies/HR-departments are necessary

6. COORDINATION WITH REGIONAL S3  
< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

HR-development is mentioned several times in the strategic economic and research program 'Innovative Upper Austria 2020'. The horizontal topic of qualified workforce & attractive location is considered in the 5 fields of activity (industrial production processes, health&ageing society, food&nutrition, energy, mobility&logistics). The activity is also in line with the strategic labour market policy programme "Workplace Upper Austria 2020"

7. COORDINATION WITH OTHER CLUSTER INITIATIVES  
< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

- cross-sectoral activity
- promoted and supported by all Upper Austrian clusters
- in cooperation with the neighbour region Lower Austria (regional benchmark)
## Activity Nr. | Activity Title
--- | ---
 | ACCELERISE PROGRAM

### 1. BENEFICIARIES
< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

Start-ups nearly ready to launch their product/service on the market (14/year); business leaders and institutions (Two banks and 3 large companies (Invivo, Seb and Dijon Cereales) - 55 partners and mentors have provided their expertise and support.

### 2. GOALS AND ADDED VALUE
< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

It is an acceleration program, not an accelerator or incubator
- This program is not for profit, startups take part for zero equity
- And since there is no incubation, it is open to startups throughout France or abroad, with no requirement to relocate.
- It provides access to the fully-formed food ecosystem built by Vitagora and its partners over the last 12 years as well as using the resources of this ecosystem to focus on the steps of industrialization and market launch - business contacts, mentoring, R&D expertise, partners for developing, testing, producing and distributing their innovations.
- And since our end goal is to strengthen our business ecosystem, the program is also open to different company profiles – SMEs needing support to manage a pivot in their vision, or even spinoffs or entrepreneurial projects coming from large corporations.

### 3. OPERATIVE DETAILS
< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

12 weeks of acceleration + 9 months post acceleration. For the SMEs it costs 5000 euros to participate. It is mandatory for them to attend to the 12 Thursday full day program. 2 to 3 people from the cluster team are managing the program. There is a call for application launched for all France and French spoken language countries on two web platforms. A first selection is made on dossiers, then the winners are selected after a pitch sessions.

### 4. LESSONS LEARNED
< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

Start-ups from the first session were very positive about the program. We will do minor adjustments on the program content for the second session. Dedicate resources will be put in place for the next sessions. Relations with other acceleration programs outside Europe have to be built to facilitate internationalization of the SMEs.
5. HOW-TO  < What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

It is a too young experience to be able to give tips and hints to the other clusters. Keep an eye on your moving environment!

6. COORDINATION WITH REGIONAL S3  < How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

It is in line with the FOODTECH label that the region Bourgogne Franche-Comté got from the French government.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES  < Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

In link with Foodtech initiative.
Growth Best Practise - Case 4 [ PP13_CMA_OP3 ]

1. BENEFICIARIES
< Who are the beneficiaries? How many Cluster Participants benefited from this Activity? >

All cluster participants are in the focus of action of the corresponding cluster managers that provide consulting and mentoring services. Our regionally specified and experienced cluster managers provide professional insight and the necessary objectivity to do so.

2. GOALS AND ADDED VALUE
< What is the added value of this activity? What are its goals, intended results it seeks to achieve, and expected impacts? >

Cluster participants, especially SMEs are to benefit from the external expertise provided by an experienced expert of the industry who is not affiliated to potentially opposing profit interests. Through mentoring consultation, organizational difficulties and upcoming trends can be recognized and adjusted in time. SMEs can stabilize and increase their businesses and direct their activities according to future market requirements, thus raising their competitiveness.

3. OPERATIVE DETAILS
< What is the time frame of the activity? What resources does it involve? How much does it costs? Who is doing it? (Cluster Organization / managements, one Cluster Participant, external provider?) In case it is a service to Cluster Participants, what is the access policy? >

Across the whole region, three cluster managers are distributed strategically according to economic hubs and economic regional districts. Through regular and repeated company visits within their focus area, they gain insight in the companies' needs, challenges and strengths. Gradually, they gain overview over the network and can detect trends, common tasks and interdependencies that may be used to help with individual cases. In the best case, they can detect partnerships to launch focused cooperation.

4. LESSONS LEARNED
< What did you learn from the implementation of this activity? What was the hardest part of doing it? What would you do differently? How do you think you could improve it? How do you think you might evolve that activity in the future? >

Building up the network and the necessary experience relies strongly on regular visits and talks with the companies. However, companies rely on this experience and knowledge of the market to accept the external consultation service.

5. HOW-TO
< What are the 3 top tips and hints that you’d give to other Cluster managements to successfully organize and run that Activity? >

1) high frequency of physical visits and on-site meetings 2) establish trust and willingness to cooperate through peer testimonials or service gifts 3) assess business plan in detail to enable adequate foresight
6. COORDINATION WITH REGIONAL S3
< How does this Activity link with the regional S3? Is it part of a regional action plan, which stemmed from the S3? In case it isn’t, how did you involve policy makers in designing it? If not, when you designed it have you taken into account any regional policy document? >

When designing the service, we have implemented common regional S3 policy guidelines disseminated by the regional authorities.

7. COORDINATION WITH OTHER CLUSTER INITIATIVES
< Is this Activity somehow linked to other Cluster Initiatives (both regionally and cross border)? Was this Activity designed and/or executed in collaboration with other Cluster Organizations or Initiatives? >

In order to help with international strategies or for the launching of possible cross-border collaborations, the activities described can rely on linkages to Cluster Initiatives across the border.
ANNEX B: Cluster Activities

Definition and list of Cluster Activities
The mapping of the innovative cluster organization activities started with the definition of a list of about 30 possible Cluster Activities and Services that we expect are currently carried out by clusters initiatives. The listed cluster activities were crowd-sourced with project partners, as well as distilled from previous related documents⁹.

The cluster manager has been be asked to tell how active they are with regards of each given Cluster Activity in the list, choosing for each Activity one option as follows:

1. Not active;
2. Plan to be active
3. Active with encouraging results;
4. We have strong experience in this.

Some of these Activities refer to the way the cluster is involved in the design and deployment of S3 (inspired by the project Stress Test Tool), as well as whether some activities stemmed from the S3, or were designed in cooperation with other clusters.

<table>
<thead>
<tr>
<th>Nr.</th>
<th>CLUSTER ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Roadmapping: identify overall and long term trends (e.g. 10-20 years) in terms of evolution of technology, market, and societal requirements in our specialization area, with the extent of deriving recommended actions or strategic action plan at a cluster level.</td>
</tr>
<tr>
<td>2</td>
<td>Business trends and market forecasting studies made available to Cluster Participants for strategic and marketing reasons, as well as playing a strategic role for Cluster Managements in setting Cluster Initiative strategies.</td>
</tr>
<tr>
<td>3</td>
<td>Technology scouting: identifying trending technologies and participating to technology oriented events, for Cluster Participants, but also playing a strategic role for Cluster Managements.</td>
</tr>
<tr>
<td>4</td>
<td>Cluster assets mapping: mapping of all the technologies, know-how and competences, R&amp;D facilities featured by partners, and therefore represent Cluster’s critical assets, identifying strengths and weaknesses.</td>
</tr>
<tr>
<td>5</td>
<td>Cluster competitive positioning: evaluating threats, opportunities and positioning cluster in the competitive / “coopetitive” landscape to the extent of drawing cluster strategies.</td>
</tr>
<tr>
<td>6</td>
<td>On the basis of the competitive positioning, strategic activities are executed to the extent of identifying / selecting specific and possibly new differentiation and specialization areas and trajectories.</td>
</tr>
<tr>
<td>7</td>
<td>Cluster Organization leads the explorative phase of a public tender (analysing in detail requirements and challenges of a potential innovation process, providing input to the policy makers to take up decisions about possible public tenders).</td>
</tr>
<tr>
<td>8</td>
<td>Representing the Cluster Participants in the design of the Smart Specialization Strategy by having a leading role in driving the S3 design process in cooperation of the policy makers and other stakeholders.</td>
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<tr>
<th>Nr.</th>
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<tr>
<td>9</td>
<td>Exchange of experience (e.g. best practices) among Cluster Initiatives for knowledge transfer; cross-cluster events and initiatives, through hosting events, seminars and workshops.</td>
</tr>
<tr>
<td>10</td>
<td>Networking and social events aimed at creating liaison and building trust amongst Cluster Participants, especially between industry and academia.</td>
</tr>
<tr>
<td>11</td>
<td>Promote Cluster Participant challenges and research topics to the academia and other public funded research organizations with the aim to drive the education portfolio.</td>
</tr>
<tr>
<td>12</td>
<td>Matchmaking events and/or speed dating between the same Cluster Participants, over specific topics, aiming of connecting partners who could work on a same innovation project.</td>
</tr>
<tr>
<td>13</td>
<td>Connecting Cluster Participants with other external and possibly cross-industry and/or cross-cluster and/or cross-border companies or institutions with the extent of creating the basis for new shared R&amp;D and innovation projects (also creating sub and/or cross-Cluster networks).</td>
</tr>
<tr>
<td>14</td>
<td>Creating task forces of Cluster Participants plus external and possibly cross-sectorial companies or institutions for addressing specific problems or seizing specific opportunities and developing project proposals, also cross border.</td>
</tr>
<tr>
<td>15</td>
<td>Activation and/or facilitating access to management consulting, organization consulting, quality management consulting services for Cluster Participants.</td>
</tr>
<tr>
<td>16</td>
<td>Legal advisory on preparation and negotiation of R&amp;D or commercial contracts for Cluster Participants.</td>
</tr>
<tr>
<td>17</td>
<td>Startup services and re-starting services (administrative support in launching a new enterprise) for Cluster Participants; mentoring, incubation and/or acceleration programs, mentoring and support to reshape and implement a new company strategy.</td>
</tr>
<tr>
<td>18</td>
<td>Business strategy and business development for Clusters Participants (and possibly beyond): business modelling, business planning, market intelligence, technology foresight.</td>
</tr>
<tr>
<td>19</td>
<td>Access to markets for Cluster Participants: sales oriented activities (possibly internationalisation, including business missions), aimed at connecting demand and offer of products or technologies with go-to market purpose.</td>
</tr>
<tr>
<td>20</td>
<td>Organizing brainstorming workshops, round tables, or thematic events to gain inspiration from experts (e.g. via keynote speeches) and brainstorm possible project ideas between Cluster Participants.</td>
</tr>
<tr>
<td>21</td>
<td>Entrepreneurial discovery events and workshops involving Cluster Participants with the aim of exploring combinations or new applications of technologies, services, processes, design, or evolution of business models (radical and possibly disruptive innovation).</td>
</tr>
<tr>
<td>22</td>
<td>Product development &amp; service design: consultancy on service design, collection of product requirements, product and service prototyping, also involving end users and customers, to maximize the added value of the designed products &amp; services.</td>
</tr>
<tr>
<td>23</td>
<td>Product &amp; service validation: support in testing and evaluating prototypes aimed at proof of concept, improvement and validation, involving users also in real life conditions.</td>
</tr>
<tr>
<td>24</td>
<td>Competitive inbound open innovation initiatives (e.g. challenges and inducement prizes) aimed at developing new business ideas of solving industrial problems thanks to outsourced or crowdsourced solutions from researchers or other companies.</td>
</tr>
<tr>
<td>Nr.</td>
<td>CLUSTER ACTIVITIES</td>
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<tr>
<td>25</td>
<td>IP (Intellectual Property, i.e. inventions and technologies stemming both from industrial and research Cluster Participants R&amp;D efforts) <strong>strategy</strong>: support in legal regulation of shared IP, patent prior art search, evaluation of market potential of owned patents and IP.</td>
</tr>
<tr>
<td>26</td>
<td>IP (same as above) <strong>protection</strong>: support in filing patent request, also via external specialized agencies.</td>
</tr>
<tr>
<td>27</td>
<td>IP (same as above) <strong>maturation</strong>: management of technology and patent portfolios from participants with the aim of shared development and/or proof of concept</td>
</tr>
<tr>
<td>28</td>
<td>IP (same as above) <strong>exploitation</strong>: management of technology and patent portfolios with the aim of commercialization; marketing of IP (including events explaining tech added value), client engagement, and management of deal flow.</td>
</tr>
<tr>
<td>29</td>
<td>Support in accessing to public R&amp;D and innovation calls, grants, tenders (regional, national, EU).</td>
</tr>
<tr>
<td>30</td>
<td>Access to public innovative finance (e.g. European Investment Bank).</td>
</tr>
<tr>
<td>31</td>
<td>Access to private innovative finance (venture capitals, business angels).</td>
</tr>
<tr>
<td>32</td>
<td>Access to traditional finance (banks).</td>
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<tr>
<td>33</td>
<td>Channel funding i.e. making available vouchers to access services.</td>
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<tr>
<td>34</td>
<td>Co-location in facilities (providing Cluster Participants with office spaces and facilities).</td>
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<tr>
<td>35</td>
<td>Newsletter about relevant initiatives; press and public relations on behalf of Cluster Participants; collecting and sharing information about Cluster Participants business and research activities with other clusters.</td>
</tr>
<tr>
<td>36</td>
<td>Demand-oriented qualifications with specific courses and training.</td>
</tr>
<tr>
<td>37</td>
<td>Employment demand-offer brokerage or support.</td>
</tr>
</tbody>
</table>

*Table 7: list of cluster activities*
S3-4AlpClusters in a nutshell

Smart Specialisation with Smart Clusters

Smart Specialisation Strategies (S3) are a lever of EU Cohesion Policy. One of the biggest challenges is to make use of the interplay between S3 and clusters. How can S3 be used to foster innovation processes and spark entrepreneurship within clusters? How can S3 be implemented through clusters to gain sustainable and inclusive growth? There is a lack of experience among regions on how to use clusters in the implementation of S3 and how to develop implementation tools to fully benefit SMEs. In addition, alignment between and knowledge about other regions’ strategies are very limited.

This is exactly the focus of the S3-4AlpClusters project, which believes that the interplay between S3 and clusters is an innovative approach that could spread innovation in the whole Alpine Space. S3-4AlpClusters will launch cross-regional coordinated actions between the different sectors/regions involved and enhance transnational cluster cooperation. The final aim is to generate critical mass for SMEs and to improve the framework conditions for innovation in the Alpine Space.

S3-4AlpClusters will develop:

- A joint transnational cluster action plan to improve transnational, cluster-based cooperation
- An S3-based innovation model for cluster development
- A fully synchronized call scheme
- New services validated by pilot clusters

The S3-4AlpClusters community includes cluster managers, entrepreneurs, academics and policymakers, and is supported by public authorities and S3 experts.

The NUMBERS of S3-4ALPCLUSTERS

<table>
<thead>
<tr>
<th>Partners</th>
<th>Decision makers</th>
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<td>35</td>
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<td>9</td>
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<tr>
<th>SME</th>
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<tr>
<td>830</td>
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FOLLOW S3-4AlpClusters

www.alpine-space.eu/projects/s3-4alpclusters/en/home
### S3-4ALPCLUSTERS Partners

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<tr>
<th>HES-SO // FR-HEIA-FR INNOSQUARE CLUSTERS</th>
<th>Business Upper Austria - OÖ Wirtschaftsagentur GmbH</th>
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<td><a href="#">Regione Upper Austria</a></td>
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<tr>
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<th>Veneto Region - Research Clusters and Networks Unit</th>
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<td><a href="#">REGIONE DEL VENETO</a></td>
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<th>PROPLAST - Consortium for the Plastic Culture Promotion</th>
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<td><a href="#">Autonom Provincie Tirol</a></td>
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<th>Lombardy Region Government</th>
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<th>Government Office for Development and European Cohesion Policy</th>
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<td><a href="#">REPUBLIC OF SLOVENIA</a></td>
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<tr>
<td><a href="#">Veneto Innovazione</a></td>
<td><a href="#">S3-4AlpClusters</a></td>
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S3-4AlpClusters is cofinanced by the European Regional Development Fund through the Interreg Alpine Space programme.