The analysis objective is to identify the relevant new cluster services for cluster management aiming at facilitating and fostering transitional cooperation, to empower existing cluster and to enhance new cluster cooperation. The survey targeted 10 regions resulting in 27 proposed new cluster services. Among the 27 new cluster services, 14 were selected on the basis of regional perspective, relevance and quality.

### S3-Innovation Model

#### Cluster Workshop Regional Approaches to Implement S3 through Clusters

**New Cluster Services**

- Networking throughout thematic groups and projects workshops/tracks
  - Lombardy: Integrated service to encourage the development of intra and interregional partnerships for new projects in the emerging sectors. The service is composed by three main elements: - dynamic mapping of the skills of the cluster's associates and needs - organization of operational and intercluster thematic workshops focused on emerging industries. The aim of the workshops is to identify innovative projects / ideas for innovative processes or products - testing of ideas through project support (scouting of funding).

- "International Officers": Job Position and Periodic Events for Interregional Cross-Cluster Management Cooperation
  - Bavaria: Recruitment by the cluster of an "international officer" in charge of managing contacts with other cluster managers at trans-regional level and organizing periodic networking meetings to facilitate the development of trans-regional services.

- Synergies for internationalization
  - Bavaria: Forecasting of a supporting figure for the internationalization of the cluster that allows its members to exploit the already existing financing tools and funding programs, and that cooperates with the regional key-actors.

- Cross-Industrial Sector Event for Joint Commercialization Processes
  - South Tyrol: Ad hoc events in which representatives of clusters from different sectors and from different countries present their projects, research results, prototypes with the aim of achieving a joint commercialization process.

- Intellectual Property Management for SMEs
  - Autonomous Province of Trento: Improvement of the management of intellectual property by SMEs through a training phase on IP management followed by an operational one to provide a support service in the valorisation process, followed by a subsequent monitoring. Service provided free of charge to cluster SMEs and as payment service to other key players (e.g. large industries).

- Fast Track to Employment
  - Slovenia: Program for the development of joint research activities between companies and research bodies. Young researchers, following a rotation scheme, do working periods in the companies. The companies indicate the required profiles (paying the salary of the researcher), the intra-cluster competence centres (in phase of definition) prepares the calls and the faculties select the most suitable students.

- Transformer Maturity Model
  - Upper Austria - Salzburg: Elaboration of a model/tool to start up and existing small companies in the transformation to specialised entrepreneurs in the medical sector. The key elements on which to intervene (missing skills, necessary technologies, certifications, etc.) will be identified and adequate services implemented. Service offered by the cluster.

- BANK OF TRAINING - Large firms experience in innovation management for SMEs
  - Slovenia: Mentoring activities realized by managers of large innovative companies and dedicated to SMEs, in particular family-owned, with the aim of developing managerial skills, especially in the R&D sector. Duration: 12 months, with short and regular meetings.

- Tourism Services Clinic
  - Slovenia: Realization of a "tourism services clinic", a platform supported by the Slovenian Tourism and Hospitality Chamber, through which the companies participating in the cluster can take advantage of specialized services provided by experts with different profiles, with the ultimate goal of developing new tourism services and improve existing ones.

#### Tools

- TACT – Transformative Activities Cluster Toolbox

**Legend of Categories**

- **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 as experts, professors, researcher or consultants.

- **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.

- **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.

- **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.

- **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.

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