Cluster Management – A Practical Guide

Part B: Tools

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CLUSTER MANAGEMENT
A PRACTICAL GUIDE

PART B: TOOLS

Günter Scheer
Lucas von Zallinger

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1.1. THE FIRST STEPS | 1.1.1. CLUSTER POTENTIAL TEST

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INNOVATIVE HEADS			
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Goals and application

The cluster potential test is used for evaluation in cluster preparation. However, it can also be used at every stage of cluster development in support of internal and external evaluation. The tool provides an overview of a complex system of interactions between various success factors. It shows gaps and deficits and makes possible rapid assessment of the cluster development potential.

Brief description

The test distinguishes **three dimensions**, each with **five factors**. The three dimensions are **cluster strength, implementation strength** and **functional strength**.

- Cluster strength evaluates the joint competitiveness of the potential cluster partners and the cluster's perform ance strength (critical mass).

- The implementation strength evaluates the cluster's self-organisation ability.

- The functional strength reviews how far the conditions for performing key cluster functions are satisfied.

The three dimensions are interdependent. Successful cluster development cannot take place in the absence of any one of them.A cluster needs competitive strength, it needs the potential for implementation using its own resources, and it needs functionality.

Benefits

The cluster potential test provides a quick overview of the strengths and weaknesses of potential clusters, and it shows the opportunities of and threats to cluster formation.

The test is also suitable for comparisons between clusters (benchmarking). However, it cannot replace a thorough analysis. Instead it simply provides an orientation for determining where more detailed analysis needed and where further development should be initiated.

Documentation

Cluster strength

A: Cluster market strength
Criteria for success

01. Does the cluster offer a forward-looking and complex product group with very good market prospects, a lot of development possibilities as well as high quality and innovation advantages?
02. Standard and completeness of technological, product-related and organisational core competences along the value chain
03. Is there clearly identifiable and complementary potential among the businesses involved?

B: Lead businesses
Criteria for success

01. Does a sufficient number and quality (market, technology, knowledge, qualification, capital and profitability) of key businesses in various industries exist, who can assume important lead functions for the cluster?
02. Are the lead businesses contributing to the cluster project domestic and international market experience, experience with strategic alliances, clear ideas about the goals and topics for cooperation as well as willingness to collaborate and are of high priority to the cluster project?

C: Supplementary businesses and related areas of economic activity
Criteria for success

01. Number and quality (market, technology, knowledge, qualification, capital and profitability) of businesses in the upstream and downstream segments of the value chain and in related areas of economic activity.
02. Balance between lead businesses and supplementary businesses.
03. Significant share of turnover within the cluster.
04. Sufficient similarity in the goals and expectations.
05. Geographical proximity.
06. Efficiency of networks and links with businesses.
07. Innovation potential from proximity to other clusters or cluster-like economic structures.

1. PREPARATION
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D: Supplementary service institutions and infrastructures

Criteria for success

01. Are there sufficiently supplementary, high-quality institutions which are also close to the businesses and related to the cluster, particularly in the fields of research, development, consulting, qualification, quality control, information transfer, strategic alliance brokering and internationalisation?

02. Do these institutions have a strong service and quality orientation and are they up to international standards?

03. Is the environment in the region supportive of innovation and busines friendly?

E: Regional consolidation

Criteria for success

01. Geographical proximity of cluster businesses and institutions relevant to the cluster.

02. Existence of geographical cores or subclusters which promote each other.

Implementation strength

A: Clear benefits

Criteria for success

01. Are businesses and service and infrastructure providers clearly recognising benefits of participating in cluster development?

02. Can the benefit of cluster participation be communicated to all the relevant businesses and institutions in a comprehensible and credible manner?

03. Are the central cost-benefit relationships known and accepted?

B: Coordination and management potential

Criteria for success

01. Are there public or private institutions with organisational capacity and knowhow for cluster development?

02. Can private sector promotion be integrated, and is it equipped for the specific tasks of cluster promotion?

03. Do the structure and services of the cluster development organisation ensure that the focus is on the interests and needs of the businesses?

C: Readiness and ability to cooperate

Criteria for success

01. Would the potential cluster actors contribute experience with cooperation along the value chain and in the development of the products and services?

02. Are there functional, commercially successful cooperation projects already in existence in the cluster which can serve as examples, are scalable and can initiate further strategic alliances?

03. Are there distribution networks already in place, and can they be expanded?

D: Human resources

Criteria for success

01. Do cluster actors have enough highly qualified personnel?

02. Are there adequate human resources available within cluster businesses for the cluster project?

03. Does the cluster project engage outstanding national and international experts for the businesses and cluster projects?

E: Political support

Criteria for success

01. Are the country's key politicians as well as business and social partners backing the cluster project?
02. Are politicians, administration, businesses and supporting institutions appropriately functionally integrated into the project?
03. Is the project solidly embedded in the regions?

Functional strength

A: Internal networking

Criteria for success

01. Is there intensive cooperation and networking between the key actors in the cluster and in its support system (R&D, training and advanced training, controlling, consulting)?
02. Is there a solid basis of trust between competitors while maintaining functional competition?
03. Is there a transfer of knowledge between the various subsystems in the cluster?
04. Are existing groups (local networks, strategic alliances, distribution networks etc) attracting new partners and prompting emulation effects?
05. Are there institutionalised technical discussions on a regular basis concerning the further development of the cluster as a whole?

B: External networking

Criteria for success

01. Are key actors well networked (knowhow, capital) with businesses outside the cluster and with comparable or similar clusters?
02. Does a strong export orientation exist and is the strategic development in the cluster focused on ongoing im provement of international competitiveness?
03. Is there accessible monitoring and benchmarking of international competitors?
04. Are international research alliancesin place?

C: Quality orientation

Criteria for success

01. Is there a consistent focus on competition through quality and customer satisfaction, as well as on quality standards which are continuously evaluated and adapted for growing demand and market requirements?
02. Are adequate professional quality control and consulting services available?
03. Is there an integrated quality management in place which applies vertical networking of standards and controlling?

D: Innovation orientation

Criteria for success

01. Does a networking of competences exist between research and business?
02. Is the market knowledge and experience of cluster actors visible and accessible for call-up and ongoing updating (innovation)?
03. Is innovation being managed in the cluster, both between and within cluster subsystems?
04. Are common IT packages being used and do networks or incentives exist to upgrade the Internet performance of the individual cluster actors?

1. PREPARATION
1.1. THE FIRST STEPS | **1.1.1. CLUSTER POTENTIAL TEST**

E: Location marketing

Criteria for success

01. Is the region (also) marketed as a location promoting an appropriate image (brand name, trademark, logo) do
     mestically and internationally?
02. Are the cluster actors aligning their products and services with the common locations philosophy and investing
     in regular quality improvement of the location?
03. Is a professional marketing team available for these tasks?

The results of the cluster potential test can be presented graphically, as the following example shows:

CLUSTER POTENTIAL ANALYSIS

FUNCTIONAL STRENGTH

CLUSTER STRENGTH

A. MARKET STERNGHT 3,17

E. LOCATIONAL MARKETING 3,56

B. LEADING COMPANIES 3,89

D. FOCUS ON INNOVATION 1,69

C. PRODUCERS 2,83

C. FOCUS ON QUALITY 2,83

D. COMPLEMENTARY INFRASTUCTURE 2,85

B. EXTERNAL NETWORKING 2,67

E. REGINAL NETWORKING 2,85

A. INTERNATIONAL NETWORKING

A. BENEFIT 2,17

E. POLITICAL BACKGROUND 2,89

B. COORDINATION AND MANAGEMENT

D. HUMAN RESOURCES 2,83

C. ABILITY TO COOPERATE 2,68

IMPLEMENTATION STRENGTH

1. PREPARATION

1.1. THE FIRST STEPS | **1.1.2. CLUSTER ANALYSIS QUESTIONNAIRE**

SOURCE	ÖAR-REGIONALBERATUNG / GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS	●		
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
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Goals and application

The cluster analysis questionnaire is another tool for the assessment of clusters, such as the cluster potential test. It can be used during the preparation and also the implementation phase of clusters. The questionnaire allows the generation of a cluster profile as well as an evaluation of the structure and the management of the cluster.

Brief description

The instrument comprises 3 sets of questions:

01. Cluster profile
02. Cluster structure
03. Evaluation of cluster management

The analysis is done by a mixture of quantitative and qualitative questions. Asking for parameter on the level of the member businesses as well as on the level of the cluster itself makes it possible to get a comprehensive picture of the cluster potential.

Benefits

The questionnaire allows to first analyse the cluster and its structure and then to evaluate its potential. The tool ist suitable for the evaluation of smaller clusters and the comparison between several clusters (benchmarking).

1. PREPARATION

1.1. THE FIRST STEPS | **1.1.2. CLUSTER ANALYSIS QUESTIONNAIRE**

Documentation

Cluster Analysis Questionnaire

DATE:	
PLACE:	
INTERVIEW PARTNERS:	
INTERVIEWER:	

I. Cluster profile

NAME OF CLUSTER:	
INDUSTRY/PRODUCT GROUP:	
OBJECTIVES:	
NUMBER OF MEMBERS:	
SUPPORT ORGANIZATION/CLUSTER PARTNER:	
FOUNDING YEAR:	
LEGAL FORM:	
PHASE (FOUNDATION IMPLEMENTATION TRANSFORMATION):	
GEOGRAPHICAL CONCENTRATION:	
PUBLIC SUPPORT:	

II. Cluster structure

Analysis of member businesses

NAME OF BUSINESS	CORE COMPETENCIES	EMPLOYEES	ROLE WITHIN THE CLUSTER (ACTIVE, PASSIVE)

Evaluation of member businesses

		1 = VERY GOOD 2 = SATISFACTORY 3 = LITTLE SATISFACTORY 4 = NOT SUFFICIENT				
EVALUATION OF MEMBER BUSINESSES REGARDING:						COMMENTS:
1	INTERNATIONAL COMPETITIVENESS	1	2	3	4	
2	ECONOMIC STATE OF AFFAIRS	1	2	3	4	
3	INNOVATIVE CAPACITY	1	2	3	4	
4	PARTICIPATION IN JOINT ACTIVITIES	1	2	3	4	
5	WILLINGNESS TO COOPERATE, COOPERATION CULTURE	1	2	3	4	
6	EXISTING COOPERATION PROJECTS	1	2	3	4	
7	BENEFITS FOR CLUSTER MEMBERS	1	2	3	4	
8	ACCEPTANCE OF NEW MEMBERS / SELECTION OF PARTNERS	1	2	3	4	

III. Evaluation of cluster management

		1 = VERY GOOD 2 = SATISFACTORY 3 = LITTLE SATISFACTORY 4 = NOT SUFFICIENT				COMMENTS:
1	STRATEGY AND BUSINESS PLAN	1	2	3	4	
2	ORGANIZATION (LEGAL FORM, STRUCTURE, ARTICLES, ETC.)	1	2	3	4	
3	CLUSTER SERVICES AND ACTIVITIES	1	2	3	4	
4	PROJECT AND PROCESS MANAGEMENT	1	2	3	4	
5	INFORMATION, COMMUNICATION AND KNOWLEDGE MANAGEMENT	1	2	3	4	
6	STAFF MANAGEMENT (CLUSTER MANAGER)	1	2	3	4	
7	FINANCING (MEMBERSHIP FEES, SUBSIDIES, ORDERS, ETC.)	1	2	3	4	
8	ACCEPTANCE OF NEW MEMBERS / SELECTION OF PARTNERS	1	2	3	4	

1. PREPARATION

1.1. THE FIRST STEPS | **1.1.2. CLUSTER ANALYSIS QUESTIONNAIRE**

Evaluation of cluster management

WHAT DID YOU LIKE BEST REGARDING THE DEVELOPMENT OF THE CLUSTER?
. . . .
. . . .
. . . .
WHAT DID YOU NOT LIKE AT ALL? WHAT HAVE YOU MISSED?
. . . .
. . . .
. . . .
WHAT ARE YOUR MOST IMPORTANT SUGGESTIONS FOR IMPROVEMENT CONCERNING THE FUTURE DEVELOPMENT OF THE CLUSTER?
. . . .
. . . .
. . . .

Interpretation:

INTERPRETATION OF CLUSTER STRUCTURE (QUANTITATIVE):
PLEASE INSERT EXCEL GRAPHIC

INTERPRETATION OF CLUSTER MANAGEMENT (QUANTITATIVE):
PLEASE INSERT EXCEL GRAPHIC

CONCLUDING EVALUATION OF THE CLUSTER:
PLEASE INSERT EXCEL GRAPHIC

1. PREPARATION
1.1. THE FIRST STEPS | 1.1.3. COOPERATION AND PERFORMANCE TEST FOR CLUSTER PARTNERS

SOURCE	ARNE ENGELBRECHT PLEYMA UNTERNEHMENSNETZWERKE GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS	●		
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Goals and application

Similar to a partner search in private life, your business must be "attractive" for other businesses to be considered for a partnership. This test helps clarifying whether the business is equipped for the competition for best partner businesses and therfore is living up to the requirements of our highly networked economy.

Brief description

Each question can be answered with one of the following options:

No: We may have several approaches leading into these directions, but they have barely been implemented.
Partly: We know the right approach, but are not yet fully implementing it.
Yes: We have established the best possible approaches and standards and are fully implementing them.

Benefits

This test compares the business with the experience from around 1,000 competitor businesses in "The best strategic alliance 2002". Experience here shows that the best businesses can answer more than 20 questions in the affirmative. Trailing the broad midfield group, the worst businesses answer more than 15 of the 24 questions in the negative.

1. PREPARATION

1.1. THE FIRST STEPS | 1.1.3. COOPERATION AND PERFORMANCE TEST FOR CLUSTER PARTNERS

Documentation

Ability to cooperate and perform

1. Customer benefit orientation

1.1 KNOWLEDGE OF CUSTOMER NEEDS		
NO:	PARTLY:	YES:
DOES THE BUSINESS HAVE THE ABILITY AND WILLINGNESS TO IDENTIFY INDIVIDUAL CUSTOMER WISHES, TO CONSOLIDATE THESE, AND TO MEET THEM OVER THE ENTIRE LIFE CYCLE?		

1.2 ABILITY TO RETAIN CUSTOMERS		
NO:	PARTLY:	YES:
DO YOU MAINTAIN CLOSE CONTACT WITH YOUR CUSTOMERS TO ENSURE A HIGH DEGREE OF CUSTOMER SATISFACTION AND RETAIN YOUR CUSTOMERS IN THE LONG TERM?		

1.3 DURATION AND INTENSITY OF CUSTOMER RELATIONS		
NO:	PARTLY:	YES:
DO YOU MAKE USE OF YOUR CUSTOMERS' EXPERIENCE TO IMPROVE YOUR BUSINESS'S PRODUCTS AND/OR SERVICES CONTINUOUSLY (CUSTOMER RELATIONSHIP MANAGEMENT)?		

1.4 KNOWLEDGE OF THE DECISIVE FACTORS FOR A POSITIVE PURCHASING DECISION		
NO:	PARTLY:	YES:
DO YOU KNOW WHY YOUR PRODUCTS AND/OR SERVICES ARE IN DEMAND ON THE MARKET?		

2. Ability to communicate

2.1 STRATEGIC CREATION AND MAINTENANCE OF STAKEHOLDER RELATIONS

NO: PARTLY: YES:

DO YOU ENSURE STRATEGICALLY THAT YOU MAINTAIN A BALANCED EXTERNAL RELATIONSHIP WITH ALL RELEVANT STAKEHOLDERS FOR YOUR BUSINESS? (STAKEHOLDERS ARE THE GROUPS WITH SOME INTEREST IN YOUR BUSINESS – CUSTOMERS, SHAREHOLDERS, COMPETITORS, EMPLOYEES ETC)?

2.2 IMAGE OF THE PRODUCTS AND SERVICES, BRAND

NO: PARTLY: YES:

DO YOU CARRY OUT SPECIFIC ACTIVITIES TO ENHANCE THE FAMILIARITY OR IMAGE OF YOUR BRAND OR PRODUCTS AND SERVICES?

2.3 USE OF LEARNING AND KNOWLEDGE MANAGEMENT

NO: PARTLY: YES:

IS KNOWLEDGE RELEVANT TO YOUR BUSINESS COLLECTED, PROCESSED, MADE AVAILABLE AND SPECIFICALLY CALLED UP?

3. Future viability

3.1 FURTHER DEVELOPMENT OF THE COMPANY

NO: PARTLY: YES:

DO YOU MAKE USE OF THE KNOWLEDGE AND EXPERIENCE OF YOUR CUSTOMERS, PARTNERS, SERVICE PROVIDERS AND RE-SEARCH INSTITUTES TO FURTHER DEVELOP THE INTERNAL PROCESSES AND PRODUCTS AND/OR SERVICES OF YOUR BUSINESS?

3.2 KNOWLEDGE OF TRENDS AND DEVELOPMENTS

NO: PARTLY: YES:

DO YOU COLLECT YOUR BUSINESS'S KNOWLEDGE OF TRENDS AND DEVELOPMENTS IN ITS SPECIFIC MARKET SEGMENT WHICH WILL AFFECT THE FUTURE RANGE OF PRODUCTS AND SERVICES?

3.3 FUTURE-ORIENTED INVESTMENT

NO: PARTLY: YES:

DO YOU INVEST INTENSIVELY IN THE FUTURE-ORIENTED AREAS SUCH AS R&D, ADVANCED TRAINING MEASURES FOR EMPLOYEES, MARKET RESEARCH ETC?

1. PREPARATION

4. Flexibility

4.1 HIGH LEVEL OF INNOVATION

NO: PARTLY: YES:

DO YOU HAVE A SATISFACTORY SHARE IN YOUR BUSINESS'S TURNOVER OF NEW PRODUCTS AND SERVICES WHICH ARE THREE YEARS OLD OR LESS? (SUPPLEMENTARY: HOW DOES YOUR LEVEL OF INNOVATION COMPARE WITH THE INDUSTRY AVERAGE?)

4.2 ABILITY TO INDIVIDUALISE PRODUCTS AND SERVICES

NO: PARTLY: YES:

DO YOUR PRODUCTS AND/OR SERVICES HAVE A MODULAR STRUCTURE OR CAN BE MODIFIED IN SOME OTHER WAY FOR INDIVIDUAL CUSTOMER NEEDS?

4.3 FLEXIBILITY IN RESPONSE TO QUANTITY FLUCTUATIONS IN THE RANGE OF PRODUCTS AND SERVICES

NO: PARTLY: YES:

CAN QUANTITY FLUCTUATIONS IN SALES BE COMPENSATED FOR (E.G. THROUGH FLEXIBLE USE OF PERSONNEL, USING PARTNER PERSONNEL AND RESOURCES ETC.)?

4.4 FLEXIBILITY IN RESPONSE TO FLUCTUATIONS IN VARIANTS IN PRODUCTS AND SERVICES

NO: PARTLY: YES:

CAN CHANGING REQUIREMENTS FOR THE RANGE OF VARIANTS BE HANDLED E.G. THROUGH MODULAR PRODUCT STRUCTURE, SUITABLE TECHNOLOGIES (TOOLS NOT SPECIFIC TO VARIANTS ETC) OR SIMILAR MEASURES?

5. Stability

5.1   HIGHLY QUALIFIED EMPLOYEES

NO: PARTLY: YES:

DO YOU PROMOTE THE LEVEL OF TRAINING AND COMPETENCE OF YOUR BUSINESS'S EMPLOYEES THROUGH SPECIFIC SERVICES AND INCENTIVES (OR PENALTIES)?

5.2   BALANCED STAKEHOLDER RELATIONS

NO: PARTLY: YES:

DOES YOUR BUSINESS AVOID BEING HEAVILY DEPENDENT ON INDIVIDUAL STAKEHOLDERS IN THE SPECIFIC MARKET (CUSTOMERS, SUPPLIERS,...)?

5.3 GOOD PROFITABILITY AND LIQUIDITY

NO: PARTLY: YES:

ARE THE SHORT, MEDIUM AND LONG TERM PROFITABILITY AND LIQUIDITY OF YOUR BUSINESS SECURE?

6. Reliability

6.1 ONGOING IMPROVEMENTS FOR SIMPLE AND SECURE PROCESSES

NO: PARTLY: YES:

ARE THERE INITIATIVES TO SIMPLIFY YOUR BUSINESS PROCESSES, E.G. THROUGH STANDARDISATION OF PRODUCTS OR PROCESSES?

6.2 RELIABLE AND EFFECTIVE PROCESSES

NO: PARTLY: YES:

ARE THE PRODUCTION PROCESSES FOR YOUR PRODUCTS AND SERVICES COMPETITIVE AND SUFFICIENTLY STABLE, COMPARED WITH YOUR COMPETITORS? (DELIVERY TIME, LOYALTY, PRODUCTION COSTS?)

6.3 RELIABLE AND EFFECTIVE PRODUCTS AND SERVICES

NO: PARTLY: YES:

IS YOUR BUSINESS ABLE TO MEET THE REQUIREMENTS DEFINED IN 1.4 FOR YOUR PRODUCTS AND/OR SERVICES BASED ON THE DECISIVE FACTORS FOR A POSITIVE PURCHASING DECISION BY YOUR TARGET GROUP IN A WAY WHICH IS APPROPRIATE FOR ALL INVOLVED?

1. PREPARATION

1.1. THE FIRST STEPS | **1.1.3. COOPERATION AND PERFORMANCE TEST FOR CLUSTER PARTNERS**

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7. Cooperation orientation

7.1 ACTIVE SEARCH FOR PARTNERS TO SUPPLEMENT YOUR OWN PRODUCTS AND SERVICES		
NO:	PARTLY:	YES:

DO YOU DELIBERATLY SEEK TO SUPPLEMENT YOUR RANGE OF PRODUCTS AND SERVICES WITH COMPLEMENTARY COMPETENCE, PRODUCTS AND SERVICES FROM SUPPLIERS, COMPLEMENTERS, COMPETITORS?

7.2 HIGH DEGREE OF NETWORKING BY THE BUSINESS		
NO:	PARTLY:	YES:

DO YOU UTILISE ALL THE POTENTIAL THAT YOU ARE ABLE TO ACCESS THROUGH STRATEGIC ALLIANCES IN THE FIELDS OF RESEARCH & DEVELOPMENT, PURCHASING AND PROCUREMENT, PRODUCTION AND SERVICES, WASTE DISPOSAL AND RECYCLING, MARKETING AND DISTRIBUTION, LEARNING AND KNOWLEDGE MANAGEMENT AND GENERALLY THROUGH EXPLOITING SYNERGIES IN BUNDLING COMPETENCES, NEEDS AND RESOURCES?

7.3 HIGH EFFICIENCY OF COOPERATION WITH PARTNERS		
NO:	PARTLY:	YES:

HAVE YOU ENSURED THAT COOPERATION BETWEEN THE FUNCTIONS INVOLVED INTERNALLY (PURCHASING, LOGISTICS, QUALITY ASSURANCE, DEVELOPMENT) AND BETWEEN BUSINESSES IS NOT HAMPERED BY CONFLICTING GOALS?

7.4 LASTING AND INTENSIVE SUPPLIER RELATIONS		
NO:	PARTLY:	YES:

HAVE YOU ENSURED THAT THE CAPABILITY OF YOUR SUPPLIERS AND THE EFFICIENCY AND TRANSPARENCY OF COLLABORATION ARE CONTINUOUSLY IMPROVED (SUPPLIER RELATIONSHIP MANAGEMENT)?

Evaluation

We generally recommend for all questions which cannot be answered "Yes" that you check whether there are possibilities for improving your ability to cooperate and performance. For questions which you answered "Partly", you should consistently follow your current approach. Questions which had to be answered "No" indicate urgent need for action, which you should tackle quickly.

However, review the answers carefully in the specific context of your business and set your own priorities for action.

Experience here shows that the best businesses can answer more than 20 questions in the affirmative. Trailing the broad midfield group, the worst businesses answer more than 15 of the 24 questions in the negative.

1. PREPARATION

1.1. THE FIRST STEPS | 1.1.4. HOW TO PROCEED WITH INITIATION AND CONSCIOUSNESS RAISING

SOURCE	COMPETITIVENESS OF ECONOMIC SECTORS IN EU ASSOCIATION COUNTRIES: CLUSTER-ORIENTED ASSISTANCE STRATEGIES		
	PHASE		
THEMATIC FOCUS	**PREPARATION**	**IMPLEMANTATION**	**MODIFICATION**
THE FIRST STEPS	●		
GOALS AND STRATEGIES			
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Goals and application

Preparation for a cluster-oriented assistance policy starts with dialogue between the relevant actors. This requires consciousness raising for all participants (businesses, relevant organisations, administration and politics) regarding the importance of clusters for international competitiveness. The goal of the first joint event is to create a shared awareness and identity for the future cluster.

Brief description

The opening event is initiated by sending out a questionnaire. This prepares participants for the event, and the results are presented at the event. Reports from other clusters or examples of strategic alliances, and a joint analysis of the situation (strategic alliances, sectoral strengths and weaknesses) help formulating the benefits of additional cooperation.

Benefits

In the joint forum, potential members raise their awareness of the advantages of a cluster and develop a joint vision for its future

1. PREPARATION

1.1. THE FIRST STEPS | **1.1.4. HOW TO PROCEED WITH INITIATION AND CONSCIOUSNESS RAISING**

Documentation

To identify the potential for cooperation, a questionnaire (checklist) can be sent to all the participants in advance of the seminar. This identifies the scope of actual willingness to cooperate and existing forms of cooperation. The results are presented and discussed at the event.

Cluster potential checklist

Criterion**Horizontal alliances, e.g. joint**   Comments, evaluation

Existing forms of business alliances

Horizontal alliances, e.g. joint

	none				close
a) Procurement of raw materials and intermediates	1	2	3	4	5
b) Procurement of other factors of production	1	2	3	4	5
c) Use of warehousing and/or production units	1	2	3	4	5
d) Marketing and/or sales activities	1	2	3	4	5
e) Use of services	1	2	3	4	5
f) Use of training and advanced training services	1	2	3	4	5
g) Use of R&D institutes	1	2	3	4	5
h) Other	1	2	3	4	5

Vertical alliances, e.g.

	none				close
i) Supply contracts for raw materials and intermediates	1	2	3	4	5
j) Supply contracts for goods for resale	1	2	3	4	5
k) Use of services	1	2	3	4	5
l) Use of training and advanced training services	1	2	3	4	5
m) Use of R&D institutes	1	2	3	4	5
n) Other	1	2	3	4	5

Lateral alliances, e.g.

	none				close
o) For financing	1	2	3	4	5
p) For risk spreading	1	2	3	4	5
q) Other	1	2	3	4	5

Environment for cooperation

	competition				cooperation
– Horizontal alliance	1	2	3	4	5
– Vertical alliance	1	2	3	4	5

Reasons for low level of cooperation

(Check those applicable)

Advantages, synergies not apparent

☐ Lack of market overview (partners)
☐ Lack of trust (businesses, organisations)
☐ Competitive mindset
☐ Delayed privatisation
☐ Contractual law, risk of litigation
☐ Lack of decisions by institutions
☐ Other

Organisations with sectoral relevance (Please attach a separate document giving names)

a) National business agencies
b) Training and advanced training institutions
c) Research and development institutes
d) Technology parks and centres
e) Banking systems and financial services
f) Euro Information Centre
g) Chambers of commerce
h) Associations
i) Consulting firms, independent consultants
j) Other

Service and efficiency of the organisations with sectoral relevance

		inadequate			adequate	
a)	National business agencies	1	2	3	4	5
b)	Training and advanced training institutions	1	2	3	4	5
c)	Research and development institutes	1	2	3	4	5
d)	Technology parks and centres	1	2	3	4	5
e)	Banking systems and financial services	1	2	3	4	5
f)	Euro Information Centre	1	2	3	4	5
g)	Chambers of commerce	1	2	3	4	5
h)	Associations	1	2	3	4	5
i)	Consulting firms, independent consultants	1	2	3	4	5
j)	Other	1	2	3	4	5

1. PREPARATION

Seminar for initiation and consciousness raising

Programme:

01. Presentation on sectoral potential (checklist)

02. Explanation of benefits which cooperation can bring
     Experience of existing clusters can be cited here

03. Reports by businesses on their experience with existing forms of cooperation

04. Analysis of existing and possible forms of cooperation

05. Joint SWOT analysis

06. Joint assessment of needs for support

07. Evaluation of existing or possible synergetic effects of cooperation

Participants:

Representatives of production and trade, consulting, academic institutions, business associations and organisations, regional development agencies and ministries.

Timeframe:

1 – 2 days

1. PREPARATION
1.2. GOALS AND STRATEGIES | **1.2.1. STAKEHOLDER ANALYSIS**

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
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LEARNING			

Goals and application
Stakeholders are the systems or individuals who
- should support (money, opinion, decision makers) and
- want to support (friends)

the cluster or project and / or project group.

Using a business environment analysis as a basis, the stakeholder analysis can provide a quick overview of the relevant factors.

Brief description
As a first step, the stakeholder analysis lists the main systems or individuals who are relevant as supporters of the cluster or cluster project. Subsequently their potential influence and support is evaluated in order to derive concrete measures for the individual stakeholders.

Benefits
The stakeholder analysis provides a quick overview of the supporters relevant to the cluster and their importance. Concrete measures can be derived to target these systems or individuals.
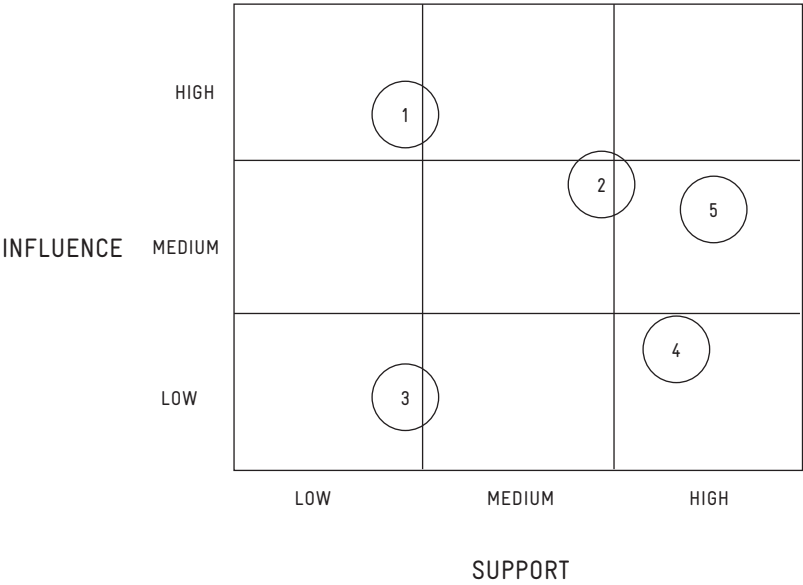
1. PREPARATION
1.2. GOALS AND STRATEGIES | **1.2.1. STAKEHOLDER ANALYSIS**

Documentation

1. List the stakeholders:

1	
2	
3	
4	
5	
6	

2. Evaluate the stakeholders:

3. Draft measures for the most important stakeholders:

	STAKEHOLDERS	MEASURES
1		
2		
3		
4		
5		

1. PREPARATION
1.2. GOALS AND STRATEGIES | **1.2.2. CLUSTER ACTION PLAN**

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES	●	●	
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The cluster action plan makes possible the operationalisation of the various activities needed to create and to build up a cluster. It can be used both for planning and preparation and for the implementation of measures.

Brief description

The tool is subdivided into areas of action which are essential for the functioning of a cluster. These include:

- Strategy & concept development
- Organisation & structure
- Cluster services & activities
- Infrastructure & communication
- Finance

Individual tasks are set for each of these areas, which are assigned to those responsible for implementation and timetabled. The results are fixed in a clearly arranged table.

Benefits

As a form of working or implementation plan it allows for both cluster members and the moderator or head of the working group to plan and implement the measures, which can be presented using the action plan in a way which is transparent for all involved.

1. PREPARATION
1.2. GOALS AND STRATEGIES | **1.2.2. CLUSTER ACTION PLAN**

Documentation

Cluster action plan

Version: 1.0 | Status: dd.mm.yy | Document authors: N.N | Moderator working group: N.N.

NO.	TASK	PRIORITY	DEADLINE	RESPONSIBLE	SUPPORT	REMARKS	STATUS
1. STRATEGY & CONCEPT DEVELOPMENT							
1.1	ANALYSIS OF CLUSTER POTENTIAL					USP, INTERNATIONAL BENCH-MARKING, THEMATIC FOCUS (E.G. TECHNOLOGIES), REGIONAL FOCUS, MEMBERS, SUPPORT INSTITUTIONS (E.G. UNIVERSITIES), SWOT-ANALYSIS	
1.2	DEFINE THE CLUSTER GOALS					POSSIBLE GOALS FOR THE CLUSTER: • EXPORT PROMOTION • INT. MARKETING &BRANDING • JOINT R&D • JOINT PRODUCT/ SOLUTION DEVELOPMENT • JOINT SOURCING • CLUSTER SERVICES • TENDERS (EU, WB, NATIONAL) • BUNDLING OF TECHNOLOGY COMPETENCES • LOBBYING	
1.3	DEFINE ALL MEMBERS AND PARTNERS OF THE CLUSTER						
1.4	INFORM COMPANIES ON CLUSTERS AND CLUSTER INITIATIVES (ADDITIONAL BACKGROUND INFORMATION)					BACKGROUND INFORMATION ON CLUSTERS AS A TOOL FOR E.G. EXPORT PROMOTION; BUSINESS CASES AND BEST PRACTICES FROM OTHER COUNTRIES	
1.5	DEVELOP CLUSTER BUSINESS PLAN AND STRATEGY					• EXECUTIVE SUMMARY • GOALS • ORGANISATION • SERVICES • MARKET • MARKETING • FINANCING & BUDGET • ACTION PLAN	
1.6	ORGANISE REGULAR MEET-INGS FOR PLANNING AND IMPLEMENTATION						
1.7	DEVELOP A LOGO AND A SLOGAN FOR THE CLUSTER						

NO.	TASK	PRIORITY	DEADLINE	RESPONSIBLE	SUPPORT	REMARKS	STATUS
2. ORGANISATION & STRUCTURE							
2.1	DEVELOP STATUTE FOR THE CLUSTER: • OBJECTIVES • MEMBERSHIP • STRUCTURE&ORGANISATION					EXAMPLES/BENCHMARKS: ANALYSE STATUTES OF OTHER CLUSTERS	
2.2	ELECT CLUSTER BOARD: 4 MEMBERS (?) (COMPANY REPRESENTA- TIVES)					ACCORDING TO THE RULES SET OUT IN THE STATUTE	
2.3	ELECT CHAIRMAN OF THE CLUSTER (COMPANY REP- RESENTATIVE)					ACCORDING TO THE RULES SET OUT IN THE STATUTE	
2.4	CLARIFY LEGAL ASPECTS REGARDING THE STABLISHMENT OF THE CLUSTER					OPTIONS: • ASSOCIATION • LTD • PLC • COOPERATION AGREEMENT • FOUNDATION • HYBRID ORGANISATION	
2.5	DEVELOP JOB DESCRIPTION FOR CLUSTER MANAGER						
2.6	IDENTIFY AND EMPLOY CLUSTER MANAGER						
2.7	ESTABLISH SPECIALISED WORKING GROUPS WITHIN THE CLUSTER					POSSIBLE WORKING GROUPS: • EXPORT PROMOTION • TRAINING AND EDUCATION • LOBBYING • ETC.	
2.8	DEVELOP GUIDELINE FOR WORKING GROUPS						
2.9	REGISTRATION OF CLUSTER						
2.10	DEVELOP GUIDELINE FOR PROJECT MANAGEMENT						
2.11	DEFINE PROCESS- MANAGEMENT					PROCESS DESIGN, DOCU- MENTS, FORMS, MANUALS	

1. PREPARATION
1.2. GOALS AND STRATEGIES | **1.2.2. CLUSTER ACTION PLAN**

NO.	TASK	PRIORITY	DEADLINE	RESPONSIBLE	SUPPORT	REMARKS	STATUS
3. CLUSTER SERVICES & ACTIVITIES							
3.1	MARKETING & PR						
	CLUSTER MARKETING						
	COMPANY PROFILES (DATABASE)						
	BRANDING & POSITIONING						
	WEBSITE (INCL. ELECTRONIC DIRECTORY)						
	MARKETING MATERIAL						
3.2	EXPORT PROMOTION					ACCORDING TO THE RULES SET OUT IN THE STATUTE	
	MARKET TRENDS & INFORMATION						
	EXPORT PROMOTION STRATEGY						
	TRADE FAIR ACTION PLAN AND PROGRAMME						
	INTERNATIONAL COOPERA-TIONS					E.G. COOPERATION WITH RELEVANT ASSOCIATIONS AND INSTITUTIONS IN OTHER COUNTRIES	
	MAILINGS						
	BUSINESS LEADS					B2B MATCH-MAKING	
3.3	TRAINING & QUALIFICATION						
	TRAINING SERVICES						
	HR SERVICES						
3.4	APPLIED R&D						
	TECHNOLOGY TRENDS						
	JOINT R&D						
3.5	QUALITY MANAGEMENT & CERTIFICATION					E.G. ISO, CMMI	
3.6	TENDER INFORMATION SERVICE					REGULAR PROVISION OF INFORMATION ON TENDERS: • NATIONAL TENDERS • EU TENDERS • WORLD BANK TENDERS	
3.7	JOINT PROCUREMENT & SOURCING						
3.8	POLICY ACTION & LOBBYING						
3.9	ACCESS TO CAPITAL (VENTURE CAPITAL)						

NO.	TASK	PRIORITY	DEADLINE	RESPONSIBLE	SUPPORT	REMARKS	STATUS
4. INFRASTRUCTURE AND COMMUNICATION							
4.1	ESTABLISH PHYSICAL INFRASTRUCTURE FOR THE CLUSTER					OWN OFFICE SPACE OR LOCATED AT ONE OF THE CLUSTER MEMBER COMPANIES	
4.2	IMPLEMENT GROUP WARE SOLUTION FOR COMMUNICA-TION AND COORDINATION						
4.3	DEVELOP AND IMPLEMENT FINAL SOLUTION OF THE CLUSTER WEBSITE (INCL. ELECTRONIC DIRECTORY)						
4.4	ORGANIZE REGULAR MEET-INGS FOR COMMUNICATION AND COORDINATION						
5. FINANCE							
5.1	DEVELOP BUDGET: • ORGANISATIONAL EXPENSES • PROMOTIONAL EXPENSES					THE BUDGET SHOULD BE ELABORATED IN THE FRAMEWORK OF THE CLUSTER BUSINESS PLAN	
5.2	AGREE ON MEMBERSHIP FEE					SHOULD BE DEFINED IN THE CLUSTER STATUTE	
5.3	CLARIFY WHETHER FI-NANCIAL SUPPORT FROM GOVERNMENT INSTITUTIONS COULD BE OBTAINED						
5.4	DEVELOP AND IMPLEMENT CLUSTER PROMOTION FUND: • PREAMBLE • INTERPRETATION AND DEFINITIONS • SCOPE OF AGREEMENT • PURPOSE OF THE CLUSTER PROMOTION FUND • CONTRIBUTIONS TO THE FUND • ADMINISTRATION OF THE FUND • CONDITIONS FOR USING THE FUND					FRAMEWORK AGREEMENT ON THE CLUSTER PROMOTION FUND TO BE SIGNED BY THE MEMBER COMPANIES	

1. PREPARATION

1.2. GOALS AND STRATEGIES | **1.2.3. QUESTIONNAIRE TO IDENTIFY COOPERATION POTENTIAL**

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	**PREPARATION**	**IMPLEMANTATION**	**MODIFICATION**
THE FIRST STEPS			
GOALS AND STRATEGIES	●		
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The tool is used to analyse the initial situation (and specifically the cluster potential) in the context of strategy development. It allows a realistic assessment of the initial conditions in the businesses or potential cluster members and the relations between the businesses. This makes it possible to use the questionnaire to evaluate the potential for cooperation. To a certain extent the tool can also be used to evaluate the range of products and services and the competitiveness of the businesses.

Brief description

The questionnaire includes both quantitative and qualitative questions, grouped under various headings:

• Firm level
• Products; value chains, subcontractors
• Markets
• Processes
• Human resources
• Technology, R&D, quality
• Dynamics

Benefits

The questionnaire covers all the parameters relevant for analysing cooperation and cluster potential, and facilitates a more detailed evaluation of the value chain within the business and the horizontal and vertical links between its internal chain and other businesses and institutions. The tool accordingly not only identifies existing strategic relations but also helps to pinpoint gaps in the value chain and develop innovative potential (integrated value chain paradigm).

Documentation

Questionnaire to identify cooperation potential

Interview questionnaire   Date

Firm level

FIRM NAME	
INTERVIEW PARTNER	
NUMBER OF EMPLOYEES	
TURNOVER	
OWNERSHIP	
COMPANY AGE, HISTORY	
REGIONAL ISSUES: • REASONS FOR LOCATION IN THE REGION • PERCEPTION OF LOCAL IDENTITY (ROOTAGE WITHIN REGION) • QUALITY OF INTERACTION WITH LOCAL ADMINISTRATION	A B C

Products, value chains, subcontractors

PRODUCTS/PRODUCT LINES
BRANDS
VERTICAL DEPTH OF MANUFACTURE (VOLUME OF SUBCONTRACTING, SHARE OF FINAL PRODUCT)

1. PREPARATION

1.2. GOALS AND STRATEGIES | **1.2.3. QUESTIONNAIRE TO IDENTIFY COOPERATION POTENTIAL**

KEY INPUTS		
KEY SUPPLIERS		
LOCATION OF KEY SUPPLIERS	___ % LOCAL ___ % NATIONAL ___ % INTERNATIONAL REASONS: _____	
EVALUATION OF LOCAL SOURCING	AVAILABILITY QUALITY COMPETITIVENESS	A B C A B C A B C
STRATEGIC IMPORTANCE OF SUB-SUPPLIED PARTS (DEPENDENCE)	A B C	
INTEGRATION OF SUB-CONTRACTORS	ORDERING PROCEDURE*	PULL PUSH
	QUALITY CONTROL/INSPECTION	SUPPLIER OWN BOTH
	R&D	SUPPLIER OWN JOINT
* PULL: SUB-CONTRACTORS WAIT TO RECEIVE ORDERS PUSH: SUB-CONTRACTORS ARE INVOLVED IN PROCESSES AND ANTICIPATE REQUIREMENTS	TECHNICAL ASSISTANCE	NONE SUPPLIER JOINT

Markets

KEY MARKETS: • LOCATION • % OF TURNOVER • GROWTH RATES		
KEY CUSTOMERS • ACCORDING TO TURNOVER • TECHNOLOGICAL POINT OF VIEW (MOST DEMANDING)		
INTEGRATION BY CUSTOMERS	ORDERING PROCEDURE	PULL PUSH
	QUALITY CONTROL/INSPECTION	• CUSTOMER • OWN • BOTH
	R&D	• CUSTOMER • OWN • JOINT

	TECHNICAL ASSISTANCE	• NONE • OWN • JOINT

Processes

INBOUND LOGISTICS (TRANSPORT, WAREHOUSING, TRADING HOUSES)	___ % OWN ___ % INTERMEDIARY ___ % SUPPLIER	
OUTBOUND LOGISTICS	___ % OWN ___ % INTERMEDIARY ___ % SUPPLIER	
KEY LOGISTICAL PARTNERS, LOCATIONS		
AFTERSALES SERVICE	• OWN • PARTNER • NONE	
FINANCING	TYPE IMPORTANCE % LOCAL	_____ A B C
STRATEGIC ALLIANCES	TYPE IMPORTANCE % LOCAL	_____ A B C
CONSULTING SERVICES	TYPE IMPORTANCE % LOCAL	_____ A B C
MARKETING PARTNERS	TYPE IMPORTANCE % LOCAL	_____ A B C
INTERMEDIARIES	TYPE IMPORTANCE % LOCAL	_____ A B C
FEDERATIONS, CHAMBERS	TYPE IMPORTANCE % LOCAL	_____ A B C

1. PREPARATION

1.2. GOALS AND STRATEGIES | **1.2.3. QUESTIONNAIRE TO IDENTIFY COOPERATION POTENTIAL**

Human resources

HR STRUCTURE: EDUCATION OF EMPLOYEES	___ % UNSKILLED LABOR ___ % PROFESSIONAL LABOR ___ % ACADEMIC DEGREE (TECHNICAL) ___ % ACADEMIC DEGREE (MGNT)
ON THE JOB TRAINING – TRAINING STRATEGIES – QUALIFICATION MEASURES	
• FLUCTUATION (% OF TOTAL) • ATTRACTIVENESS OF THE FIRM • ATTRACTIVENESS OF THE REGION • ATTRACTIVENESS OF THE INDUSTRY	
ORIGIN OF EMPLOYEES	___ % LOCAL ___ % NATIONAL
HR PARTNERS	HIGHER EDUCATION INSTITUTIONS TRAINING INSTITUTES
HR COOPERATION WITH LOCAL UNIVERSITIES? (INTERNSHIPS, JOB FAIRS, COMPANY TOURS, ETC.)	
LOCAL SKILL BASE (AVAILABILITY IN GENERAL) LOW SKILL	A B C
HIGH SKILL	A B C

Technology, R&D, quality

KEY TECHNOLOGIES		
SOURCE OF KEY TECHNOLOGIES (MACHINERY, KNOW HOW, INPUTS, LICENSES) KEY PARTNERS: _____ _____		___ % OWN ___ % LOCAL ___ % NATIONAL ___ % INTERNATIONAL ___ % JOINT
R&D SPENDING		___ % OF TURNOVER
R&D	___ % INSIDE ___ % OUTSIDE ___ % JOINT	
INNOVATION PROCESS	SEPARATE R&D DEPARTMENT EMPLOYEE INVOLVEMENT	
INNOVATIONS PARTNERSHIPS		SUPPLIERS CUSTOMERS INSTITUTIONS UNIVERSITIES

| QUALITY MANAGEMENT | QC SYSTEMS IMPLEMENTED |
| | PARTNERS (CERTIFICATION, CONSULTING) |

Dynamics

MOST IMPORTANT CHANGES OF THE COMPANY/THE SECTOR WITHIN THE LAST 24 MONTHS (PROCESSES, MARKETS, PRODUCTS, SERVICES, INNOVATIONS, OUTDATING …)

MOST IMPORTANT CHANGES OF THE COMPANY/THE SECTOR EXPECTED WITHIN THE NEXT 24 MONTHS (TRENDS, CHALLENGES)

MOST IMPORTANT ISSUES FACED BY YOU AS A COMPANY/BY THE INDUSTRY

STRATEGIC GOALS OF THE FIRM

"TO DO" BEFORE ACCESSION TO EUROPEAN UNION

1. PREPARATION

1.3. BUSINESS PLAN AND FINANCING | **1.3.1. STRUCTURE OF CLUSTER BUSINESS PLAN**

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	**PREPARATION**	**IMPLEMANTATION**	**MODIFICATION**
THE FIRST STEPS			
GOALS AND STRATEGIES	●	●	
BUSINESS PLAN AND FINANCING	●	●	
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The tool is used as a checklist by the cluster manager or a cluster working group for drawing up a cluster business plan. It facilitates a structured presentation of the cluster's "business concept", as a basis for getting promotional funds, equity investment and loans from public sector promotional institutions, investment companies, banks and investors.

Brief description

The tool is broken down into nine sections each with subordinate headings. Key questions help to critically review and develop the central points of the cluster business plan. The tool has the following sections:

01. Executive summary
02. Description of the cluster
03. Goals of the cluster, planned investment projects
04. Organisation and cluster management
05. Marketing, competition and sales
06. Products and services
07. Financial analysis
08. Opportunities and threats
09. Appendix

Benefits

This concept makes it possible to draw up a business plan for the cluster which is not only a basis for attracting capital but also an important internal management tool for strategic and operational orientation and management of the cluster in the market.

Documentation

Structure of cluster business plan

1. Executive summary

• Business idea, cluster concept
• Success factors and strategic competitive advantages of the cluster (Unique Selling Proposition)
• Cluster goals and vision
• Cluster management, key personnel
• Market orientation and sustainability
• Target business size and capital need

Key questions:

• What is the business idea or object of the cluster?
• What products and services are serving what target groups?
• Market potential and positioning?
• What state of development is the cluster in, and what results have been achieved to date?
• What are the cluster's strategic competitive advantages?
• What concrete (internal and external) customer benefits does the cluster offer?
• What goals does the cluster seek to achieve?
• Who are the members of cluster management, and who has which tasks?
• What turnover and profit does the cluster plan to achieve in the next five years?
• How much capital is needed?

2. Description of the cluster

• Name, address, date of formation
• Cluster business idea and object
• Background and history of the cluster's formation
• Cluster's status quo
• Legal form
• Ownership

1. PREPARATION
1.3. BUSINESS PLAN AND FINANCING | **1.3.1. STRUCTURE OF CLUSTER BUSINESS PLAN**

Key questions:

- When and by whom was the cluster formed?
- Why was the cluster formed?
- What are the cluster's central areas of business (e.g. cluster services, R&D)?
- What is the cluster's legal form?
- Why was this legal form chosen?
- How much equity does the cluster have?
- What is the cluster's ownership structure?
- What important contracts do exist (e.g. cluster articles) and with whom?

3. Goals of the cluster, planned investment projects

- Strategic goals of the cluster (quantitative and qualitative) and important milestones
- Development prospects of the cluster
- Description of strategic investment projects

Key questions:

- What are the cluster's strategic goals?
- By when are these goals to be reached?
- What milestones have been set?
- Is there a need for funding for specific strategic investment projects?

4. Organisation and cluster management

- Structure of the cluster
- Cluster procedures
- Presentation of cluster management (manager, steering committee, advisory board) and key personnel
- Description of the personnel structure
- Advisers and external competence partners
- Management principles
- Organisation chart

Key questions:

- How is the cluster's organisation structured?
- How many employees does the cluster have?
- Who are the key cluster personnel, what function do they have, and what qualifications and professional experience do they have?
- What experience directly related to the cluster's business idea do the key personnel have?
- What is the personal motivation of the cluster founders and key personnel?
- What important positions still have to be filled?
- What compensation do the key cluster personnel receive?
- Are there contracts with external advisers and competence partners?

5. Marketing, competition and sales

- Market analysis (target groups, competition and trend analysis)
- Cluster positioning in the market
- Marketing strategy paradigm
- Standard strategy (differentiation, cost leadership, concentration)
- Operational marketing – marketing mix
- Market entry strategy
- Export strategy

Key questions:

- How can the cluster's target market or relevant market be defined and described?
- Which market segment and target groups are to be addressed?
- What market share does the cluster or its members have?
- What are the requirements and needs of the cluster's target group or customers?
- How big are the market volume, market potential and growth rates in the industry and the cluster's target market?
- What average rates of return are earned in the industry?
- Who are the most important competitors, and what is their range of products and services?
- What strategic competitive advantages does the cluster have over its competitors?
- What are the most important factors for success in the target market?
- What entry barriers are there in the target market?
- What trends are emerging in the industry and the target market?
- What effects are innovations and technological advances having on the industry and the cluster's target market?
- What data and sources is the cluster's market analysis based on?
- What target groups are to be addressed with which products or services and based on which technologies?
- What is the cluster's marketing mix?
- What special aspects need to be taken into consideration concerning export markets?

6. Products and services

- Detailed description of the cluster's products and services
- Origin of the product or service idea
- Customer benefits of the products or services
- Advantages of the product or service over competing products or services (Unique Selling Proposition)
- Priority of the individual products or services to the cluster (income generation, net contribution, strategic significance)
- State of development of the products or services (idea, prototype, readyness for marketing)
- Lifecycle phase of the products or services (how long has the product been on the market and when does it need further development)
- Further development of the cluster's product or service range (future prospects, possibilities of diversification, potential for further development)

1. PREPARATION
1.3. BUSINESS PLAN AND FINANCING | 1.3.1. STRUCTURE OF CLUSTER BUSINESS PLAN

- Description of the (added value) processes associated with the supply of the products or services
- Quality management: assuring the quality of products and services

Key questions:

- What products or services are supplied to which customers?
- Which are the most important features of the products or services?
- What is their concrete benefit to the customers?
- What competitive advantages does the cluster's range of products and services have?
- What is the innovation in the products or services?
- What partnerships or strategic alliances are necessary for the supply of the products or services (e.g. strategic alliance with universities for contract research)?
- What stage of development is the product or service in?
- Have pilot or reference customers already been attracted?
- Which are the central processes for value addition in the cluster?
- What possibilities are there for protecting the technology (patents)?
- What statutory regulations, standards or industry standards have to be complied with?
- What measures are planned for quality assurance (QMS)?

7. Financial analysis

- Current economic situation of the cluster:
  - Trends in turnover, costs, earnings
  - Annual financial statement
  - Trend in personnel
  - Financial situation (loans, liabilities, receivables, etc.)
  - Volume of orders
  - Important events (e.g. strategic investments, new customers attracted, etc.)
  - Reporting, accounting and controlling

- Operational planning (3 – 5 years):
  - Cost structure
  - Turnover and results planning
  - Cash flow forecast
  - Break even point analysis
  - Personnel planning
  - Investment planning
  - Liquidity planning
  - Investment and finance needs

Key questions:

- What kinds of costs arise in what amount and what can be expected for the future?
- What developments are expected within the next 3 – 5 years for turnover, expense and income?
- When will the cluster reach the break even point, i.e. what turnover is needed for the cluster to show its first profit?
- What is the trend in cash flow?
- How many staff members with what qualifications will the cluster need in the next 3 – 5 years, and what are the associated personnel costs (including non-wage labour costs)?
- What investments are planned for the short, medium and long term?
- How will the cluster's liquidity develop in the short and medium term?
- How or from which sources will the cluster's capital needs be covered (equity, promotional funding, investment, borrowing)?
- How is the cluster's accounting organised and what controlling instruments does it have?

8. Opportunities and threats

- Cluster's opportunities
- Threats (market, competition, technologies)
- Scenario planning

Key questions:

- What basic opportunities and threats (market, competition, technologies) exist for the cluster's development?
- What measures are planned to minimise risks?
- What alternatives are there for action?
- How far could additional capital enable the cluster to make use of additional opportunities?
- What is the cluster's planning for the next 3 – 5 years in the most favourable and most unfavourable case (scenario planning)?

9. Appendix

- Commercial register abstract, legal form, shareholders or partners
- Cluster's articles of association, standing orders
- Cost plan
- Balance sheet and income statements for the past two years
- Budget balance sheet and income statement
- Financial planning
- Costing
- Organisational bodies (cluster management, steering committee, advisory board) and competences
- Organisation chart
- Résumés of cluster management and key personnel
- Patents, licences and other intellectual property rights (if any)
- Flyers, presentations, brochures

1. PREPARATION
1.3. BUSINESS PLAN AND FINANCING | 1.3.2. FINANCIAL PLAN

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING	●	●	
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The financial plan is used to plan, manage and control the cluster's future income and expense flows. By comparing income and expenditure the cluster manager can identify the financial needs and take measures to ensure the cluster's solvency (liquidity management). The following principles should be followed in drawing up the financial plan. For example, a financial plan must include all expected transactions resulting in income or expenditure (principle of completeness). The expected income may not be offset against planned expenditure for the same purpose (principle of nonoffsetting). Forecasts of income and expenditure must be based on realistic assumptions (principle of accuracy).

Brief description

To ensure a clear picture, the financial plan should be divided into two sub-plans, each with a six-month planning horizon. Income and expenditure are broken down under individual headings. The lower part of the form shows the net surplus or shortfall of income over expenditure.

Benefits

The tool is designed to help the cluster manager plan, manage and control the cluster's payment flows in order to ensure the cluster's solvency and ability to act. It can be used for the cluster business plan and for planning and implementing the cluster financial concept.

Documentation

Structure of cluster business plan

EXPENDITURES / INCOME	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
INCOME • RECEIVABLES FROM PREVIOUS PERIODS • NEW RECEIVABLES • OTHER INCOME						
TOTAL INCOME						
EXPENDITURES • LIABILITIES FROM PREVIOUS PERIODS • NEW LIABILITIES • EXPENDITURES						
TOTAL EXPENDITURES						
NET SURPLUS OF INCOME OR EXPENDITURES						
BANK/CASH BALANCE						

EXPENDITURES / INCOME	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
INCOME • RECEIVABLES FROM PREVIOUS PERIODS • NEW RECEIVABLES • OTHER INCOME						
TOTAL INCOME						
EXPENDITURES • LIABILITIES FROM PREVIOUS PERIODS • NEW LIABILITIES • EXPENDITURES						
TOTAL EXPENDITURES						
NET SURPLUS OF INCOME OR EXPENDITURES						
BANK/CASH BALANCE						

1. PREPARATION
1.3. BUSINESS PLAN AND FINANCING | **1.3.3. PROJECT COSTS FORM**

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING	🔴	🔴	
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES	🔴	🔴	
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The form is used to record project costs as part of project planning and implementation. It can be used for all project-oriented activities of cluster management.

Brief description

The project cost form identifies costs for the individual work packages in a project or project structural plan (PSP). Therefore the individual costs for the various activities are broken down by type, quantity and amount and totalled at the bottom of the form.

Benefits

This instrument enables the project or cluster manager to do more efficient cost planning and management. Since much of cluster management involves project-oriented activities, the tool can be used not only for project management but (in a modified form) as well for general cost planning and recording in cluster management.

Documentation

Project costs form

WORK PACKAGE		COSTS FOR			COSTS
		COST TYPE • PERSONNEL • MATERIALS • OUTSOURCED WORK • INFRASTRUCTURE			
PSP NO	ACTIVITY	COST TYPE	COST/UNIT	QUANTITY	
TOTAL:					

1. PREPARATION
1.3. BUSINESS PLAN AND FINANCING | **1.3.4. CLUSTER PROMOTION FUND**

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING		●	
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application
An interesting opportunity for generating additional income for the cluster is collecting commission on orders solicited by cluster management for member businesses (e.g. as part of a "B2B export promotion" cluster service). This form of cluster financing is generally well accepted by member businesses, as it gives them additional orders and income opportunities, while the financial charge only arises if orders are successfully brokered.

Brief description
The tool is a contract (Cluster Promotion Fund Framework Agreement) which regulates when, how and what commissions must be paid to the cluster in the event of successful brokering of an order. It also regulates the purposes for which these funds can be used (e.g. marketing, export promotion, training). Particularly important in this regard is that the funds may only be used for joint activities which benefit all cluster members. It also regulates penalties for breaching the agreement and the duration and validity of the agreement.

Benefits
The tool can be used to establish a binding and transparent contractual framework for the cluster to win orders for its members and for the associated generation of additional income for cluster financing.

Documentation

Cluster Promotion Fund
Framework Agreement. *DRAFT 1.0, dd.mm.yy*

1. Preamble

The parties confirm that they are entering and will honour this agreement in good faith for the promotion of the … industry through mutual cooperation and joint initiatives within the framework of the … Cluster. This framework agreement is part of the project "…" , a joint project between the … industry, the … and the German Agency for Technical Cooperation (GTZ).

2. Interpretation and definitions

2.1. In this agreement, unless otherwise required or indicated by the context, the singular shall include the plural and vice versa, the masculine gender shall include the feminine and vice versa and natural persons shall include legal and juristic persons and vice versa.

2.2. "Agreement" shall mean this agreement and all annexes referred to therein.

2.3. "Cluster" shall mean the group of companies and institutions, cooperating in the … Cluster and its Export Promotion Group (EPG). Therefore, all companies that sign and abide by this agreement have to be official members of the … Cluster according to its statute.

2.4. "Eligible Contract": An eligible contract is defined as a contract signed by a cluster member with a business lead or client contact which has been   generated by the GTZ-project "…", by the cluster manager or by a cluster member company and shared within the group. Contracts which have been won through general pro motional activities of the project or the cluster manager such as trade fair participation or match-making events are not considered eligible contracts and are NOT subject to this agreement.

3. Scope of this agreement

3.1. This agreement sets out the rights and responsibilities of the parties with regard to the cluster promotion fund and corresponding activities.

3.2. Neither party shall present itself as the representative or agent of the other party and neither party shall be entitled to enter into any agreement or incur any liability on behalf of the other party, unless authorised thereto in writing.

4. Purpose of the Cluster Promotion Fund

The cluster promotion fund is established to support the members of the … Cluster by allocating and providing additional financial resources for export promotion as well as cluster promotion. The fund shall therefore be used for the following activities:

• Export promotion
• Marketing and PR
• Business development

1. PREPARATION
1.3. BUSINESS PLAN AND FINANCING | **1.3.4. CLUSTER PROMOTION FUND**

- Training & qualification
- Applied R&D
- Cluster management

Thereby the cluster promotion fund is intended to deepen cooperation between the members of the cluster and to contribute to the raising of their international competitiveness.

5. Contributions to the Fund

5.1. Contributions to the Fund are made when an eligible contract is signed. An eligible contract is defined as a contract signed by a cluster member with a business lead or client contact which has been directly generated by the GTZ-project, by the cluster manager or by another cluster member company and shared within the group. Alternatively, contracts which have been won through general promotional activities of the GTZ-project or the cluster manager such as trade fair participation or match-making events are not considered eligible contracts and are NOT subject to this agreement.

5.2. Confidentiality of eligible contracts – cluster members are not required to disclose any contractual details to any of the other parties to this agreement, except the data needed for the calculation of the Contribution Payment to the Fund, as specified in paragraph 5.4 below.

5.3. When an eligible contract is signed, contributions to the cluster fund are made by the Cluster member as follows:

5.3.1. The total amount of the contribution is 3% of the contract amount, but the total contribution value SHOULD NOT exceed € 10.000.

5.3.2. The contribution payment schedule is as follows: (1) 33% when contract is signed, (2) 33% on the sixth month from contract signing and (3) 34% at the end of the contract, but not later than 18 month from contract signing.

5.3.3. The funds will be transferred to / allocated at a trust account under the … Cluster.

5.3.4. Payment within 2 weeks of due date of contribution payment according to schedule as specified in 5.3 below.

5.4. Notifications of eligible contract – When an eligible contract is signed, the signing contract member is required to inform the cluster manager and GTZ without any delay, by filling out and signing Attachment B "Contribution Agreement", which includes contribution payments and dates.

6. Administration of the Fund

6.1. The cluster promotion fund will be managed and administered by the manager of the … Cluster (Cluster Manager) who shall be elected among and by the cluster member companies according to the rules set out in the statute of the … Cluster.

6.2. A supervisory committee shall be established to oversee the cluster promotion fund and to ensure that the rules for the cluster promotion fund as set out in the agreement are complied with. The supervisory committee shall meet every 6 months. The supervisory committee should comprise of:

- Chairman of the board / steering body of the … Cluster who shall be elected among and by the cluster member companies according to the rules set out in the statute of the … Cluster
- One elected representative among the cluster member companies
- One representative of GTZ

6.3. The cluster manager who his responsible for the management and administration of the cluster promotion fund shall keep proper records of all financial transactions regarding the allocation and distribution of the funds. He shall submit reports on the allocation and disbursement/utilisation of the fund every six months to the su pervisory committee.

7. Conditions for using the fund

7.1. The financial means of the cluster promotion fund shall be used for the following purposes and activities of the … Cluster:

- Export promotion
- Marketing and PR
- Business development
- Training & qualification
- Applied R&D
- Cluster management

7.2. The fund shall be used solely for joint activities, which are beneficiary to all parties of the agreement.

7.3. Procedure for authorization of expenses:

- All members of the … Cluster as well as the project partner GTZ are allowed to submit suggestions for the utilization of the fund.
- In order for a disbursement to get approved, the following rules apply: for disbursement amounts less than € 1000 an electronic simple majority vote via e-mail shall be carried out, for disbursements larger than € 1000, a 2/3 qualified majority approval shall be required.
- Upon approval, the cluster manager has to fill out the fund disbursement authorisation form (see Attachment C), which has to be signed by all the supervisory committee members.

7.4. Since the cluster promotion fund is part of the cooperation project between the … Cluster and GTZ, the fund should be particularly used for promoting the cooperation between the … Cluster and Germany / EU in the … sector.

1. PREPARATION

8. Breach of Agreement

Should any of the parties fail to fulfil any material obligation in terms of this agreement and fail to remedy such breach within a period of 30 calendar days from the date of receipt of written notification from the cluster manager, such party shall be excluded from the activities and services provided by the cluster.

9. Commencement and Duration

9.1. This agreement shall come into force upon signature by all the member companies of the … Cluster and by the project partner GTZ. Business leads which have been generated by the consultants of the GTZ-project "…" after the 01.04.04 are subject to this agreement.

9.2. This agreement shall be in force unless the cluster promotion fund is dissolved by its members. The dissolution of the cluster promotion fund and this agreement is only possible by an unanimous vote of its members. In case the cluster promotion fund is dissolved, the remaining financial means of the fund shall be refunded to the members according to the percentage of their financial contribution to the cluster promotion fund.

10. Joining or Leaving the Cluster

10.1. Each cluster member company is eligible to join the activities and services of the cluster promotion fund by signing this agreement and following its stipulations.

10.2. A cluster member may withdraw from the cluster and the cluster promotion fund with a written notice to the cluster manager. The obligations of the cluster member under current and active eligible contracts remain and are to be paid in full as per Section 5.3.

11. Other conditions

No alteration, variation, addition, changes or agreed cancellation of this agreement shall be of any force or effect unless expressed in writing as an addendum to this agreement and signed by all the parties or their duly authorized signatories as well as by the project partner GTZ.

In witness thereof, the parties have executed this agreement, on the day and year herein written.

_____
COMPANY C
NAME

_____
COMPANY B
NAME

_____
COMPANY C
NAME

_____
COMPANY D
NAME

_____
COMPANY E
NAME

_____
COMPANY F
NAME

_____
COMPANY G
NAME

_____
COMPANY H
NAME

_____
COMPANY I
NAME

_____
COMPANY J
NAME

_____
COMPANY K
NAME

_____
COMPANY L
NAME

_____
COMPANY M
NAME

_____
GTZ
NAME

1. PREPARATION
1.3. BUSINESS PLAN AND FINANCING | **1.3.4. CLUSTER PROMOTION FUND**

Attachment A

Cluster Manager

Name: –

Organization: –

Address: –

Cluster Promotion Fund Supervisory Committee
Chairman of the board/steering body of the … Cluster

Name: –

Organization: –

Address: –

Company representative

Name: –

Organization: –

Address: –

GTZ representative

Name: –

Organization: –

Address: –

Attachment B

Cluster Promotion Fund Contribution Agreement

No. # _ _ _ _ _ _ _ _ _ _

Date: _ _ _ _ _ _ _ _ _ _

This is to notify that [Insert Name of Cluster Member Company] has signed a contract, which is an Eligible Contract according to the definitions of the Framework Agreement for the … Cluster Promotion Fund. Therefore, [Cluster Member Company name] agrees to make a contribution of [total figure and in words]
in accordance with the following contribution schedule:

Contribution 1 (33 %) _ _ _ _ _ _ _ _ _ _ Expected due date: _ _ _ _ _ _ _ _ _ _

Contribution 2 (33 %) _ _ _ _ _ _ _ _ _ _ Expected due date: _ _ _ _ _ _ _ _ _ _

Contribution 3 (34 %) _ _ _ _ _ _ _ _ _ _ Expected due date: _ _ _ _ _ _ _ _ _ _

The payments will be made upon receipt of pro-invoice from the … Cluster into the following bank account:
[Bank details]

_   _

Chairman of the … Cluster   Cluster Member Company Representative
Fund Supervisory Committee   Fund Supervisory Committee

_ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _

Representative of GTZ
Fund Supervisory Committee

1. PREPARATION

1.3. BUSINESS PLAN AND FINANCING | **1.3.4. CLUSTER PROMOTION FUND**

Attachment C

Fund Disbursement Authorisation Form

Date: _

The Cluster Promotion Supervisory Committee authorises the disbursement of the amount of

_ _ _ _ _ _ _ _ _ _ €

for the purpose of:
_ _
_ _
_ _
_ _

Voted in favour by: [mention number of companies in favour and against.]

Approved by

_ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _

Chairman of the … Cluster
Fund Supervisory Committee

_ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _

Cluster Member Company Representative
Fund Supervisory Committee Member

_ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _

Representative of GTZ
Fund Supervisory Committee

---

2. IMPLEMENTATION
2.1. CREATE ORGANISATION | **2.1.1. COOPERATION AGREEMENT**

SOURCE	HUMAN.TECHNOLOGY STYRIA GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION		●	
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The cooperation agreement defines the respective rights and obligations of the cluster and the individual companies. With the signatures of both parties a company becomes an official cooperation partner of the cluster.

Brief description

The cooperation agreement specifically regulates the amount of the membership fee, the term of the contract, questions of liability and the cluster's services, covering the most important aspects of collaboration between the cluster and the company.

Benefits

A detailed description of the rights and obligations of the company and cluster ensures legal security for both parties regarding the activities performed within the cluster. In addition, the contract can provide a clear insight into company's expectations in regard to cluster services.

2. IMPLEMENTATION
2.1. CREATE ORGANISATION | **2.1.1. COOPERATION AGREEMENT**

Documentation

I.   **Preamble**

II.   **Cooperation**
        A. Cooperation
        B. Cluster Services

III.   **Cooperation Fee**
        A. Fee amount
        B. Due date
        C. Default in payment

IV.   **Information on Company**
        A. Information obligation
        B. Control rights
        C. Disclosure statement

V.   **Contract term**
        A. Indefinite
        B. Regular contract termination
        C. Extraordinary contract termination
        D. Legal relationships on termination of contract

VI.   **Cluster Trademark**
        A. Right of use and commercialization
        B. Use of trademark
        C. Use of trademark after expiry/termination of contract

VII.   **Liability**
        A. Liability for success, guarantee, damages
        B. Disclaimer of Liability

VIII.   **Data safety and protection**
        A. Data processing
        B. Consent
        C. Protection of access data
        D. Use of data

IX.   **Applicable law, contract language**

X.   **Mediation Clause**
        A. Mediation obligation
        B. Mediator
        C. Arbitration proceedings

XI.   Arbitration Proceedings

      A. Arbitration tribunal jurisdiction

      B. Referral to arbitration tribunal

      C. Appointment of arbitrator

      D. Appointment of the chairman of arbitration tribunal

      E. Joint arbitrator

      F. Appointment of replacement arbitrator

      G. Venue

      H. Proceedings

      I. Applicable law

      J. Place of jurisdiction

XII.   Court of Jurisdiction

XIII. Other Provisions

      A. Amendments

      B. Severability clause

2. IMPLEMENTATION

2.1. CREATE ORGANISATION | **2.1.2. ORGANISATION CHART**

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	**PREPARATION**	**IMPLEMANTATION**	**MODIFICATION**
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION		●	
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The instrument provides an overview of the classic structure of clusters and the different tasks of the individual organs.

Brief description

The tool is an organisation chart with descriptions of the functions.

Benefits

The organisation chart gives orientation to cluster managers and cluster members.

Documentation

ORGANISATION CHART

TASKS

– ADVISES STEERING COMMITTEE
– INTEGRATION OF KNOW-HOW FROM POLITICS, BUSINESS, SOCIETY
– MULTIPLIER EFFECT
– INTERNATIONAL BENCHMARKING

STEERING COMMITTEE

POLITICAL ACTORS

REPRESENTATIVES OF
CHAMBERS OF COMMERCE/
TRADE UNIONS
BANKS, LED ORGANISATIONS

TASKS

– ESTABLISHES PROJECT
– APPOINTS PROJECT MEMBERS
– SETS OBJECTIVES/DEADLINES
– TAKES LEADING DECISIONS ON CONCEPTS AND PROJECTS

BOARD OF ADVISORS

UNIVERSITY
REPRESENTATIVES
RESEARCH INSTITUTES
REPRESENTATIVES OF
ENTERPRISES
VENTURE CAPITALISTS

MANAGING OFFICE

NETWORK MANAGER

STAFF

WORKING GROUPS

TASKS

– DEVELOPS CONCEPTS & STRATEGY
– CONDUCTS SURVEYS/ANALYSIS
– INTERNAL & EXTERNAL COMMUNICATION
– ESTABLISHES WORKING GROUPS
– COORDINATION & PROJEKCT MANAGEMENT
– REPORTS TO THE STEERING COMMITTEE

WORKING GROUP

EXAMPLE:
INNOVATION PROJECTS

WORKING GROUP

EXAMPLE:
MARKETING & PR

WORKING GROUP

EXAMPLE:
EXPORT PROMOTION

TASKS

– FORUM FOR CONCRETE COOPERATION
– BY SPECIFIC TOPICS

2. IMPLEMENTATION
2.1. CREATE ORGANISATION | **2.1.3. DECISION AID – CHOICE OF LEGAL FORM**

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION		●	
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The tool is intended to provide an overview of the various possibilities for the legal structure of a cluster and to assist with the choice of the legal form.

Brief description

This tool is a grid with the six different possible legal forms, a description of the hybrid form increasingly used by clusters in Germany and Austria, and a table with an overview of the individual pros and cons for a cluster.

Benefits

This tool provides a quick overview of the various options for the legal structure of a cluster, and the specific advantages and disadvantages of the various legal forms. However, it is no substitute for thorough legal advice by an attorney. Regulations described apply to the German and Austrian law and can only show the variety of possibilities in these countries. Before officially forming the cluster you should seek advice on the legal and tax implications of the proposed legal form with respect to the countries national regulation.

Documentation

Quadrant diagram with axes. Vertical axis: BUSINESS ACTIVITIES/COMMITMENT. Horizontal axis: POSSIBLE NUMBER OF MEMBERS/EXTENSIBILITY. Circles labeled: PLC, LTD, HYBRID ORGANSIATION (red), FOUNDATION, COOPERATION AGREEMENT, ASSOCIATION.

HYBRID ORGANISATION		
ASSOCIATION		**LTD/Plc**
• STEERING COMMITTEE/BOARD • MANAGEMENT • MEMBERS	◀▶	• MANAGING DIRECTOR • EMPOLYEES • BACK-OFFICE
FIELD OF ACTIVITY		**FIELD OF ACTIVIT**
• IDENTIFICATION OF COOPERATION AREAS • ACQUISITION • REALISATION OF PUBLIC FUNDED PROJECTS	◀▶	• ACQUISITION • ADVISE • PROJECT MANAGEMENT • BUSINESS ACTIVITIES

2. IMPLEMENTATION
2.1. CREATE ORGANISATION | 2.1.3. DECISION AID – CHOICE OF LEGAL FORM

Hybrid form of organisation

Many developed clusters and competence networks in Germany and Austria are now using hybrid forms of legal organisation. Under these, the non-profit activities (e.g. commercial activities as part of cluster services) are performed by an association, while the commercial activities are performed by a limited company which has the association as one of its partners or shareholders. This makes it possible to combine the advantages of the association with concrete commercial activities.

COOPERATION AGREEMENT	NON-PROFIT	FOR-PROFIT	FOUNDATION	"GMBH" (PRI-VATE LIMITED COMPANY)	"AG" (PUBLIC LIMITED COM-PANY)	HYBRID FORM OF ORGANISATION
+ No particular requirements	+ Entry in the registry of associations is required to make the association a legal entity, and is subject to non-profit purpose	+ Purpose of the organi sation is the promotion of its member's economic activity. Mostly organised as trading company or civil law association	+ Independent and permanent endowment whose in come is use for at least one dedicated purpose	+ Minimum capital EUR 25,000	+ Minimum capital EUR 50,000	+ The requirements for each legal form must be met
+ cheap + no minimum capital + no registration needed + large number of members can be enrolled	+ low formation cost + no minimum capital needed + large number of members can be enrolled	+ no minimum capital needed + large number of members can be enrolled + commercial operation	+ often comple-ments associa-tions + independen-ce in use of foun-dation assets + permanent security for funding from foundation assets	+ commercial activities possible (or condition) + comparatively binding + assets in kind can be brought in at formation	+ commercial activities possible (or condition) + comparatively binding + makes it pos-sible to raise funds, e.g. for venture capital fund	+ opens up options for growth of successful competence network or cluster + allows combination of non-profit and commercial activities
+ comparatively nonbinding + not a separate legal entity	+ commercial activity must be secondary purpose + comparatively nonbinding	+ check if associ-ation object can be furthered under another legal form + comparatively nonbinding	+ approval required by competent national authority + apply to regis-try of founda-tions	+ formation relatively expensive + capital stock required + statutory accounting and disclosure requirements	+ formation more expensive than 'GmbH' + capital stock required + statutory accounting and disclosure requirements + no direct influence by shareholders (i.e. network partners)	+ expensive to form and clear division be-tween activities required + implies complex organisation

SOURCE: VDI TECHNOLOGIEZENTRUM GMBH

2. IMPLEMENTATION

2.1. CREATE ORGANISATION | 2.1.4. SPECIMEN ARTICLES – IT-CLUSTER GRIT

SOURCE	GRIT/GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION		●	
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The following articles are a sample taken from the IT Cluster GRIT, Rijeka that can be used as a template for the drawing up of your own cluster articles. However, the organizational structure and the design of the articles depend heavily on the goals and the specific requirements of each cluster.

Brief description

The articles are broken down into a number of sections which describe the goals of the cluster, the rights and duties of the members and the cluster's organs.

Benefits

The tool is a basis for drawing up specific cluster articles and provides a checklist covering the key points of articles.

2. IMPLEMENTATION
2.1. CREATE ORGANISATION | 2.1.4. SPECIMEN ARTICLES – IT-CLUSTER GRIT

Documentation

Articles of association

Art. 1 Name and seat of the association

01. The name of the association is "Grupa riječkih informatičkih tvrtki", abbreviated as "GRIT".

02. The seat of the association is Rijeka, Croatia.

03. The association is active nationally and internationally.

Art. 2 Objectives of the association

- Joint marketing
- Developing new markets and sales potential (export promotion)
- Developing and providing needs-oriented services to members (cluster services)
- Organising training and advanced training events for GRIT members and their employees
- Creating a forum for promoting formal and informal communication and mutual exchange of information
- Addressing issues which are in the interests of GRIT members
- Representing the interests of the members in dealings with the government and other public institutions (lobbying)
- Promoting strategic alliances between businesses
- Promoting and supporting joint projects by GRIT members
- Publishing information materials of all kinds
- Improving cooperation between member businesses and the universities
- Promoting innovations and new technologies

Art. 3 Funds for achieving the association's objectives

The funds required to achieve the association's objectives are raised by

A. Membership fees, the amount of which is set by the membership meeting;

B. Gifts, donations, support funds, subsidies and other transfers, provided they are not subject to conditions contrary to the association's object;

C. A 3% commission on all orders for member businesses generated directly by cluster management, in accordance with the provisions of the Cluster Promotion Fund Agreement (cf. annex).

Art. 4 Association members

01. The members of the association are regular members and honorary members.

02. Regular members may be:
     a) Companies located in the Republic of Croatia which achieve a minimum of 50% of their turnover by the development of software or the provision of IT services
     b) Public bodies
     c) Associations and other communities of interest

03. Honorary members are individuals or legal entities who have done special service for the association or its objectives.

04. The acceptance and exclusion
     - Of regular members is a matter for the membership meeting, based on a written membership application and supporting documentation of compliance with the acceptance conditions in art. 4 para. 2,
     - Of honorary members is a matter for the membership meeting based on a recommendation by the executive board.

Art. 5 Rights and duties of members

01.a Regular members possess active and passive voting rights.

01.b Regular members have the right to participate in and vote at membership meetings or to send a delegate endowed with a written certificate of authority.

01.c Each member has one vote in the membership meeting.

02. Honorary members are entitled to attend membership meetings without the right to vote, but with the right to be heard.

03. All members are entitled to participate in the association's events and to receive the reports of the executive board during membership meetings on the activities of the association and its financial situation.

04. Members are authorized to use the logo of GRIT for their publications using the form: Company XYZ, member of the SFS.

05. Members are obliged not to reject projects and customer enquiries which they are unable to handle, but instead to maintain contact with the customer and make it available to other members of the cluster and to notify cluster management (executive board) of the customer enquiry.

06. Should a member receive an order through the direct procurement of the association or cluster, the member is obliged to pay a 3% commission of the full contract value to the cluster promotion fund. Regulations of the Cluster Promotion Fund Agreement do apply (cf. annex).

07. Members are required to do their utmost to promote the interests of the cluster and to refrain from any activities that could harm the reputation and the objectives of the cluster. They are obliged to respect the clusters articles and the decisions of the organs, as well as to pay on time their admission and membership fees to the amount as determined by the membership assembly.

Art. 6 Ending membership

01. Membership lapses:
   • On death (for a legal entity on loss of legal personality);
   • On voluntary resignation;
   • On cancellation;
   • On exclusion.

02. Voluntary resignation must be notified in writing to the executive board with three months' notice to the end of a calendar year.

03. The executive board may cancel a membership if the member is more than three months in arrears with its membership fee despite two reminders; cancellation does not affect liability for membership fees due.

04. The executive board may exclude a member from the association for gross violation of membership duties or dishonest conduct. Exclusion may be appealed to an extraordinary membership meeting within two weeks of receipt of the written exclusion resolution; the meeting has the final decision within the association. All membership rights and duties are suspended pending the decision of the membership meeting.

2. IMPLEMENTATION
2.1. CREATE ORGANISATION | 2.1.4. SPECIMEN ARTICLES – IT-CLUSTER GRIT

Art. 7 Membership fees

01. The amount of the annual membership fee depends on the type of member and membership.
02. The amount of the annual membership fee is decided by the ordinary membership meeting; the executiveboard has the right to make a prior recommendation which takes into account the association's financial situation and future planned projects.

Art. 8 Association organs

The organs of the association are:

01. The membership meeting (arts. 9 – 10)
02. The executive board (arts. 11 – 12)
03. The general secretary (art. 13)
04. The auditor (art. 14)
05. The arbitration tribunal (art. 15)
06. Working groups (art. 16).

Art. 9 Membership meeting

01. The ordinary membership meeting is held within two months of the beginning of each calendar year.
02. An extraordinary membership meeting must be called a) by resolution by the executive board, b) by resolution of the ordinary general meeting, c) on written application of at least 25% of the regular members, or d) on request by the auditor, in which case the extraordinary membership meeting must be convened by the executive board and held within at most three weeks after receipt of the application.
03. a)   The executive board must invite all members in writing to both regular and extraordinary membership meetings with at lest 14 days' notice before the date of the meeting.
03. b)   Notice of a membership meeting must include the agenda.
04. Motions on items on the agenda must be submitted to the executive board in writing at least seven days before the date of the membership meeting.
05. Valid resolutions – except for those on an application to convene an extraordinary membership meeting – can only be adopted on items on the agenda.
06. The membership meeting is chaired by the president, or in the event of his or her unavailability by the deputy, or in the event of the deputy's unavailability by the oldest member (age) of the executive board.
07. The membership meeting has a quorum if at least one half of the regular members are present at the date and time fixed. If less than half of the regular members are present the meeting will start after a delay of 30 minutes and then has a quorum regardless of the number of people present.
08. Resolutions of the membership meeting are adopted by simple majority of the votes cast.
09. Resolutions on amendments to the articles or the dissolution of the association require a majority of three fourths of the votes cast.
10. The decisions and resolutions taken by the membership meeting must be recorded in the protocol of the membership meeting by the secretary. They are to be signed by the president of the executive board and the secretary.
11. The minutes of the membership meetings must be posted within two weeks on the cluster's groupware (Share Point) and made accessible to all members.

Art. 10 Rights and duties of the membership meeting

Regular members vote on:

a) Resolutions to accept new members,

b) Resolutions on the articles and any amendments,

c) The appointment and removal of members of the executive board,

d) Resolutions on motions by the executive board and members,

e) The appointment and removal of the auditor,

f) Resolutions approving the acts of the executive board,

g) Resolutions on the voluntary dissolution of the association,

h) Resolutions on adopting the minutes of the membership meeting,

i) Decisions on appeals against exclusions of members according to art. 6 para. 4.

j) Resolutions on the executive board's standing orders,

k) Resolutions on the annual estimate for income and expenditure and the financial statements,

l) Setting the amount of the annual membership fee.

Art. 11 Executive board

01. The executive board has at least 5 members
    a) The president,
    b) The secretary,
    c) The treasurer,
    d) The deputies of (a), (b) and (c), if elected by the membership meeting,
    e) Other members,
    f) Associate members (without voting rights) and
    g) The general secretary (with voting rights), if one is appointed.

02. The executive board holds office for two years. In any event, the executive board holds office until a new executive board is elected. Former board members may stand again for election.

03. The executive board has the right in the event of the resignation of an elected board member or if other board positions are vacant for any reason to appoint one or more members eligible for election.

04. Meetings of the executive board are convened orally or in writing with 14 days' notice by the president or his or her deputy or in the event of their incapacity by the oldest (by age) board member.

05. The executive board has a quorum if all its members have been invited and at least half of them are present.

06. Decisions of the executive board are adopted by a simple majority. In the case of an equality of votes for and against the vote of the president is decisive.

07. The meetings are chaired by the president or in the event of their incapacity by their deputy and in the event of the deputy's incapacity by the oldest (age) board member present.

08. a) A board member's office ends
    - In case of death
    - At the end of their term of office
    - With suspension
    With resignation

    In case of withdrawal from the cluster of the company which he or she represents

    In case of change of the employer to one that is not a member of the GRIT cluster.

2. IMPLEMENTATION

08. b) In the case of a change of the employer the functions of the board member are offered to the board which then decides how to proceed.

08. c) The membership meeting may at any time suspend the entire executive board or just individual members. For the suspension of the founding members of the executive board, however, important reasons need to be specified.

08. d) The members of the executive board can resign at any time in writing. Notice of resignation must be sent to the executive board, or in the event of the resignation of the entire executive board to the membership meeting. The resignation of the entire executive board only takes effect on the election of the new executive board.

Art. 12 Rights and duties of the executive board

01. The executive board is responsible for managing the association or cluster; it has all the tasks which are not reserved by these articles for another association organ, specifically
    a) Drawing up the annual estimate of income and expenditure, the annual report and the financial statements;
    b) Preparing and convening ordinary and extraordinary membership meetings;
    c) Administering the assets of the association;
    d) Accepting, excluding and cancelling association members;
    e) Hiring and dismissing employees of the association or a general secretary.

02. The president or his deputy or in case of their unavailability the general secretary represents the cluster to the public. The executive board can also assign some or all current proceedings to the general secretary.

03. The following provisions govern internal dealings:
    a) The president or his deputy preside the membership meetings and executive board meetings. In case of urgent situations he or she is authorized to decide on his own authority in matters under the responsibility of the membership meeting or the executive board. However he needs to obtain ex post approval by the responsible organ.
    b) The secretary supports the president with the management of current proceedings. He is responsible for the minutes of the membership meetings and executive board meetings.
    c) The treasurer is responsible for proper management of the association's funds.
    d) Except for responsibilities assigned to them, the secretary's or treasurer's deputy may only act if the president, his deputy, the secretary and the treasurer are unavailable; this does not affect the validity of deputies' external dealings.

04. The executive board draws up its own standing orders which must be submitted to the membership meeting for approval.

05. The executive board proposes the agenda for membership meetings. Topics not on the agenda, which has been enclosed with the invitation, can only be discussed if a written request has been sent 3 days in advance of the meeting to the executive board.

06. The executive board may delegate specific tasks to individual members or experts.

Art. 13 General secretary

01. The general secretary is appointed and dismissed by the executive board. He is subordinate to the executive board. For the appointment and dismissal of the general secretary a two-thirds majority is necessary.
02. To the extent of the authority conferred by the executive board, the general secretary manages the current proceedings of the association and is authorised to sign within the scope of that authority.
03. If no general secretary is appointed, the tasks of management are performed by the executive board.

Art. 14 Auditor

01. The regular members in the membership meeting appoint an auditor and a deputy auditor for a two year term of office; re-election is permitted.
02. The auditor reviews the form and substance of the association's financial management and reports on it to the membership meeting.

Art. 15 Arbitration tribunal

01. All disputes arising out of issues of membership of the association are decided by the arbitration tribunal.
02. The arbitration tribunal consists of 3 members: each of the disputing parties names one of the cluster members, who together decide on the chair of the tribunal.
03. Decisions of the arbitration tribunal are found by simple majority and are final within the association.

Art. 16 Working groups

01. Working groups may be set up to carry out specific activities and projects and for specific technical tasks.
02. Working groups are made up of GRIT members who undertake to devote certain resources to a joint working goal.
03. Working groups are set up by resolution of the executive board.
04. Members of working groups must be GRIT members.
05. Members of the respective working groups choose a head with a single majority vote, who reports to the executive board. The position of the head of a working group can also be filled by an executive board member.

Art. 17 Association year

In the year of the foundation the accounting year starts with the entry in the association register and ends at the 31st of December of the same year. In the following years the accounting year begins at the 1st of January and ends at the 31st of December of each year.

Art. 18 Association assets in the event of dissolution

In the event of dissolution of the non-profit association or the disappearance of its objectives (art. 2) the association's assets are to be dedicated to any non-profit legal successor or otherwise solely for non-profit purposes.

Location and Date

Signatures of the founding members

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.1. CLUSTER SERVICES CHECKLIST

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The Cluster Services Checklist provides a range of choices for possible cluster services which have proved to be of value in practice. Based on a needs analysis the checklist is supposed to assist the cluster manager to develop together with the cluster members a target group oriented service portfolio or "Cluster Service System".

Brief description

The cluster services listed in the checklist are structured by product and service groups, which can be extended or curtailed as needed.

Benefits

The checklist provides a short overview of the possible offers of cluster services and may be used as a starting point for brainstorming aimed at identification of additional services. This checklist is not a substitute for a thorough analysis of concrete service needs among cluster members.

Documentation

Checklist for project selection (acquisition and portfolio development)
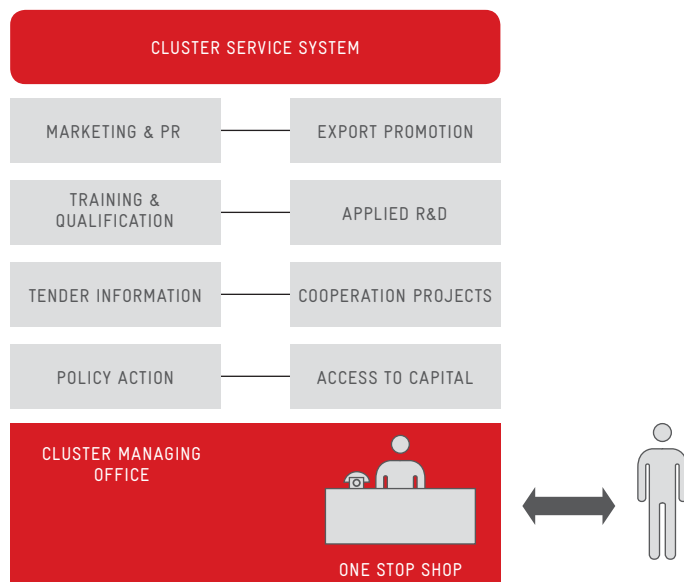
☐ **Marketing & PR**

- ○ Cluster marketing (websites, brochures, information events)
- ○ Company profiles (membership database and online directories)
- ○ Branding & market positioning
- ○ Market trends and information
- ○ Joint trade fair appearances
- ○ Generating business leads

☐ **Training & qualification**

- ○ Training and qualification services
- ○ Exchange programmes, alliances with universities (e.g. student placement service, internships, technical letures)
- ○ HR services (job exchange, headhunting)

☐ **Applied R&D**

- ○ Information on current technological trends
- ○ Joint R&D
- ○ Contract research by universities and research institutes

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.1. CLUSTER SERVICES CHECKLIST

- ☐ **Quality management and certification (e.g. ISO, CMMI)**

  - ○ Information events
  - ○ Certification programmes
  - ○ Tender training
  - ○ Information on current tenders
  - ○ Consortium formation, joint project management

- ☐ **joint procurement, sourcing**

- ☐ **joint projects**

  - ○ Project identification
  - ○ Project initiation
  - ○ Project management

- ☐ **Policy action & lobbying**

  - ○ Information and cooperation platforms (joint working groups, round tables)
  - ○ Participation in formulating sectoral and industry strategies
  - ○ Lobbying for cluster members and where appropriate industries

- ☐ **Financing, access to capital (VC, SME credits)**

  - ○ Cooperation with venture capital companies
  - ○ SME credits on concessionary terms

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.2. CHECKLIST FOR PROJECT SELECTION (ACQUISITION AND PORTFOLIO DEVELOPMENT)

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The checklist is used for evaluation of potential project approaches for the cluster (acquisition / portfolio development) specifically regarding the processing of public national and international tenders.

Brief description

The tool consists of an evaluation procedure using 12 criteria. The evaluation is done by the cluster manager and a portfolio development coordinator (business representative or consortium manager) who is responsible for the relevant project. The score can be used to decide on bidding.

Benefits

The checklist facilitates a rapid project evaluation and bidding decision which is transparent to all cluster members for joint monitoring of public tenders (national, EU, World Bank) by the cluster and project consortia within the cluster.

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | **2.2.2. CHECKLIST FOR PROJECT SELECTION (ACQUISITION AND PORTFOLIO DEVELOPMENT)**

Documentation

Checklist for project selection (acquisition and portfolio development)

COUNTRY				
PROJECT TITLE				
SOURCE				
PROJECT STATUS	BID	PRE-QUALIFICATION	LETTER OF INTENT	OTHER

CRITERIA		CLUSTER MANAGER	PORTFOLIO COORDINATOR
1. DOES THE PROJECT CONTENT MATCH THE CLUSTER'S CORE COMPETENCE?	**FULL:** **PARTIAL:**	4 2	4 2
2. CLUSTER PRIORITY COUNTRY (TARGET MARKET)?	**YES:** **NO:**	3 1	3 1
3. KEY PERSONNEL PRESUMABLY AVAILABLE?		2	2
4. CAPACITY AVAILABLE WITHIN THE CLUSTER?		3	3
5. CONSORTIUM PARTNER BUSINESSES, EXPERTS KNOWN?		1	1
6. DOES THE CLUSTER HAVE AN EDGE IN BIDDING?		2	2
7. PERSONAL CONTACTS WITH CLIENT, SOURCE OF FINANCE?		2	2
8. PERSONAL CONTACTS WITH PROJECT EXECUTING AGENCY, CUSTOMER?		1	1
9. STRATEGIC IMPORTANCE (VOLUME, MARKET DEVELOPMENT, ETC)?		2	2
10. PROJECT BUDGET SUFFICIENT? [1]		2	2
11. COST OF PREPARING BID REASONABLE? [1]		1	1
12. PROJECT VOLUME/SIZE INTERESTING ENOUGH?		1	1
RESULT (SCORE 1 – 12)[2]			
DECISION TO BID		NO: ☐	YES ☐

[1] ONLY FOR TENDERS
[2] UP TO 12 POINTS: NEGATIVE, 13 – 17 POINTS: POSSIBLE, DEPENDING ON CRITERIA 4, 9 AND 12
FROM 18 POINTS: POSITIVE DECISION, IF CRITERIA 10 AND 12 ARE POSITIVE.

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.3.PROCEDURE FOR WINNING PROJECTS (EXPORT PROMOTION SERVICE, TENDER SERVICE)

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The procedure shall assist the cluster management, their employees and cluster members to prepare high quality bidding documents that satisfy all technical, organizational and formal needs of their costumers. The procedure can be used for cluster service export promotion and tender information as well.

Brief description

The tool shows how projects (bids) can be identified and handled jointly by cluster members.

Benefits

The process allows for consistent implementation of cluster acquisition measures and ensures coordination of different activities of cluster members. The definition of appropriate processes, activities and responsibilities contributes to the improvement of cluster management quality in the area of cluster acquisition and services.

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.3.PROCEDURE FOR WINNING PROJECTS (EXPORT PROMOTION SERVICE, TENDER SERVICE)

Documentation

Procedure for project acquisition

1. Identifying projects

Generally, the cluster manager and cluster members have a responsibility to collaborate actively on identifying new projects. In addition, sources of tender data relevant to the cluster's activities are systematically evaluated. These include

- Tender databases
- European Commission / Europe Aid
- European Commission / Supplement to EU Official Journal ("TED – Tenders Electronic Daily")
- UN – Development Business
- EBRD – European Bank for Reconstruction and Development
- IBRD – World Bank
- DFID – Department for International Development, United Kingdom
- Tenders by major customers in the private sector
- Enquiries by customers from the private sector (business leads).

To avoid overlapping and resulting inefficiency, the analysis of these tender sources is done by the cluster manager, who distributes the project information to cluster members (businesses). This can be done via e-mail or using web-based groupware tools of the cluster. Relevant tender data or business leads can also be made available via the groupware.

Cluster management and cluster members are nonetheless urged to identify further projects and pick them up at an early stage. Therefore opportunities should be seized such as:

- Participating in trade fairs, expert fora and events
- Visiting tendering agencies (e.g. EU country delegations, EC Brussels)
- Visiting the cluster's strategic partners
- Contacts with ministries
- Reviewing technical publications
- Direct approaches to potential customers.

2. Decision to bid

The cluster manager decides together with the chair of the cluster steering committee or board on whether or not to pursue a project. The cluster manager also designates the portfolio development coordinator responsible for pursuing the new project further. Generally, this should be the director or coordinator of the appropriate working group or cluster service (e.g. export promotion, tender).

Before making the decision, further information should be obtained if possible about the project (e.g. from the Internet).

Criteria for the decision on the taking up of acquisition activities include:

- Technical competence
- Regional experience, target market
- Adequate project budget
- Possible strategic partners (entire cluster or project consortium of several cluster members)
- Availability of or access to competent personnel within the cluster
- Feasibility of the specifications of the customer inviting bids
- Competitor analysis
- Current cluster personnel capacity (cluster management) for bidding within the time limit
- Strategic importance of the project (volume, market development, etc.)
- Contact with the agency inviting tenders, source of finance or customer

The decision criteria are reviewed on the basis of a checklist by the cluster manager and order coordinator (see the checklist for project selection: chapter 2.2.2).

The basic decision to pursue a project opening is documented in writing.

If a positive decision has been taken the systematic search for project partners (consortium) and staff to be considered begins within the cluster. If it is deemed necessary to pursue the projects not within the cluster alone the systematic search for external partners (e.g. research institutes, consultings) needs to start immediately.

3. Project database

Potential projects are to be registered in a project database of the cluster. Entries must be updated regularly. It is the task of the cluster manager to name a responsible for administration of the database and to ensure regular updating. The following data need to be assembled:

- Cluster members pursuing the project (individual businesses, consortium)
- Source of finance, customer
- Project type
- Project title
- Country
- Executing agency (for public tenders)
- Client
- Project status
- Deadlines for submission (letter of intent, expression of interest, pre-qualification, bid)
- Project budget
- Responsible coordinator within the cluster
- Joint venture partners, external alliance partners

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.3.PROCEDURE FOR WINNING PROJECTS (EXPORT PROMOTION SERVICE, TENDER SERVICE)

4. Preparing bidding documents for two-stage tender procedures

The portfolio coordinator checks the form of submission (pre-qualification, letter of intent, other or no required form), the tender conditions and the deadline for bids. The order coordinator then draws together the necessary documents for the bid. These depend on the agency inviting tenders and generally include:

• Cluster profile and business descriptions (consortium)
• Financial details and if necessary official documentation (commercial register abstract, social security details, tax office)
• Technical references
• Regional references.

It is important to ensure that the selection criteria in the announcement are met (e.g. "Selection and award criteria" for EU tenders).

If the bid is to be made jointly with partners (e.g. as a consortium) the nature of the collaboration needs to be clarified and care taken to ensure that all the necessary documentation for the joint bid (business descriptions, forms, references) are handed in on time. Agreements made must be documented in a suitable form (correspondence, pre-bid agreement). For project volumes of EUR 50,000 and more the agreements should definitely be fixed in the form of a pre-bid agreement.

If the cluster is approached by another organisation about collaboration on a bid other than as lead joint venture partner or wishes to collaborate with a joint venture partner acting as lead partner, the cluster manager clarifies the conditions of collaboration (through correspondence, pre-bid agreement). Decisions on joint ventures are generally taken by the cluster's steering committee or board.

The portfolio coordinator is responsible for timely and complete assembly of the bidding documentation, which must be reviewed by the cluster manager or at least another cluster management employee (cross-check principle). The cluster manager takes care of mailing of the documentation, and if sent by courier service monitors consignments until delivered.

If the bid has not succeeded in the short listing process it should be investigated what the reasons were why the bid has not been considered. If well suited personnel has already been identified it is recommended to contact one of the shortlisted businesses and find out if there exist chances for subcontracting. The database needs to be updated (decline). In case of a joint venture or consortium all partners must be informed.

5. Customer and client contacts

The (personal) contact to clients and ordering parties are of special importance. This includes the continued maintenance of contact towards clients and ordering parties and the quality of verbal and written communication. With regard to business trips, especially to abroad (target markets), the cluster manager as well as all cluster members are encouraged to pursue acquisition activities for the whole cluster. After each international business trip of the cluster manager he is supposed to note down all contacted persons and institutions in the respective country as well as the topics and measures that were brought up during these conversations.

If the agency inviting tenders or the potential customer has further questions on the bid documentation, these must be answered by the cluster manager or portfolio coordinator fully and as quickly as possible.

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.4. REQUIREMENTS PROFILE FOR STAFF HIRING (HR SERVICE)

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMENTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES		●	
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

An important element of the cluster service system constitutes HR (human resources) services, involving both qualification as well as headhunting and hiring. For SMEs in particular it is often difficult to find suitable personnel. Here, the cluster can support its member businesses by creating job exchanges, mostly in the form of a database integrated into the cluster website, and handling headhunting for the cluster members. A particularly important element here is increased collaboration with training institutions (universities etc). This tool helps cluster members to develop a requirements profile for headhunting.

Brief description

The tool consists of a multiple-criterion qualifications profile to be completed by interested cluster members and submitted for processing to cluster management. The cluster manager publishes the profile on the cluster web page (vacancies) and conducts an analysis of suitable candidates for the company.

Benefits

The qualifications profiles allow the companies to quickly formulate their staff requirements and make the recruitment process easier thanks to the assistance of cluster managers. This is a very useful instrument especially for clusters involved in activities that are exceedingly project-oriented and staff-intensive as for example the software industry.

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.5. PROCEDURE – CLUSTER MARKETING AND PR

Documentation

Requirements profile for staff hiring (HR service)

1. Advertisement copy

Please complete a separate form for each expert

	WHEN IS THE ADVERTISEMENT SUPPOSED TO APPEAR FIRST? (DD/MM/YY) [1]	
	UNTIL WHEN IS THE ADVERTISEMENT SUPPOSED TO APPEAR? (DD/MM/YY) [2]	
!	BUSINESS	
!	POSITION/PROJECT TITLE	
	PROJECT STATUS	
!	PROJECT START/START OF EMPLOYMENT	
!	END OF THE PROJECT	
	DURATION OF ASSIGNMENT (FOR PROJECTS)	
!	DEPARTMENT	
	JOB DESCRIPTION	
!	QUALIFICATIONS	
	OTHER INFORMATION	
!	CONTACT PERSON [3]	

The information marked with a **!** must be completed. All other information is optional. Advertisements published on the web show the mandatory information and only the optional information given in the form.

2. Links

In addition, up to two links to external URLs can be added (e.g. URL of a business website, project website, customer's relevant information page).

DESCRIPTION OF LINK 1:		URL 1	
DESCRIPTION OF LINK 2:		URL 2	

3. Downloads

Any number of downloads can be attached to the advertisement (e.g. Terms of Reference, reports etc).
The maximum size for a document is 1 MB. Please forward downloads as e-mail attachments in PDF format.

4. Other services wanted in addition to publication (please check)

Assistance/advice on searches in external databases ☐

Further research (identification and use of additional sources of information) ☐

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[1] IF NO DATE CAN BE SET FOR THE FIRST APPEARANCE, THE ADVERTISEMENT IS GENERALLY PUBLISHED ON THE DATE OF RECEIPT BY THE CLUSTER MANAGER.
[2] IF NO DATE HAS BEEN SET THE ADVERTISEMENT IS PUBLISHED DURING 3 MONTHS ON THE WEBSITE.
[3] CONTACT PERSON WITHIN THE BUSINESS

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.5. PROCEDURE – CLUSTER MARKETING AND PR

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMENTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The procedure aims at the organization and structuring of cluster services in the areas of marketing and PR. It is used specifically as a guideline for marketing activities of the cluster management but also of the cluster members themselves.

Brief description

The tool covers the following four areas:
• Market monitoring
• Offer preparation
• Public relations
• Measurement and management.

Benefits

Binding structuring of cluster services in the area of marketing and PR and respective processes ensures a consistent and professional market appearance of a cluster. This tool helps to ensure the quality and contributes to creation of the cluster brand.

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.5. PROCEDURE – CLUSTER MARKETING AND PR

Documentation

1. Market monitoring / acquisition

One of the most important tasks of the cluster is the regular and systematic market monitoring and interpretation of the results. Responsible for this task are besides the cluster management also all cluster members. Additionally the cluster manager is commissioned by the steering committee / board to interpret the relevant information sources on a regular and systematic basis.

The concrete approach to marketing, monitoring and order winning is described in the procedure for winning projects (see chapter 2.2.3).

2. Offer preparation

A central process of the cluster services is the quality management which ensures that offers are developed and handed in according to the qualitative and formal requirements of the customer (or respectively the agency inviting tenders). The procedure which needs to be followed must be documented by the cluster manager.

3. Public relations

An external communication of the cluster which is appropriate and oriented equally at the competences of the cluster and the expectations of the cluster members is a central precondition for the attainment of the cluster goals and objectives. Topics include the cluster, its activities and experiences as well as its organizational structure. Since external communication shapes the expectations of members as well as external clients a direct link exists between public relations and the quality goals of the cluster.

Public relations here include all forms of communication with the cluster's environment. It is essential to ensure that all in all public relations the corporate identity is maintained. Some examples are:

- Presentation materials for the cluster (including digital media)
- Forms for correspondence (letters, faxes, e-mails)
- Lectures at conferences and articles for technical journals
- Layout of written material
- How cluster employees and members present themselves to outsiders
- Design of working environment.

This very broad definition of public relations is important for ensuring that customers and partners recognise at all times that the concept of quality which all cluster members are committed to is actually being "lived".

4. Presentation materials

Suitable presentation material is an important requirement for establishing and maintaining customer relations. The cluster's presentation materials include:

- Cluster brochure
- Cluster brief / profile
- Project profiles
- Reference lists
- Cluster presentation (Power Point)
- Cluster website

The website may be available in English and another local language. It is updated regularly by the responsible person (the cluster manager if no other person has been assigned). The following categories need frequent updating:

- News
- Services
- Vacancies.

New vacancies are published on the website by the cluster manager (see requirements profile for staff hiring: chapter 2.2.4).

The steering committee decides which cluster reference projects are made available on the website.

Changes in content or additions to the cluster website are subject to approval by the steering committee.

5. Other public relation tasks

Every cluster member is responsible for contributing actively to the cluster's PR work in their specialist area through press releases, lectures etc. This also includes participation in working groups and committees. The goal is to enhance the positive image and publicity of the cluster.

6. Corporate identity

The goal of cluster members must be to strengthen the good reputation of the cluster through a quality and a consistent external communication. This includes:

- Uniform use of the logo
- Uniform use of forms for print material
- Layout of correspondence
- Business cards
- Other marketing documents.

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.5. PROCEDURE – CLUSTER MARKETING AND PR

7. Measurement and management

Results of marketing and acquisition activities are continuously documented in a database. In the annual WINN / LOSS report the cluster manager assembles the following data:

- Expense on marketing and acquisition activities
- New orders, turnover and net contribution (profit)
- Planning for the coming financial year.

The win-loss analysis is reviewed by the steering committee or board at the start of each year, and appropriate measures are worked out jointly with the cluster members.

To incorporate the experience into the cluster's future work, the results of the annual analyses are presented and discussed at the membership meeting (feedback).

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.6. PROCEDURE FOR ORDER EXECUTION

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES		●	
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The procedure for order execution is used as a guideline for the implementation of projects which could be acquired through cluster services export promotion or tenders, but also generally for the planning and structuring of projects run by the cluster management. The tool is specifically useful for the joint handling of projects / orders by several cluster members, e.g. in the form of a consortium or joint venture.

Brief description

The instrument describes several processes and activities which are to be implemented by the cluster management and cluster members for the processing of an external clients order. The following aspects are treated:

• Coordination within a joint venture
• Project and resource planning
• Project implementation
• Project administration
• Project billing and evaluation.

Benefits

The tool allows a more efficient and transparent project implementation within a cluster and facilitates the coordination of the various activities and processes by the cluster manager.

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.6. PROCEDURE FOR ORDER EXECUTION

Documentation

Procedure for order execution

1. Description and responsibilities

Order execution is based on concrete terms of reference, i.e. is specific to a given project. The following sub-processes must be considered:

- Technical order execution, including

  - Project planning
  - Project preparation
  - Project implementation
  - Project progress monitoring
  - Project billing

- Project administration, including financial planning and control
- If necessary, coordination with consortium partners.

2. Coordination within a joint venture

If a project is executed by a joint venture (JV) or consortium, the following phases must be executed in collaboration with the partners:

- Agreeing on the division of tasks (technical planning)
- Scheduling and resource allocation
- Entry into a consortium agreement.

3. Project and resource planning

Detailed project planning based on the specific terms of reference is the prerequisite for implementation of the project as a whole or the individual project phases in line with the required quality and timetable. Generally, project implementation involves individual phases. Planning the individual phases depends on the results of the preceding phase.

The planning procedures must include:

- Activities and timetabling for individual project phases (as far as these are known at the time)
- Technical planning of order execution
- Financial planning
- Planning need of human resources
- Reviewing the legal conditions
- Reviewing the need of and if necessary agreeing on monitoring and evaluation mechanisms.

Part of project work is project-specific monitoring and evaluation (M&E) modified for the needs of the individual customer.

Usually the project manager or coordinator reaches agreement with the project partners on the M&E mechanisms which are to be used to track the indicators (i.e. the data agreed for measuring goal achievement). Agreements on M&E tools and responsibilities, and the all results of evaluations over the duration of the project are documented in the project file. If it emerges that indicators are not or cannot be met in the agreed period, measures are initiated to ensure that the project goals can still be met, and the success of their use is documented.

Project and resource planning are activities which continue throughout the entire course of order execution.

4. Order execution

Order execution includes the sub-processes:

- Contract review
- Project preparation
- Inception phase
- Project implementation
- Conclusion of project and possibly project handover to the project executing agency
- Project administration

5. Project administration

Project administration, including financial planning and controlling, is an activity which needs to be implemented throughout the whole project duration. Important features are:

- Creating a project cost centre
- Order-specific budget and cash flow planning
- Calculating the shares of the consortium partners
- Requesting or allocating funds to consortium partners
- Accounting and follow-up
- Checking invoices and settling the project cash funds.

6. Project billing and project evaluation

Project billing and project evaluation are done by cluster management and involve the following particularly important sub-processes:
Final billing
- Final report
- Internal project evaluation (financial evaluation).

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.7. BUSINESS LEAD (EXPORT PROMOTION SERVICE)

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The form represents an important instrument for the export promotion service. The cluster manager sends the form / qualification profile to interested clients who fill it out in accordance with company needs. The cluster manager then submits the qualification profile to cluster members. The cooperation inquiry / business lead can then be monitored by an individual cluster business or a multi-company consortium.

Brief description

The tool is a form which can be completed by external customers (specifically from the cluster's international target markets) and is then forwarded by the cluster manager to cluster members for further processing.

Benefits

The tool facilitates a focused and professional handling of strategic alliance enquiries with the goal of turning them into concrete export orders.

Documentation

DATE:	░░░░░
COOPERATION PROFILE:	
COMPANY NAME:	░░░░░
ADDRESS:	░░░░░
POSTAL CODE/CITY:	░░░░░
WEBSITE:	░░░░░
CONTACT PERSON:	
FIRST NAME:	░░░░░
LAST NAME:	░░░░░
POSITION:	░░░░░
PHONE:	░░░░░
FAX:	░░░░░
E-MAIL:	░░░░░
COMPANY DETAILS:	
SUBSIDIARIES OUTSIDE OF GERMANY:	░░░░░
NUMBER OF EMPLOYEES:	☐ ‹ 10 ☐ 11–49 ☐ 50–249 ☐ 250–500 ☐ ‹ 500
TURNOVER IN 2006 (MILLION EURO):	☐ ‹ 5 ☐ 5–10 ☐ 11–40 ☐ 41–100 ☐ ‹ 100
EXPECTED TURNOVER IN 2007 (MILLION EURO):	☐ ‹ 5 ☐ 5–10 ☐ 11–40 ☐ 41–100 ☐ ‹ 100
PRODUCTS/SERVICES:	░░░░░
PLEASE DESCRIBE YOUR BUSINESS ACTIVITIES AND CORE COMPETENCES:	░░░░░
WHICH INDUSTRIES DO THE MAJORITY OF YOUR CLIENTS BELONG TO:	░░░░░

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | **2.2.7. BUSINESS LEAD (EXPORT PROMOTION SERVICE)**

COOPERATION DETAILS:		
PLEASE DESCRIBE THE TYPE OF COOPERATION YOU ARE LOOKING FOR: (OUTSOURCING, PRODUCT DEVELOPMENT, MAINTENANCE, ETC.)		
PLEASE SELECT THE TYPE OF COOPERATION COMMITMENT YOU ARE AIMING AT:	☐ JOINT VENTURE ☐ OUTSOURCING AGREEMENT ☐ MANUFACTURING AGREEMENT ☐ TECHNICAL (R&D)	☐ LICENCE AGREEMENT ☐ EXCHANGE OF EXPERIENCE ☐ FINANCIAL RESOURCES
PLEASE SPECIFY YOUR REQUIREMENTS: (PRODUCTS, TECHNOLOGIES, INDUSTRY EXPERTISE, CERTIFICATION, ETC.)		
COORDINATOR:	CLUSTER MANAGER TEL. E-MAIL	
COMMENTS:		

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.8. COMPANY PROFILE FOR CLUSTER EXPORT PROMOTION

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The tool is used for collecting relevant company data to promote exports of cluster members. On the basis of a questionnaire, the cluster manager can compile a qualification profile of individual companies regarding exports and international diversification.

Brief description

The tool is divided into several sets of questions and covers company data, export activities to date and export wishes.

Benefits

The tool helps the cluster manager to record the concrete consulting needs of cluster businesses on exporting and internationalisation and to derive appropriate promotional strategies and services.

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.8. COMPANY PROFILE FOR CLUSTER EXPORT PROMOTION

Documentation

Company Profile for Cluster Export Promotion

01. Company: _____

Address: _____

ZIP-Code: _____

Telephone: _____

Fax: _____

E-mail: _____

Internet: _____

02. Contact person:

Position: _____

Extension number:^ _____

Languages:

(fluent): English ☐

German ☐

Other ☐ _____

03. Year incorporated: _____

04. Number of employees: _____

05. Annual turnover (Mio.€): _____

06. Export share (%) _____

07. Nature of business:

08. Brief description of your products / services:

09. In what kind of finished product are your products integrated:

10. Please state your unique selling proposition (USP):

11. Define the target group for your product / service in Germany

12. Business-matchmaking – tick the appropriate box for the type of cooperation desired and give additional information:

A) Distributors:

	TYPE OF COOPERATION	ADDITIONAL INFORMATION
( )	IMPORTER – COMPLEMENTARY PRODUCTS	
( )	IMPORTER – WHOLESALER	
( )	IMPORTER – LARGE RETAILER	
( )	SALES AGENT ON COMMISSION BASIS	

B) Production:

	TYPE OF PRODUCTION	ADDITIONAL INFORMATION
( )	CONTRACT MANUFACTURE	
( )	INWARD / OUTWARD PROCESSING	
( )	LICENSE AND PATENT	
( )	ASSEMBLY AND MAINTENANCE	

C) Other:

		ADDITIONAL INFORMATION
( )	ACQUISITION	
( )	OTHER, PLEASE SPECIFY	

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | **2.2.8. COMPANY PROFILE FOR CLUSTER EXPORT PROMOTION**

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13. **Please describe desired specifications of the potential business partner (number of employees; specific technical knowledge; specific product- and/or service portfolio; etc.):**

    _____
    _____
    _____
    _____

14. **How could you support your German business partner within the scope of the cooperation:**

    Marketing publications available in German / English   ☐

    Contribution of capital / Acquisition of shares   ☐

    Patents / licenses   ☐

    Personnel resources support   ☐

    Research and development support   ☐

    Technical training   ☐

    Other, please specify   ☐

    _____
    _____
    _____

15. **Do you already have business ties with Germany?**

    yes ☐   no ☐

    If the answer is "yes", please state the nature of this business relationship. Do you wish to engage a new partner to replace the old one? Or do you want to replenish your business activities abroad?

    _____
    _____
    _____

16. **What kind of German companies shall NOT be contacted?**

    _____
    _____

17. **We agree on the following: Our data will only be used for the cluster export promotion service and can be disclosed to potential partners. The data can be published in databases and publications.**

Full Name (please print in block letters): _____   _____

Place/Date: _____   Signature / Company stamp: _____

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.9. EXPORT PLAN FOR CLUSTER MEMBERS

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The export plan is provided to the businesses by the cluster manager and elaborated by the businesses, if necessary with the help of a suitable external consultant (e.g. GTZ). The tool is a basis for planning and implementing individual export activities by cluster businesses, where the cluster manager's task is to synchronise and coordinate the activities of individual businesses as necessary. The individual strategies should also be incorporated into a joint export strategy for the cluster.

Brief description

The tool is a form for drawing up an export plan for individual cluster businesses, and covers the following aspects:

- Introduction
- Strategic planning
- Market entry strategy
- Operational marketing
- Action plan
- Evaluation sheet.

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | **2.2.9. EXPORT PLAN FOR CLUSTER MEMBERS**

Benefits

The tool assists the planning of export activities by cluster members and their coordination as part of the export promotion cluster service.

Documentation

Cluster X

Export Promotion Service

Individual Export Plan – Germany

2006 / 2007

for

Company: [please fill in your company name]

Address: [please fill in your address]

Contents

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | **2.2.9. EXPORT PLAN FOR CLUSTER MEMBERS**

---

1 Introduction: Export Plan – A Key To Export Success

> **TARGETS AND BENEFITS**
> • IDENTIFIES WHAT YOU WANT TO ACHIEVE FROM EXPORTING TO GERMANY
> • ANALYSIS OF ACTUAL STRENGTHS AND WEAKNESSES OF YOUR COMPANY
> • TOOL FOR STRATEGIC PLANNING OF YOUR EXPORT ACTIVITIES
> • PRACTICAL GUIDE FOR OPERATIONAL EXPORT MARKETING
> • CONTROLLING OF TARGET AND MEASURES

Exporting leads to sustainable growth and profits. Germany is one of the most promising markets for Software exporters. But a strategic planning is necessary for a long-term market success.

This document is intended to provide you with a simple, practical and flexible tool that will help to ensure your export success in Germany.

In addition, the information gained from the individual plans will help the Cluster Manager to better cover the needs of the software companies in order to optimize the Export Promotion Service.

How to work with the template

The template is a guideline to create your own export plan. It tries to cover the most important items you have to consider for strategic planning and operational marketing of your export activities in Germany. Please fill in the marked fields with your company data and your strategic goals. Step-by-step you should be able to create your own practical guide for upcoming activities in Germany. Your GTZ-Consultants will help you to take into account the specific demands (i.e. economic, legal or cultural differences) of the German market.

A continuous updating, controlling and revising of targets and measures helps to enable your company to optimize your activities and resources for the German market.

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2 Status quo

> **QUESTIONS**
> • WHAT DOES YOUR ORGANISATION DO? WHAT IS YOUR COMPANY HISTORY?
> • WHAT IS YOUR CURRENT TURNOVER/STAFF NUMBER/OFFICE LOCATIONS?
> • ARE YOU EXPORTING ALREADY? TO WHICH MARKETS? WHO DO YOU SELL TO ABROAD AND HOW?
> • WHAT ARE YOUR COMPANY STRENGTHS AND WEAKNESSES?

2.1 Company Profile

[PLEASE FILL IN YOUR COMPANY NAME]

PRODUCTS / SERVICES / TECHNOLOGY:

• [PLEASE FILL IN]

REFERENCE CLIENTS / PROJECTS:

• [PLEASE FILL IN]

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.9. EXPORT PLAN FOR CLUSTER MEMBERS

COMPANY	
YEAR OF FOUNDATION:	[PLEASE FILL IN]
NUMBER OF EMPLOYEES/STAFF:	[PLEASE FILL IN]
NUMBER OF PROGRAMMERS:	[PLEASE FILL IN]
ANNUAL TURNOVER:	[PLEASE FILL IN]
EXPORT COUNTRIES:	[PLEASE FILL IN]
EXPORT RATE (IN%):	[PLEASE FILL IN]
(EXPECTED) ANNUAL GROWTH RATE:	[PLEASE FILL IN]

SALES AND MARKETING ORGANISATION
[PLEASE FILL IN HOW YOUR SALES AND MARKETING ACTIVITIES ARE ORGANIZED (STAFF, CAMPAIGNS ETC.)]

MID- AND LONGTERM OUTLOOK
[WHAT IS YOUR LONGTERM STRATEGY? WHAT SHALL BE YOUR CORE BUSINESS IN 3 – 5 YEARS)]

2.2 Previous / Actual activities in Germany

SALES/MARKETING/PR	• [PLEASE FILL IN]
REFERENCE CLIENTS	• [PLEASE FILL IN]
PROJECTS	• [PLEASE FILL IN]
TRADE FAIR PARTICIPATION	• [PLEASE FILL IN]
TURNOVER (LAST TWO YEARS)	• [PLEASE FILL IN]
OTHERS	• [PLEASE FILL IN]

2.3 SWOT-Analysis

SWOT Analysis is a very effective way of identifying your actual Strengths and Weaknesses, and of examining the Opportunities and Threats you face (especially in export business). Carrying out an analysis using the SWOT framework helps you to focus your activities into areas where you are strong and where the greatest opportunities lie.

Areas to consider:

- Product / Services / Technology / USP
- Company size
- Management / Staff
- Language / Cultural knowledge
- Export experience
- Reference clients (USA / Germany etc.)
- Budget / Financial Situation
- etc.

STRENGTHS	WEAKNESSES
• [PLEASE FILL IN]	• [PLEASE FILL IN]
OPPORTUNITIES	THREATS
• [PLEASE FILL IN]	• [PLEASE FILL IN]

Summary SWOT:

- [please fill in]

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | **2.2.9. EXPORT PLAN FOR CLUSTER MEMBERS**

3 Strategic Planning

QUESTIONS

• WHAT ARE YOUR EXPECTATIONS OF EXPORTING?

• WHAT ARE YOUR QUANTITATIVE AND QUALITATIVE GOALS?

• HOW MUCH ARE YOU WILLING TO INVEST IN EXPORT? – TIME AND RESOURCES?

• HOW WILL YOU ALLOCATE FUNDS AND RESOURCES?

3.1 Goals

3.1.1 General/Qualitative Goals

GOALS	LOW PRIORITY	MIDDLE PRIORITY	HIGH PRIORITY
ACQUISITION OF OUTSOURCING PROJECTS			
MARKETING OF OWN PRODUCTS/SERVICES			
MARKETING YOUR BRAND IN GERMANY			
DIRECT SALES (VIA MAILINGS ETC.)			
INDIRECT SALES (VIA DISTRIBUTION NETWORK)			
FOUNDATION OF A REPRESENTATIVE OFFICE			
FOUNDATION OF YOUR OWN SUBSIDIARY			
OTHERS: •[PLEASE FILL IN]			

3.1.2 Quantitative Goals

TURNOVER (GENERAL)	2004	2005	2006
TURNOVER GERMANY (IN €)	0,0	0,0	0,0
TURNOVER GERMANY/TOTAL TURNOVER (SHARE IN %)	0,0	0,0	0,0

TURNOVER (BY PRODUCTS/SEGMENTS)	2004	2005	2006
[PLEASE FILL IN]	0,0	0,0	0,0
[PLEASE FILL IN]	0,0	0,0	0,0
[PLEASE FILL IN]			
TOTAL	100,0 %	100,0 %	100,0 %

3.2 Resources

3.2.1 Human Resources

To enter the German market the current company team could provide the following resources:

TEAM	TIME (IN % OF TOTAL)	MARKET EXPERIENCE/LANGUAGE KNOWLEDGE
MANAGEMENT		
SALES MANAGER		
OTHER STAFF		
STRATEGICPARTNER/ DISTRIBUTOR		

3.2.2 Financial Resources

	2004	2005	2006
TOTAL MARKETING BUDGET			
BUDGET FOR GERMANY			

3.2.3 Other Resources

Are there any other resources your company can provide to boost your export activities?

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.9. EXPORT PLAN FOR CLUSTER MEMBERS

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4 Market Entry Strategy

QUESTIONS
- HOW WOULD YOU DESCRIBE THE IDEAL BUYER, DISTRIBUTOR, AGENT, PARTNER OR END USER YOU WANT TO WORK WITH IN THIS MARKET?
- HOW DO YOU PLAN TO ENTER THE GERMAN MARKET, I.E. DISTRIBUTOR, AGENT, INTERNET, LICENSE, JOINT VENTURE, OTHERS?
- HOW WILL YOU GENERATE AND QUALIFY LEADS IN YOUR TARGET MARKET?
- WHAT ARE YOUR PROMOTIONAL STRATEGIES?
- PLEASE DESCRIBE THE STEPS IN THE SALES PROCESS AND THE RESOURCES REQUIRED.

4.1 Target customer profile

4.1.1 Customer / End user profile

Please describe the ideal buyer of your services and / or products in Germany. A detailed profile will be very useful to cluster your target group for marketing and sales activities. Please make different profiles if your company has different groups of customers.

Profile A (Customer is a Company)

TYPE OF COMPANY (I.E. SOFTWARE HOUSE, MANUFACTURER (SME), GLOBAL PLAYER ETC	• [PLEASE FILL IN]
CORE BUSINESS	• [PLEASE FILL IN]
COMPANY CHARACTERISTICS (I.E. TURNO-VER/ STAFF/LOCATIONS ETC.)	• [PLEASE FILL IN]
CONTACT PERSON (I.E. MANAGING DIRECTOR, PURCHASING DIRECTOR, OTHERS)	• [PLEASE FILL IN]
EXAMPLES (NAME AND WEBSITE)	• [PLEASE FILL IN]

Profile B (Customer is not a company)

TYPE OF CUSTOMER	• [PLEASE FILL IN]
CHARACTERISTICS	• [PLEASE FILL IN]
EXAMPLES	• [PLEASE FILL IN]

4.1.2 Intermediaire profile

If you use an intermediaire (additional or single way of distribution) to sell your products please fill in the following profile.

TYPE OF INTERMEDIAIRE (I.E. SOFTWARE CONSULTANCY, AGENT ETC.)	• [PLEASE FILL IN]
CORE BUSINESS	• [PLEASE FILL IN]
COMPANY CHARACTERISTICS (I.E. TURNOVER/STAFF/LOCATIONS ETC.)	• [PLEASE FILL IN]
CONTACT PERSON (I.E. MANAGING DIRECTOR, PURCHASING DIRECTOR, OTHERS)	• [PLEASE FILL IN]
EXAMPLES (NAME AND WEBSITE)	• [PLEASE FILL IN]

4.2 Competitors

MAIN COMPETITORS	DISTRIBUTION CHANNEL	COMPARISON COMPANY/COMPETITOR

4.3 Strategic Approach

Areas to consider:

• What kind of distribution channel is the best way for your company to enter the German market?
• What is your short-term, mid-term and long-term strategy for the German market?
• What will be your long-term competitive advantage?

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.9. EXPORT PLAN FOR CLUSTER MEMBERS

5. Operational Marketing

This chapter will support you to put into practice your strategy for the German market.

5.1 Product

Areas to consider:

- Unique selling attributes or competitive advantage(s) / market niche
- Describe required product modifications for Germany (economic, cultural or legal aspects)
- Product characteristics (design, styles, colors, etc.)
- Labelling, packaging, markings, language(s)
- Foreign intellectual property protection (tradename, trademarks, trade secrets, patents, industrial designs, copyrights, etc.)

PRODUCT/SERVICES	ADAPTATION TO GERMAN MARKET

5.2 Price

Areas to consider:

- Current market pricing (if necessary, consider typical profit margins in distribution chain)
- Price sensitivity (market acceptance of higher or lower price)
- Market penetration pricing strategy (market skimming, penetration pricing, flexible pricing, static pricing)

PRODUCT/PRICE	ADAPTATION TO GERMAN MARKET

5.3 Distribution

Areas to consider:

- How will you build up your distribution channel?
- How will you find a suitable distribution partner?
- What kind of direct marketing activities are planned?

DISTRIBUTION STRATEGY	ACTIVITIES

5.4 Communication

Areas to consider:

- Promotion methods
- Advertising availability and regulatory constraints (newspapers, magazines, radio, television, Internet, posters, flyers, letters, etc.)
- Events, trade fairs, trade missions, etc.
- Promotional tools (samples, in-store giveaways, discounts, consignment, etc.)
- Promotional message (consider cultural, religious, lifestyle / image, economic influences, etc.)
- After sales services (returns, repairs, warranties, maintenance, training, communications / hotlines, etc.)

MEASURE	COSTS

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.9. EXPORT PLAN FOR CLUSTER MEMBERS

6. Action Plan

MEASURE	DEADLINE	RESPONSIBLE	DONE

7. Evaluation Sheet

MEASURE	TARGET (PLAN)	ACTUAL	EVALUATION

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.10. CHECKLIST – CLUSTER TRADE FAIR PARTICIPATION

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMENTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

This tool is used to prepare and run the cluster's trade fair participations as part of the export promotion cluster service. Trade fairs are an important tool for the international marketing of both the cluster as a whole and of individual cluster members. For SMEs in particular, trade fair participation as part of a joint cluster stand is a cost-effective and attractive opportunity to gather initial experience and customer contacts in foreign markets.

Brief description

The tool is designed as a checklist and divided in three sections:

• Preparation
• Implementation
• Follow-up

Benefits

With the checklist the cluster manager can plan the various activities needed for successful trade fair participation and coordinate their implementation.

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.10. CHECKLIST – CLUSTER TRADE FAIR PARTICIPATION

Documentation

Checklist – cluster trade fair participation

Status: dd.mm.yy

NO.	TASK	DEADLINE		RESPONSIBLE	REMARKS	STATUS
		INTERNAL	EXTERNAL			
1.	PREPARATION (BEFORE TRADE FAIR)					
01.	DETERMINE NUMBER OF PARTICIPATING COMPANIES					
02.	IDENTIFY ADDITIONAL FINANCIAL SUPPORT					
03.	REGISTRATION OF BOOTH					
04.	REGISTRATION OF COMPANIES IN THE TRADE FAIR CATALOGUE (HARD-COPY)					
05.	REGISTRATION OF COMPANIES IN THE TRADE FAIR CATALOGUE (ONLINE VERSION)					
06.	APPROVE BOOTH DESIGN AND CONSTRUCTION					
07.	PAYMENT FOR BOOTH CONSTRUCTION					
08.	ELECTRICITY CONNECTION, ELECTRICITY – PREPAYMENT					
09.	BOOKING OF EXTRA SERVICES FOR THE BOOTH (CLEANING, ETC.)					
10.	BOOKING OF TELECOMMUNICATION INFRASTRUCTURE					
11.	BOOKING OF PRESENTATION EQUIPMENT (BEAMER, ETC.)					
12.	BOOTH FURNITURE (DESKS, CHAIRS, ETC.)					
13.	PROVIDE STATIONERY FOR THE BOOTH (PAPER, PENS, ETC.)					
14.	COMPANY LOGOS FOR THE BOOTH STANDS					
15.	CLUSTER'S LOGO FOR INFORMATION DESK					
16.	POSTER WITH COMPANY LOGOS					
17.	NAME TAGS FOR COMPANIES					
18.	RESERVATIONS FOR TRAVEL AND ACCOMMODATION					
19.	SECTOR PROFILE (E.G. SOFTWARE INDUSTRY)					
20.	INVITATION FOR EVENING EVENT COCKTAIL					
21.	BROCHURE WITH THE PROFILE OF THE CLUSTER AND PARTICIPATING COMPANIES					
22.	REGISTRATION FOR MATCH MAKING AND OTHER RELEVANT EVENTS					

NO.	TASK	DEADLINE		RESPONSIBLE	REMARKS	STATUS
		INTERNAL	EXTERNAL			
23.	REGISTER MINISTER OR VICE-MINISTER FOR RELEVANT EVENTS (IF POSSIBLE)					
24.	ORGANISE COOPERATION MEETING WITH RELEVANT INDUSTRY ASSOCIATIONS AND OTHER CLUSTERS					
25.	REVIEW ALL PANELS, FORUMS AND CONFER-ENCES AND APPOINT PEOPLE FOR ATTEND-ANCE					
26.	CONDUCT MAILINGS (CLUSTER)					
27.	INDIVIDUAL TRADE FAIR PREPARATION (MARKETING MATERIAL, MAILINGS, ARRANGEMENT OF MEETINGS, ETC.)					
28.	PREPARATION AND ORGANISATION OF EVENING EVENT					
29.	ORGANISE TRADE FAIR HOSTESS OR STUDENTS					
30.	UPDATE COMPANY AND CLUSTER WEB-SITES: TRADE FAIR PARTICIPATION					
31.	CONDUCT WORKSHOP ON TRADE FAIR MANAGEMENT FOR CLUSTER COMPANIES					
32.	INFORM GENERAL CONSULATE ON TRADE FAIR PARTICIPATION					
33.	CONDUCT PR ACTIVITIES					
34.	PROVIDE COMPANIES WITH DATABASE AND KEY CONTACTS FOR MAILINGS					
35.	CONTACT AND INVITE FOREIGN JOURNALISTS/PRESS					
36.	CONTACT AND INVITE JOURNALISTS/PRESS					
37.	ORGANISE AND PROVIDE COUNTRY INFORMATION MATERIAL					
38.	GIFTS FOR B2B MEETINGS					

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | **2.2.10. CHECKLIST – CLUSTER TRADE FAIR PARTICIPATION**

| 2. PREPARATION (BEFORE TRADE FAIR)					
01.	INSPECTION AND ACCEPTANCE OF BOOTH				
02.	CONDUCT MATCH MAKING EVENTS				
03.	CONDUCT COOPERATION MEETINGS WITH RELEVANT INDUSTRY ASSOCIATIONS AND OTHER CLUSTERS				
04.	SEND OUT HOSTESS OR STUDENTS TO DIS-SEMINATE INVITATIONS (EVENING EVENT) AND BROCHURES				
05.	CONDUCT EVENING EVENT				
06.	CONDUCT B2B MEETINGS OF COMPANIES				
07.	CONDUCT FURTHER PR ACTIVITIES (INVITA-TION OF JOURNALISTS, PROVIDE INFORMA-TION AND ARTICLES)				
08.	PARTICIPATE IN RELEVANT FORUMS, CONFERENCES AND PANELS				
2. FOLLOW-UP (AFTER TRADE FAIR)					
01.	CONDUCT FOLLOW-UP BASED ON TRADE FAIR MEETINGS AND VISITOR VALUE REPORTS				
02.	CONTACT AND INFORM JOURNALISTS ABOUT RESULTS				
03.	CONTACT AND INFORM FOREIGN JOURNAL-ISTS ABOUT TRADE FAIR PARTICIPATION				
04.	INFORM INSTITUTIONS (E.G. MINISTRY OF ECONOMY) ABOUT RESULTS				
05.	DERIVE LESSONS LEARNED AND BEST PRACTICES FROM TRADE FAIR PARTICIPA-TION				
06.	SUPPORT COMPANIES IN FOLLOW-UP OF TRADE FAIR CONTACTS				

2. IMPLEMENTATION
2.2. CLUSTER SERVICES | 2.2.11. LARGE GROUP METHOD FOR CLUSTER COMMUNICATIONS PLATFORM ON THE INTERNET

SOURCE	PROTEC-INNO: W.I.N JOINT VENTURE		
	PHASE		
THEMATIC FOCUS	**PREPARATION**	**IMPLEMANTATION**	**MODIFICATION**
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES		●	
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR		●	
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			●

Goals and application

The relevance of virtual communication platforms has increased for clusters. Via a large group event focusing on this topic the following goals can be attained:

• Networking the cluster partner businesses through knowledge transfer and pooling
• Familiarising cluster partners with the Internet platform
• Motivating cluster partners to attend training for the platform.

Brief description

The gathering is designed for about 100 participants and will provide the cluster members with an opportunity for renewed meeting and exchange. Organization provides for the entire event to be held in a single venue of adequate size and to include various elements such as key note speeches, discussions, presentations, team work, the use of the Internet and interviews.

Benefits

A vital benefit of this gathering is the presentation of cluster (i.e. the part of cluster attending the gathering) in its entire complexity. In addition, cluster companies are made familiar with the use of Internet media.

2. IMPLEMENTATION

2.2. CLUSTER SERVICES | 2.2.11. LARGE GROUP METHOD FOR CLUSTER COMMUNICATIONS PLATFORM ON THE INTERNET
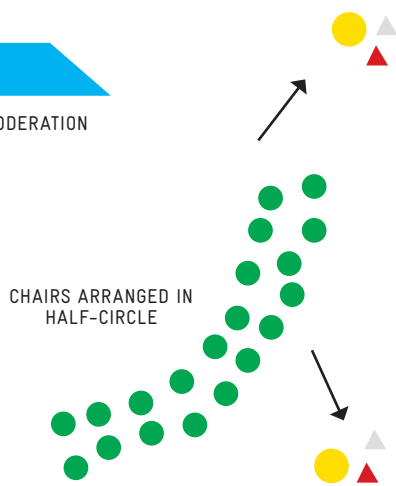
Documentation

Equipment:

- 1 large conference area with flexible seating for at least 80 participants;
- Semicircular arena seating (in two or three rows, depending on the number of participants)
- PA system
- LCD projector
- 5 screens (1 at podium, 4 in working corners)
- 4 flip charts
- 4 bulletin boards each with A0 format poster (title, shortcut) on the 4 key note speeches
- 4 lecterns each with notebook computer (4 notebook computers in all, connected to communications platform)
- Information material and registration lists for training at all lecterns
- Name badges
- Digital camera, moderation tools (moderator)
- Buffet

COUNTER WITH NOTEBOOK COMPUTER
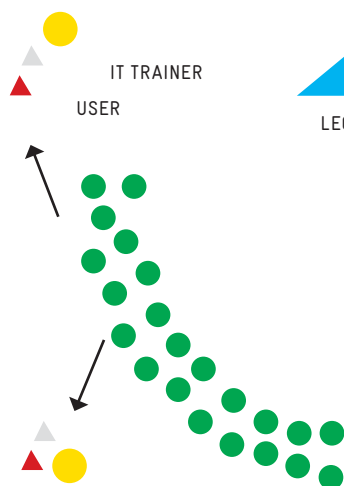
COUNTER WITH NOTEBOOK COMPUTER

IT TRAINER

USER

LECTURES MODERATION

CHAIRS ARRANGED IN
HALF-CIRCLE

COUNTER WITH NOTEBOOK COMPUTER

COUNTER WITH NOTEBOOK COMPUTER

Programme

TIME	DURATION (MIN.)	STEPS	SETTING	COMMENTS
15.00	15	OPENING	FULL SESSION	
15.15	30	KEY NOTE SPEECH	FULL SESSION	
15.45	15	BRIEF DISCUSSION	FULL SESSION	
16.00	30	KEY NOTE SPEECH	FULL SESSION	
16.30	30	BREAK		
17.00	30	KEY NOTE SPEECH	FULL SESSION	
17.30	45	"FOUR CORNER" DISCUSSION WITH A SPEAKER IN EACH CORNER OF THE ROOM: THE FOUR SPEAKERS SIT IN THE FOUR CORNERS OF THE ROOM. PARALLEL DISCUSSION GROUPS FORM AROUND EACH OF THE FOUR FACILITATORS, WHERE PARTICIPANTS DISCUSSING ISSUES WITH THE SPEAKERS CAN FOLLOW UP. PARTICIPANTS CAN MOVE FREELY BETWEEN THE GROUPS, AS IN AN OPEN SPACE MEETING.	4 OPEN DISCUSSION GROUPS IN AN OPEN SPACE	IN CHOOSING THE VENUE IT IS IMPORTANT TO CHECK THAT THE SPACE AND ACOUSTIC ARE SUITABLE FOR A "FOUR CORNER" DISCUSSION.
18.15	15	BREAK		REORGANIZATION: SET UP LECTERNS AND NOTEBOOK COMPUTERS
18.30	15	SUMMARIZE GROUP DISCUSSIONS	GROUP INTERVIEW ON THE PODIUM: PARTICIPANTS ARE THE SPEAKERS	
18.45	45	PRESENTATION OF AND FAMILIARIZATION WITH INTERNET PLATFORM (USING NOTEBOOK COMPUTERS AT LECTERNS)	4 OPEN LECTERN DISCUSSIONS AS BEFORE IN 4 CORNERS	AT EACH LECTERN THERE IS AN IT COACH AND A PRACTICAL USER WHO ALREADY HAS EXPERIENCE WITH THE PLATFORM. THE MAIN FUNCTION OF THIS SESSION IS TO MOTIVATE PEOPLE TO ATTEND THE TRAINING SESSIONS. PARTICIPANTS SHOULD ACCORDINGLY BE ABLE TO REGISTER DIRECTLY AT THE END.
19.30	15	SUMMARY: MODERATORS GO AROUND AND INTERVIEW A SPONTANEOUS SELECTION OF PARTICIPANTS ON THEIR INITIAL IMPRESSION OF THE PLATFORM; CLOSING STATEMENT:	FULL SESSION	
19.45		OPEN END		PARTICIPANTS CAN GET MORE INFORMATION ON THE PLATFORM AT THE LECTERNS

2. IMPLEMENTATION
2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.1. COOPERATION AGREEMENT FOR CLUSTER PROJECTS**

SOURCE	ÖAR REGIONALBERATUNG GMBH, JOINT VENTURE KNO		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES		●	
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application
The following cooperation agreement is used for the definition of general rules for actors involved in inter-business cluster cooperation projects. The agreement sets a legal framework for the rights and responsibilities of actors for the cooperation.

Brief description
The cooperation agreement specifically regulates the goals, rights, duties and term, including aspects of coordination and confidentiality.

Benefits
The contract provides a legal framework for cooperation. It increases transparency among cooperation partners and provides for resolution of any disputes that may arise among them.

Documentation

Goals

- Exploration of inter-business alliances
- Elaboration of jointly usable know-how and the research required
- Close cooperation between the participating businesses and R&D and qualification institutions
- Integration of all partners and consolidation of cooperation through suitable measures (communication media, identity building activities, joint project work, etc.)
- Active marketing of the alliance and contacts with possible customers
- Boosting solidarity and regional importance, in order to represent the partners' interests better in dealing with institutions
- Integration of suitable new partners.

Rights and duties

Code of conduct for the alliance

- Action by individual businesses takes into account the joint goal of group activities. Participants respect and trust partners in the group and avoid any steps which might do lasting damage to the reputation and effectiveness of the group or individual members. Group members deal fairly with each other and communicate openly.
- Information, data and results of the cooperation are to be used in the sense of the cooperation and may not be passed on to third parties or patented without the consent of cooperation partners involved.
- Information which is important for the alliance, specifically information from the individual businesses' environments, is promptly disseminated to the rest of the group, unless this would put an individual business to a competitive disadvantage.
- The exchange of data and information shall allow group members to build up relevant know-how in the areas of cooperation. In this sense every partner is obliged to record in writing all work and the use of jointly developed know-how and to report to the cooperation members unless this would infringe upon the internal confidentiality clauses of the respective business.
- Every partner is self-responsible for the financing of his contribution to the project. Every partner bears his own expenses and those of the one that has been assigned for the project, unless another written agreement has been signed by the partners.

Active participation and care

- The cooperation partners commit themselves to active and diligent cooperation in line with the joint objectives and jointly agreed (or to be agreed) work packages. Partners support one another for the purpose of the objectives of the project.
- The cooperation group meets at intervals set by the group (at least on a quarterly basis).
- Each business sends a representative with full responsibility to the meetings. Participation is compulsory.
- The participating businesses and research institutes hold the meetings at their offices in rotation.

2. IMPLEMENTATION

2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.1. COOPERATION AGREEMENT FOR CLUSTER PROJECTS**

Term

- The cooperation is designed to last for a longer period (> 1 year), but its continuance is primarily dependent on its success, and can be terminated by the group at any time if the goals are not achieved or in response to other outside influences.

Withdrawal from the agreement

- Every partner has the right to withdraw from the agreement for plausible reasons, but commits himself not to pass on, patent or use to the disadvantage of the group the jointly-developed know-how, data, information and results of collaboration as of the date of withdrawal. The provisions on confidentiality, publication and inventions remain in force after the partner's withdrawal from the cooperation. Commercial use is possible in the course of normal business activity, provided confidentiality is maintained.
- The withdrawing partner is liable for timely completion and careful conclusion of the tasks the partner had taken on.

Addition of new partners

- Admission of new partners (companies and / or research institutes) is possible only upon consent of all partners (unanimously). Within the cooperation group a vote should be taken on the admission of new partners. Consent or dissent of the partners can be inquired by the coordinator at meetings or by e-mail or phone.

Full new partners

- When admitting new members (notably companies) one should take into account the services so far brought in by cooperation partners. Full cooperation membership is possible only when appropriate services are contributed (know-how, products, processes, projects, or orders of interest to the cooperation etc.).

Associate partners

- During project implementation, associate partners can be integrated into a cooperation group with the approval of participating project partners if the group or project partners have an economic or scientific interest in this. Transition to full membership is possible taking into account the provisions of the preceding paragraph.

Coordination

The coordination of the cooperation is done by the spokesperson of the cooperation. Cooperation partners may at any time name a new coordinator.

Coordinator's duties:

- Technical and organisational assistance to the alliance
- Coordination and assistance in organising and holding meetings
- Organization and conclusion of integration of additional outside consultancy (after discussion with the partners)
- Advice to individual businesses on questions of cooperation
- Ensuring participation and neutral contact with possible new partners
- Assistance to the alliance on communication (platform), identity and external image (logo, advertising image)
- Introducing new or additional topics relevant to up-to-date developments.

Confidentiality

- Jointly developed know-how, data, information and results of the cooperation are for the time of cooperation in the possession of the cooperation. They are subject to confidentiality and may not be passed on to third parties, patented or used to the disadvantage of partners. However, every partner has the right to use the jointly developed know-how for his or her business in the sense of an economic use, as long as the agreements on confidentiality are not being breached.

- Research partners have the right of academic use in the form of publications, lectures and similar activities, provided that confidentiality is not breached and no commercial disadvantage results to the other partners.

- Every partner has the right to develop additional know-how within their business based on the jointly elaborated knowledge. It is up to each partner to decide whether to make this know-how or part of it available to the alliance. Every partner has the right to enter into alliances both within and outside the alliance.

- In the event of commercially successful cooperation – in the sense of product or process development – an arrangement must be reached in the course of winding up the present agreement on the exploitation of joint know-how and the results of the cooperation. The alliance is to be continued until such an arrangement can be reached.

- Partners commit themselves to use the material, drawings, data and any other information provided by others only for the completion of the project and to treat business secrets that have become known confidentially. This obligation is binding even after the contract has been dissolved.

- The obligation to maintain confidentiality does not apply or no longer applies to information which:
  - Was already public knowledge at the time the present agreement was entered into or which subsequently became public knowledge without any breach of the present agreement
  - Was demonstrably known to one or more other parties before entry into the present agreement; in this event, the other parties are still obliged to maintain confidentiality
  - One or more parties had demonstrably developed separately and independently of the information communicated within the alliance; in this event, the other parties are still obliged to maintain confidentiality
  - Was communicated to one or more parties by third parties not involved in the present agreement without breach of any nondisclosure agreement; in this event, the other parties are still obliged to maintain confidentiality
  - Is covered by written approval to disclose by the partner supplying the information

- The parties to the contract will take all necessary measures to ensure confidentiality.

Inventions, IPR, rights of use

- Inventions, technical improvements and IPR resulting from the implementation of the networking project are the intellectual property of the party whose employees originated them.

- Inventions, technical improvements, IPR and other development results following out of the cooperation of employees of several parties to the agreement belong in equal shares to all parties involved. The registration of joint inventions needs the consent of all parties involved. Joint inventions, improvements, IPR or other joint know-how is used independently. The use is free of charge for the duration of IPR. In this respect the awarding of licences to third parties needs the consent of all parties involved.

2. IMPLEMENTATION
2.3. CLUSTER PROJECTS AND PROCESSES | 2.3.1. COOPERATION AGREEMENT FOR CLUSTER PROJECTS

- As far as a specific cooperation project is implemented within the framework of the cooperation and as a result one or more parties receive orders they are entitled to use the IPR of another party as long as these are affected by the execution of an order and owner of the IPR has no share in the deliveries of the order. In this case the owner of the IPR receives an appropriate licence from the party using the IPR.
- In other respects the results of the project are available to all parties to use for their own purposes.

Exclusion of liability

- Each partner is solely liable for risks in their sphere of influence and indemnifies the other partners from claims and compensations.
- The transfer of research and development results between cooperation partners is at their own risk. A respective liability for the exchanged results does not exist.
- The project coordinator does not assume any liability for the products or services of the parties to the agreement, and specifically not for their legality or material correctness.

Full partners (businesses)

BUSINESS	REPRESENTATIVE	AUTHORISED SIGNATURE

Full partners (research institutes)

BUSINESS	REPRESENTATIVE	AUTHORISED SIGNATURE

2. IMPLEMENTATION

2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.2. PROJECT PLAN**

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES	●		
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The structure of the project concept for cluster projects is used to create a manageable presentation of the project for both project management and partners and for any external partners (promotional agencies).

Brief description

The presented project schedule clearly describes the relevant aspects of the cluster project. Apart form the presentation of contents and the time flow; this especially refers to project costs and funding.

Benefits

The project plan provides a structure of the planned project in order to obtain guidelines for implementation as well as accurate information for external organizations. A precise presentation is of vital importance especially for subsidized projects.

2. IMPLEMENTATION
2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.2. PROJECT PLAN**

Documentation

Structure of the project plan

1. Project description

  1.1 Brief description of the project executing agency
  1.2 Qualification of the project manager(s)
  1.3 Description of the project partners
  1.4 Initial situation, motivation
  1.5 Subject of the project, project goals
  1.6 Project procedures plan
  1.7 Personnel and resources plan
  1.8 Cost and financing plan
  1.9 Timetable and work plan
      1.9.1 Work packages
      1.9.2 Brief description
      1.9.3 Timetable, milestones
      1.9.4 Participating partners
      1.10 Expected benefits

2. Appendix

  2.1 Letter of Commitment
  2.2 Résumés

2. IMPLEMENTATION
2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.3. PROJECT DESCRIPTION FORM**

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES		●	
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The tool is a form for an initial description of the project and is suitable primarily for the phase of project start-up or definition.

Brief description

The form covers the central project data, such as project executing agency, brief description and project goal.

Benefits

The project description form provides all project participants and external persons with an overview of the most significant project information. This instrument can therefore be used as a basis for discussion and project schedule.

2. IMPLEMENTATION
2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.3. PROJECT DESCRIPTION FORM**

Documentation

Project description form

1. Project executing agency

Name: _____

Address: _____

Telephone: _____

Fax: _____

E-mail: _____

2. Project title

3. Brief description of the project

4. What is the reason for project execution?

5. State of development of the project
(Idea, planning, implementation)

6. Project goal

7. Timetable (planned project start, project end)

8. Project costs

TOTAL COST:	
INVESTMENT:	
ACTUAL INVESTMENT TO DATE:	
POSSIBLE DIRECT CONTRIBUTIONS, EQUITY:	

2. IMPLEMENTATION

2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.4. CHECKLIST FOR SELECTING PROJECT MANAGERS**

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES		●	
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The checklist is intended to facilitate the evaluation and selection of a suitable project manager, but does not replace evaluation of the candidate in a personal meeting.

Brief description

The most important areas of competence of the potential project manager are evaluated using a score system. The project manager can then be selected based on the total score.

Benefits

Project managers should be selected on the basis of a number of criteria, such as previous project experience, professional knowledge, communication and leadership skills, stress resilience and flexibility. The checklist allows for these criteria to be adequately taken into consideration.

Documentation

EVALUATION CRITERIA	SCORE				
	1	2	3	4	5
PROJECT MANAGEMENT EXPERIENCE					
MASTERY OF THE TECHNIQUES AND TOOLS OF PROJECT MANAGEMENT					
TECHNICAL COMPETENCE (IN THE PROJECT TASK)					
ABILITY TO LEAD PROJECT TEAMS					
ABILITY TO COMMUNICATE					
KNOWLEDGE OF CLUSTER STRUCTURE AND ACTORS					
PERSONAL ACCEPTANCE BY PROJECT PARTNERS					
APPEARANCE					
ORGANISING ABILITY					
ABILITY TO WORK UNDER PRESSURE					
FLEXIBILITY					

SCORE:

1 = VERY WEAK
2 = WEAK
3 = AVERAGE
4 = GOOD
5 = VERY GOOD

2. IMPLEMENTATION
2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.5. PROJECT MANAGEMENT WORK PACKAGE**

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES		●	
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application
To carry out the work packages defined in the project plan or project structural plan, they must be divided into individual activities. In addition, the work packages must be assigned to the team members responsible for their execution and be timetabled. This tool provides a form for drawing up a work package description.

Brief description
The tool is designed as a form covering all the relevant points for describing a work package, such as individual activities, responsibilities, goals, deadlines, recording interfaces and cost planning.

Benefits
The tool is intended to help the manager of a cluster project in operationalizing the project, i.e. breaking it down into sub-projects and work packages, in order to ensure efficient project execution.

Documentation

Work package description

PROJECT TITLE:		NO. IN PROJECT STRUCTURAL PLAN (PSP):
WORK PACKAGE (WP) DESCRIPTION:		OFFICER RESPONSIBLE:
WP NO.:		
WP START:		BUDGETED RESOURCES:
WP CONCLUSION:		
WP DURATION: (IN PERSON DAYS)		
OBJECTIVES:		
INDIVIDUAL ACTIVITIES:		DEADLINES:
RESULTS/OUTPUTS:		
PROBLEMS AND RISKS:		

2. IMPLEMENTATION

2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.5. PROJECT MANAGEMENT WORK PACKAGE**

DEPENDENCY ON OTHER WORK PACKAGES (WPS):

UPSTREAM WPS

WP IN PROGRESS

DOWNSTREAM WPS

DOCUMENTS TO BE USED:

OUTSOURCED GOODS AND SERVICES REQUIRED: (INPUTS)	SUPPLIER:	DATE:

COSTS, BUDGET:

APPROVAL:

• PROJECT MANAGER	X		
• PROJECT EXECUTING AGENCY	X		
	NAME, SIGNATURE		DATE

2. IMPLEMENTATION
2.3. CLUSTER PROJECTS AND PROCESSES | 2.3.6. MINUTES OF TEAM MEETINGS

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES		●	
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

Regular team meetings form an important part of project management during the preparation as well as during the implementation phase. In this regard it is necessary to document the most important results of the meetings and to distribute the documentation to all participants of the project.

Brief description

The form is structured according to the topics or items on the agenda and allows a direct assignment of tasks to individual project team members.

Benefits

The form for the minutes of the meeting can be used by the project manager and project members to record the content and results of team meetings in a uniform format.

2. IMPLEMENTATION

2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.6. MINUTES OF TEAM MEETINGS**

Documentation

Minutes of team meetings

Date of meeting:

Place:

Participants:

Secretary:

CC:

Topics:

1.	5.
2.	6.
3.	7.
4.	8.

TOPIC 1: (TEXT)		
TO DO: (TEXT)	DEADLINE:	PERSON RESPONSIBLE:

TOPIC 2: (TEXT)		
TO DO: (TEXT)	DEADLINE:	PERSON RESPONSIBLE:

TOPIC 3: (TEXT)		
TO DO: (TEXT)	DEADLINE:	PERSON RESPONSIBLE:

TOPIC 4: (TEXT)		
TO DO: (TEXT)	DEADLINE:	PERSON RESPONSIBLE:

TOPIC 5: (TEXT)		
TO DO: (TEXT)	DEADLINE:	PERSON RESPONSIBLE:

TOPIC 6: (TEXT)		
TO DO: (TEXT)	DEADLINE:	PERSON RESPONSIBLE:

TOPIC 7: (TEXT)		
TO DO: (TEXT)	DEADLINE:	PERSON RESPONSIBLE:

TOPIC 8: (TEXT)		
TO DO: (TEXT)	DEADLINE:	PERSON RESPONSIBLE:

Secretary's signature: _____

Project manager's signature: _____

2. IMPLEMENTATION

2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.7. PROJECT EVALUATION**

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	**PREPARATION**	**IMPLEMANTATION**	**MODIFICATION**
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES		●	
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The goal of the project evaluation sheet is to review relevant aspects regularly in order to identify problems and risks in project execution.

Brief description

The project evaluation sheet covers the following areas:
- Project data
- Technical evaluation
- Commercial project evaluation
- Overall evaluation
- Comments, notes, outlook, other

Benefits

Project managers and cluster managers may use this instrument for regular self-evaluation. One the one hand, this form allows timely identification of potential risks of project implementation, while on the other hand it may partly be used for reviewing client satisfaction.

Documentation

Project evaluation

Project data

PROJECT TITLE:	
PROJECT EXECUTING ORGANISATION:	
PROJECT START:	
PLANNED PROJECT CONCLUSION:	
RECIPIENT OF PROJECT REPORTS:	
PROJECT MANAGER:	

Project team meetings held:

NO.	DATE	TOPIC	MINUTES OF
1			
2			
3			
4			
5			

Project team meetings held:

NO.	DATE	AUTHOR OF EVALUATION	TYPE	FILED AT	RESULT
1					
2					
3					
4					
5					

1. Technical evaluation

1.1.	IS THE AGREED PROJECT PLANNING FURTHER ON VALID?	
1.2.	ARE THE PROJECT GOAL AND THE PLANNED OUTPUTS FEASIBLE FROM TODAY'S POINT OF VIEW?	

If not, what measures are planned?

NO.	MEASURE	PERSON RESPONSIBLE	UNTIL

2. IMPLEMENTATION
2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.7. PROJECT EVALUATION**

1.3.	HAS DOCUMENTATION BEEN DONE AS PLANNED? (Y/N)	
IF NOT, PLEASE EXPLAIN BRIEFLY:		

1.4.	WHAT REPORTS HAVE CAUSED WHAT KIND OF REACTIONS IN THE COURSE OF THE PROJECT?			
DESCRIPTION	ASSUMPTION	NEED FOR CORRECTION	PERSON RESPONSIBLE	UNTIL

1.5.	WERE THERE ANY NOTABLE POSITIVE OR CRITICAL REACTIONS IN THE PAST QUARTER FROM THE PROJECT CLIENT OR CUSTOMER REGARDING THE COURSE OF THE PROJECT WHICH ARE RECORDED IN MEETING MEMOS, LETTERS, FAXES OR E-MAILS? **COMMENTS GIVEN HERE ARE VERY IMPORTANT FOR THE EVALUATION OF CUSTOMER SATISFACTION. PLEASE SPECIFY PERSON/INSTITUTION/FUNCTION, OCCASION (E.G. WORKSHOP), WHAT THE REMARKS WERE CORRESPONDING TO (PROJECT MANAGEMENT IN GENERAL OR SPECIFICALLY WITH REGARD TO EMPLOYEES, PROJECT ORGANIZATION, COMMUNICATION, ETC.) AND THE REMARKS THEMSELVES.**	

DATE	NAME OF INSTITUTION	CONTENT, EVALUATION

1.6.	HOW DOES THE PROJECT MANAGER EVALUATE CUSTOMER SATISFACTION?	

1.7.	HOW IS THE PERFORMANCE OF EMPLOYEES JUDGED?[4]			
NAME	TECHNICAL	SOCIAL, CON-DUCT	ADMINIS-TRATIVELY	NEED FOR ASSISTANCE, IMPROVEMENT

1.8.	DOES THE CURRENT PROJECT SITUATION REQUIRE SPECIAL MANAGEMENT MEASURES?		
NO.	MEASURES	RESPONSIBLE	UNTIL

RATING: 1 = ABOVE THE AVERAGE, 2 = GOOD, 3 = INTENSIVE MANAGEMENT NEEDED, 4 = CRITICAL

2. Commercial project evaluation

NO	IS THE AGREED PROJECT PLANNING FURTHER ON VALID?	Y/N
2.1.	BECAUSE OF NECESSARY ACTIVITIES NOT ANTICIPATED IN THE PROJECT BUDGET	
2.2.	BECAUSE OF A CHANGE IN PROJECT PERSONNEL	
2.3.	BECAUSE OF EXISTING AUTHORISATION TO DISPOSE OF BUDGET FUNDS (PARTICULARLY FOR PROJECTS WITH PUBLIC GRANTS)	
2.4.	IN APPROVAL OF INVOICES BY PROJECT CLIENTS OR CUSTOMERS	
2.5.	DUE TO LATE OR INCOMPLETE EVIDENCE OF USE OF PROJECT FUNDS	
2.6.	DUE TO DELAY IN INVOICING BY THE PROJECT OR CLUSTER MANAGER	
2.7.	DUE TO THE FINANCIAL SITUATION OF THE PROJECT CLIENT OR CUSTOMERS	
2.8.	IN BILLING THE CLIENT OR CUSTOMERS (CONDITIONAL PAYMENTS, DELETIONS, COMPLAINTS)	
	FURTHER QUESTIONS	
2.9.	IS THE PROJECT BEING PROPERLY HANDLED FROM A COMMERCIAL POINT OF VIEW (CORRECT AND PROMPT PROCEDURES, JOINT SIGNATURES, REGULATIONS ON REPRESENTATION)	
2.10.	IS THERE PROMPT CONTROL OF EXPENDITURE, RECEIPTS AND BANK STATEMENTS AS PART OF PROJECT AND CLUSTER MANAGEMENT	
2.11.	ARE REQUIREMENTS OF THE PROJECT CLIENT OR CUSTOMER REGARDING LOCAL GRANTS, PROCUREMENT, INVENTORIES, APPROVAL OF PERSONNEL AND SIMILAR REQUIREMENTS BEING COMPLIED WITH?	

Give a brief explanation if the answer is "YES" regarding questions 2.1 up to 2.8 or "NO" regarding questions 2.9 up to 2.12

NO	EXPLANATION AND PROPOSED MEASURES

3. Overall evaluation

3.1.	HOW IS PROJECT EXECUTION EVALUATED BY THE PROJECT MANAGER (PM) AND CLUSTER MANAGER (CM)? Y/N			
POS	NAME	GOOD	SATISFACTORY	NEED FOR ACTION
PM				
CM				

3.2.	WHAT IS THE OVERALL SITUATION OF THE PROJECT AT THE END OF THE EVALUATION PERIOD?		
ABOVE AVERAGE (1)	GOOD (2)	INTENSIVE MANAGEMENT NEEDED (3)	CRITICAL (4)

2. IMPLEMENTATION

2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.7. PROJECT EVALUATION**

---

4. Comments, notes, outlook, other

PM SIGNATURE	DATE

CM SIGNATURE	DATE

2. IMPLEMENTATION

2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.8. GUIDELINES FOR THE INTRODUCTION OF CLUSTER PROCESSES**

SOURCE	GOPA CONSULTANTS		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES		●	
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The tool is supposed to assist the cluster management with the introduction of new cluster processes. It was specifically developed for clusters which are lacking a process management system, i.e. clusters for which business processes are not yet defined.

Brief description

The tool is designed as a guideline and structured into the following phases or steps:

- Step 1: Development of a cluster process model
- Step 2: Development of target processes
- Step 3: Process documentation
- Step 4: Process implementation
- Step 5: Process optimization

Benefits

Process management is a vital element of professional cluster management. The guideline provides a framework for creating the basis for an efficient cluster process management system and the gradual introduction of such a system.

2. IMPLEMENTATION

2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.8. GUIDELINES FOR THE INTRODUCTION OF CLUSTER PROCESSES**

Documentation

Guidelines for the introduction of cluster processes

The following five-step approach is recommended for developing and introducing a cluster process management system:

Step 1: Development of a cluster process model

- Hold an information and introductory workshop on process management for cluster members
- Develop a cluster process model by defining the central business processes:
  - Management processes
  - Core processes
  - Support processes
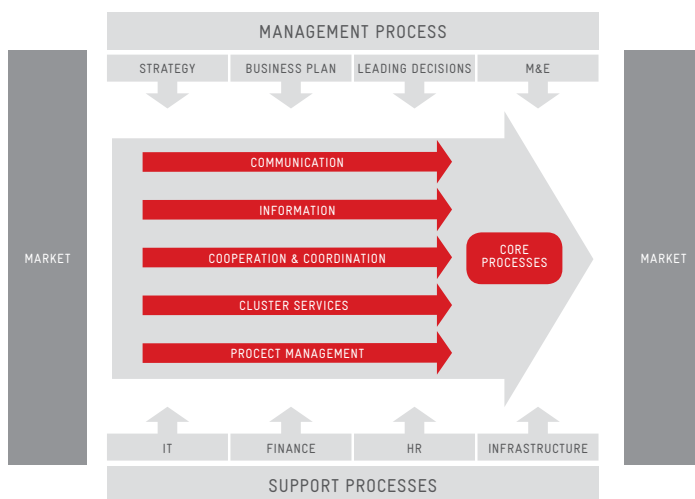
Example: cluster process model

Step 2: Development of target processes

- Operationalize management, core and support processes by separating them into:
  - Main processes
  - Sub-processes

- Develop and model the individual target processes by a number of steps:
  - 01. Identify the start and end point of the process
  - 02. Identify the actors or functions involved in the process
  - 03. Define the inputs and outputs
  - 04. Identify the cooperative structure within the process (who is working with whom and in what sequence)
  - 05. Define the individual steps or activities needed for the process

06. Map the process: the process evolves by assigning the individual process steps to the functions or actors responsible in their temporal and logical sequence. There are defined symbols and modelling conventions for visualising the process (flow diagram):

= FUNCTION (ACTIVITY)

= DECISION (YES/NO)

= INFORMATION (DOCUMENT, FORM, ETC.)

= END OF PROCESS

C = CONNECTOR (LINK TO ANOTHER PROCESS)
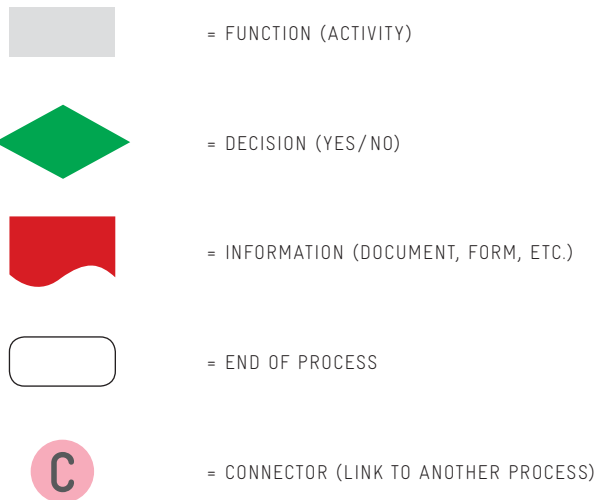
07. The process is first mapped in a workshop, using a bulletin board so that the process can be designed and modelled jointly.
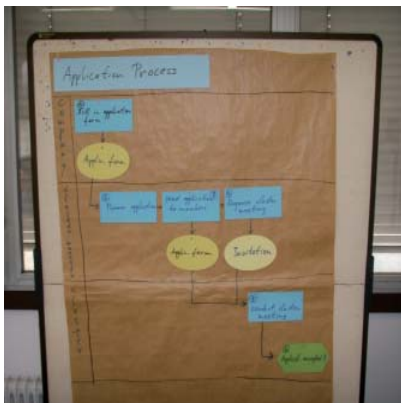
08. Once the target process has been finalized the individual steps are given numbers. This facilitates the process description and documentation later on.

09. The next step is the electronic mapping, i.e. the jointly developed process is being visualized electronically (e.g. using MS Visio).

2. IMPLEMENTATION

2.3. CLUSTER PROJECTS AND PROCESSES | **2.3.8. GUIDELINES FOR THE INTRODUCTION OF CLUSTER PROCESSES**

EXAMPLE: APPLICATION PROCESS
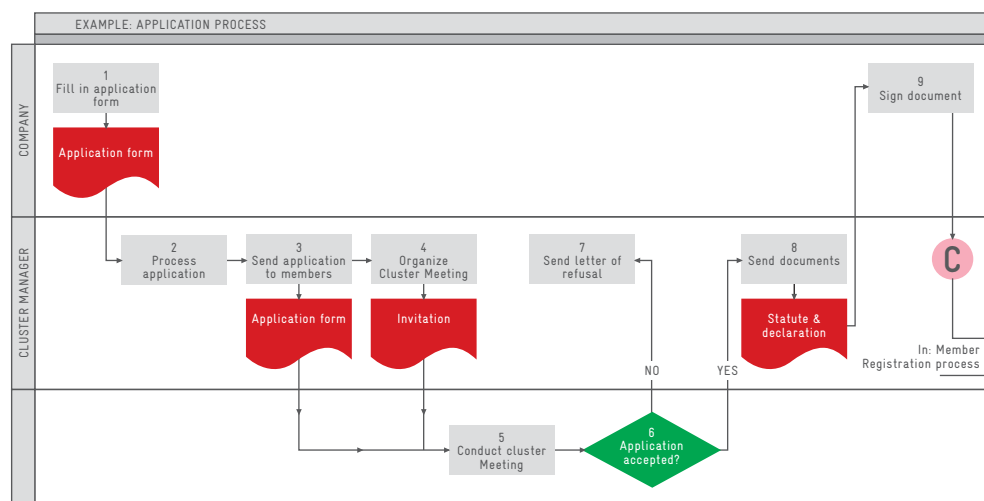
10. Subsequently the process owner, who is responsible for the smooth operation and results of the process, is identified.

As a rule, you should start by developing those cluster processes which are particularly important as core processes for the functioning of the cluster (e.g. cluster services).

Step 3: Process documentation

- Written documentation and description of process

- Generate all the documents relevant to the process (standard forms, templates, checklists, etc.)
- Estimate process costs
- Define process management ratios and indicators for subsequent evaluation of process efficiency (process performance figures)
- The entire process management system including the description of individual processes should be put together in a manual

Step 4: Process implementation

- Introduction to the process and training for the process owner as well as all other persons involved
- Process implementation
- Identification of actual process costs

Step 5: Process optimization

- Establish process-oriented controlling system
- Regularly monitor and evaluate of the process on the basis of the process key ratios and indicators
- Regularly monitor and evaluate process costs
- Identify starting points for process optimization:

    - Reduction of interfaces
    - Merging of functions
    - Merging of responsibilities
    - Merging of duties
    - Simplification of processes
    - Outsourcing
    - Introduction of standards
    - IT support
    - Reduction of division of labor
    - Integration of team work
    - Reduction of control functions
    - Step-up of decision competences

- Define, describe and document new (optimized) process
- Maintain the continuous improvement process (CIP)

The whole introduction of a process management system needs to be carried out in a team-oriented way, i.e. all relevant cluster actors need to be involved via workshops. Using external support in the form of consultancy or moderation is recommended.

2. IMPLEMENTATION

2.4. ATTRACT PARTNERS | 2.4.1. APPRECIATIVE INQUIRY

SOURCE	DAVID COOPERRIDER (CASE WESTERN RESERVE UNIVERSITY)		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS		●	
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			●

Goals and application

The overriding goal of the Appreciative Inquiry (AI) is to concentrate on the strengths, positive aspects and potentials of a system (e.g. cluster) and not to emphasise the negative aspects. Negative aspects are noted, but not stressed. Negative elements are reformulated as objects for change.

Brief description

The Appreciative Inquiry is divided into four phases which support each other:
01. Understanding success (discovery)
02. Developing a vision (dream)
03. Designing the vision (design)
04. Realizing the vision (delivery)

Benefits

The benefit of AI is particularly the learning process which – starting from the personal experience of those involved – raises awareness of successful modes of behaviour. These supply the basis for expanding success stories through specific promotion and appreciation. In attracting partners, AI is used to point out the benefits and success to date from cooperation and networking, increasing the motivation to join the cluster.

Documentation

Appreciative Inquiry focuses the group's thinking on the most motivational areas of action. The technique was developed in the USA towards the end of the 80s as part of community development activities. Since the early 90s it has been used worldwide in businesses and organisations, including in the large group variant: Appreciative Inquiry Summit.

The process can be varied in many ways. It can be used as a fast and informal interview technique (20 – 30 minutes) or for structured large group events with a maximum duration of four days.

The core of the Appreciative Inquiry is the appreciative interview, which is carried out in four steps.
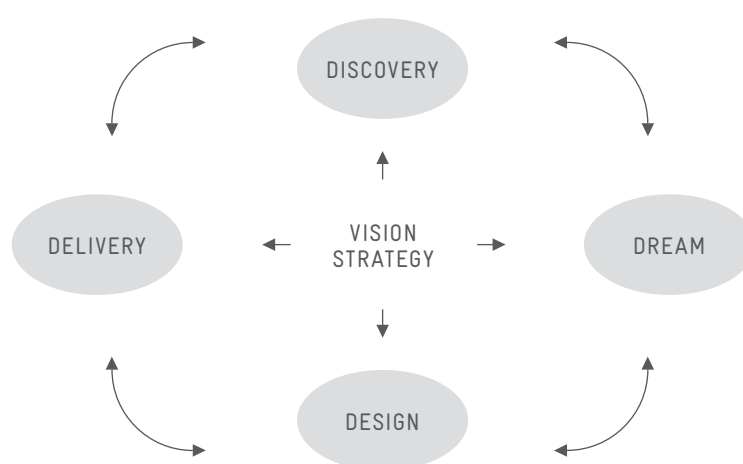
- Understanding success (discovery): Personal experiences are analyzed in such a way that characteristics and preconditions of hitherto successes are identified
- Developing a vision (dream): The next step is to develop perspectives for the future building on the experiences of success and trying to make full use of existing potentials.
- Designing the vision (design): The vision is substantiated by adding the necessary partners, interactions and favorable framework conditions.
- Realizing the vision (delivery): Goals and measures necessary for the attainment of the vision are set down in a final step. This includes those for the medium term success as well as for the short term.

Because of its motivational power Appreciative inquiry is also a tool for creating a strategic vision.

2. IMPLEMENTATION
2.4. ATTRACT PARTNERS | 2.4.2. FIVE STEPS FOR ATTRACTING CLUSTER PARTNERS

SOURCE	HOLZ CLUSTER NIEDERÖSTERREICH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS		●	
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

Clusters that are unable to provide marketing services to their member companies may have difficulty in acquiring new members, since the partnership benefits are not immediately visible. Development of an information and persuasive advertising process is therefore of great importance. Gradual introduction into concrete cooperation projects can be especially useful in convincing potential partners of the benefits of partnership. The presented design describes the most important steps of this process.

Brief description

The process of acquiring new cluster partners starts with an invitation to a general informative gathering on a specific topic / project idea. As part of follow-up workshops, the presented content and topics discussed at the first meeting are deepened and cooperation ideas are developed together with interested participants (a natural selection process of a sort is taking place between interested companies and classical "free riders"). Participation in a concrete cooperation project then is bound to a cluster membership. The whole process from informative meeting to membership generally does not take less than six months.

Benefits

This approach is aimed particularly at SMEs, which need a stepwise approach showing concrete results to convince them of the benefits of membership.

The partners emerge who are genuinely interested in and benefit from cluster membership. Overall, this careful preparation and introduction of new members encourages the development of lasting cluster membership with active participation.

Documentation

Five steps for attracting cluster partners

1. Informative meeting

Invitation:
- Personal invitation or recommendation from another company
- Joint invitation with an association / chamber / interest group
  Sending of a joint invitation may help avoid misunderstandings with already existing organizations.
  In addition, an invitation is perceived more seriously if supported by / involving a well-known institution.

Meeting:
- Content: Presentation of clusters and the benefits and possibilities it offers
  Talks and round table discussions
- Goals: First information on concrete topics / project ideas and contacting
  potential partners

2. Follow-up workshop (2 – 3)

- Content: Specific information and elaboration of existing content
- Goals: Further information
  Gradual selection of partners with real interest
  Elaboration of project ideas
  Adaptation of topic / project idea through communication with the industry!

3. Formation of Project Groups

Project groups are formed for the purpose of elaboration and development of project ideas. They can be supported by subsidized consultations so as to allow companies to make an informed decision on project participation. This should help to avoid injudicious entering into projects and unnecessary costs.

4. Cluster Membership

Membership is a prerequisite for participation in concrete cooperation projects. Interested partners become member of the cluster.

5. Cooperation Project

Cooperation projects starts. New cluster partners come to see the benefits of cooperation and networking already in the early stages of their partnership.

2. IMPLEMENTATION
2.5. INNOVATIVE HEADS | 2.5.1. CLUSTER MANAGER ASSESSMENT

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS		●	
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The assessment for appointing a cluster manager is the final stage in the recruiting or selection process. In a short-listing procedure the three or four most suitable candidates are identified and invited to the assessment, in order to appoint one of them.

Brief description

The assessment lasts around three hours and involves two parts. In the first part, the candidates are given relevant practical problems and asked to find solutions and develop a presentation. In the second part the individual solutions suggested by the candidates are integrated into a joint concept. Finally, there is an opportunity for discussions with individual candidates to resolve outstanding questions, e.g. salary expectations. After the assessment the assessors review the results to agree on the best qualified candidate.

Benefits

The following design allows the Commission members to directly compare the best candidates. Interaction among candidates is especially useful for evaluating the combination of professional and social competences that are essential for the post of cluster management.

Documentation

The three or four pre-selected candidates are invited for a joint assessment. They are briefed about the procedure and the exercises by the director (cluster spokesperson) or moderator of the assessment. In the following all candidates are given 30 Minutes time to prepare themselves for their presentations.

NO.	CONTENT	EXPLANATIONS	TIME (MIN)
1	CANDIDATE PREPARATION	THE TEXT GIVEN TO THE CANDIDATES IS THE SAME FOR EVERYONE, HOWEVER THE EXERCISES ASSIGNED DIFFER, IN ORDER TO NOT DIS-ADVANTAGE THE CANDIDATE PRESENTING FIRST.	30
2	THE CHAIR OR MODERATOR OF THE ASSESSMENT ANSWERS QUESTIONS OF THE CANDIDATES (INDIVIDUALLY)	WHAT QUESTIONS DO THE CANDIDATES RAISE, OR HOW DO THEY MAKE USE OF THIS OPPORTUNITY FOR FOLLOW-UP QUESTIONS? (QUESTIONS ABOUT SALARY, STARTING DATE, ETC. HAVE BEEN SETTLED BEFORE THE HEARING.)	DURING PREPARATION
START OF THE ACTUAL HEARING			
3	BRIEF INTRODUCTION BY EACH CANDIDATE: "MY COMPETENCES FOR THE JOB OF CLUSTER MANAGER"	5 MINUTES EACH, ALL CANDIDATES ARE PRESENT.	15–20
4	PRESENTATION OF PREPARED CASE STUDIES.	10 MINUTES EACH, ALL CANDIDATES ARE PRESENT. EACH CANDIDATE CHOOSES THE FORMAT FOR THE PRESENTATION (FLIPCHART, OVERHEAD …)	30–40
5	CANDIDATES ARE INVITED TO EVALUATE THE PRESENTATIONS OF EACH OTHER CRITICALLY.	3 MINUTES EACH FOR FEEDBACK = 3X2X3 OR 4X3X3	18–24
6	CANDIDATES ARE ASKED TO DEVELOP A JOINT PROPOSAL	CANDIDATES STAY IN THE ROOM AND WORK ON A JOINT PROPOSAL. THEY DISCUSS THE APPROACH AND THE CONTENTS. AFTERWARDS THEY CHOOSE A PRESENTATION FORM AND PRESENT THEIR RESULT. (THE PRESENTATION SHOULD NOT BE LONGER THAN 5 MINUTES AS THE ASSESSORS ALREADY KNOW MOST OF THE CONTENT).	20
7	DISCUSSION WITH PARTICIPANTS OF THE AS-SESSMENT.	QUESTIONS ON THE CONTENT AND FORM OF PRESENTATION CAN BE DIRECTED TO THE GROUP OR INDIVIDUAL CANDIDATES.	30
8	INDIVIDUAL INTERVIEWS	IF NECESSARY INDIVIDUAL INTERVIEWS CAN TAKE PLACE WITH THE CANDIDATES. CONTENTS MAY INCLUDE THE SALARY AND IF THE CANDI-DATE FITS THE JOB.	20–40
	DURATION ABOUT		2.5–3.0 HOURS

This is followed by internal discussion and evaluation of the candidates.

About one hour should be scheduled for the evaluation and a subsequent joint discussion with 4 – 6 participants. The whole assessment therefore takes about 3.5 to 4.0 hours. The director and moderator need to calculate about half an hour on top.

2. IMPLEMENTATION

2.5. INNOVATIVE HEADS | 2.5.1. CLUSTER MANAGER ASSESSMENT

Participants (assessors) in the assessment should ideally arrive some 20 minutes earlier than the candidates, which offers an opportunity for a briefing and joint introduction to the procedure in the last 10 – 15 minutes before the start of the assessment.

Case study for the candidates

The candidates are invited to draw up a first draft of a working plan for the first year as cluster manager.

Material for preparation: short version of an exploratory study (for examples see chapters
1.1.1 Cluster potential test and 1.1.2 Cluster analysis questionnaire).
The form of presentation can be chosen by the candidate.

Key points that need to be presented are:

FOR ALL CANDIDATES	1. ESTABLISHING COMMUNICATION WITH THE KEY ACTORS IN THE CLUSTER AND ATTRACTING CLUSTER PARTNERS 2. PR WORK 3. TEAM ORGANISATION
FOR INDIVIDUAL CANDIDATES	
CANDIDATE 1	SUPPORTING COOPERATION BETWEEN PRODUCERS, SUPPLIERS, DISTRIBUTORS, SERVICE PROVIDERS ASSOCIATED WITH THE INDUSTRY, R&D INSTITUTES, TRAINING AND CONTINUING PROFESSIONAL EDUCATION INSTITUTIONS
CANDIDATE 2	MEASURES TO ASSURE AND FURTHER DEVELOP SUITABLE QUALITY CRITERIA FOR CLUSTER PARTNERS' PRODUCTS AND SERVICES
CANDIDATE 3	ESTABLISHING AN INFORMATION AND KNOWLEDGE NETWORK INCLUDING QUALIFICATION MEASURES
CANDIDATE 4	EXPANDING LOCATION MARKETING AND BRAND DEVELOPMENT FOR THE CLUSTER AND ITS BUSINESSES

Evaluation of the candidate:

NAME AND ABBREVIATION FOR NAME:

TECHNICAL COMPETENCE	VERY WEAK	WEAK	STRONG	VERY STRONG

OBSERVATION CRITERIA:
1. COMPETENCE ON THE MATERIAL OF THE CLUSTER?
2. COMPETENCE ON THE SPECIFIC TASKS FOR A CLUSTER TO BE ESTABLISHED?
3. SENSITIVITY ON THE ROLE OF CLUSTER MANAGEMENT AND THE BALANCE BETWEEN LEADERSHIP, ACTIVATION, NETWORKING AND SERVICE
4. SENSITIVITY ON THE INTERMEDIARY STATUS BETWEEN POLITICS, BUSINESS, REGIONS AND PROJECT GROUPS
5. REGIONAL KNOW-HOW

SOCIAL COMPETENCE	VERY WEAK	WEAK	STRONG	VERY STRONG

OBSERVATION CRITERIA:
1. DOES C SHOW STRONG GOAL ORIENTATION?
2. CAN C CONNECT AND COMMUNICATE SUCCESSFULLY WITH ALL RELEVANT TARGET GROUPS?
3. DOES C HAVE STRONG NETWORKING CAPABILITY?
4. CAN C MOTIVATE OTHERS AND INTEGRATE DIFFERING POSITIONS?
5. DOES C SHOW ABILITY TO HANDLE CONFLICT AND MEDIATE?
6. ARE INNOVATION ORIENTATION AND IMPLEMENTATION STRENGTHS CLEARLY APPARENT?
7. IS THERE A SUCCESSFUL EFFORT TO STRIKE A BALANCE BETWEEN LEADERSHIP AND SERVICE?
8. CAN C MANAGEMENT FEMALE EMPLOYEES APPROPRIATELY AND WORK IN A STRONG TEAM?

SUITABILITY	VERY WEAK	WEAK	STRONG	VERY STRONG

OBSERVATION CRITERIA:
1. DOES THE CANDIDATE MATCH THE JOB
2. ARE THE SALARY EXPECTATIONS ACCEPTABLE
3. IS THE INDIVIDUAL'S AGE COMPATIBLE WITH THE CHALLENGES OF THE JOB
4. HOW STRONGLY DOES THE CANDIDATE NEED THE JOB

2. IMPLEMENTATION
2.5. INNOVATIVE HEADS | **2.5.1. CLUSTER MANAGER ASSESSMENT**

Individual score

Following the presentation and discussion the participants in the assessment rate each candidate on three dimensions:

01. Technical competence
02. Social competence
03. Suitability (match between individual and job)
    using the observation and evaluation criteria.

Direct comparison between candidates

This technique can assist personal decision making, but is not necessary if there is already a clear ranking based on the presentations and your observations during the assessment.

By going down the columns pairs of candidates are evaluated against each other. Starting with the comparison between candidate 1 and candidate 2, the preferred candidate's abbreviation is written into the empty space. The direct comparison between C1 a C3 follows and so on.

CANDIDATE		C1	C2	C3	C4
C1	C1				
C2	C2				
C3	C3				
C4	C4				

Counting the number of times the names (abbreviations) appear in the chart identifies the preferred candidate:

CANDIDATE		MENTIONS	RANKING
C1	C1		
C2	C2		
C3	C3		
C4	C4		

This is followed by a final joint discussion and assessment on the basis of the observation criteria. One possible approach is the stepwise elimination of less suitable candidates.

However, it is still important for all participants to go through the strengths of the most suitable candidate and review them critically, in order to arrive at a good and joint result.

2. IMPLEMENTATION

2.5. INNOVATIVE HEADS | 2.5.2. TASKS AND REQUIREMENTS PROFILE FOR CLUSTER MANAGERS

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS		●	
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

The profile of tasks and expectations is used for recruitment / job advertisement purposes for the cluster manager position. It defines the most important aspects of professional and social suitability for this demanding job.

Brief description

The following profile represents a compact list of the most significant tasks and areas of responsibility for the post of the cluster manager. The profile contains both professional and social competencies that are vital for this position.

Benefits

The requirements profile provides a basis for the search for a cluster manager and can be adapted and supplemented for the specific situation.

2. IMPLEMENTATION
2.5. INNOVATIVE HEADS | 2.5.2. TASKS AND REQUIREMENTS PROFILE FOR CLUSTER MANAGERS

Documentation

Tasks

- Overall responsibility for setting up the cluster
- Submitting the work plan or annual estimate and the annual report
- Budget responsibility
- Supervise cluster employees and external service providers
- Cooperation with all relevant environments
- Operational project implementation in line with strategic goals

The cluster manager is specifically responsible for:

- Setting up network services
- Business leads and customer support for partner businesses and organizations
- Developing lead topics and projects
- Supporting individual cooperation projects including application for and administration of promotional funding for projects
- Elaborating and implementing a high-quality qualification and Continuing professional education programme
- Representing the project, internally and externally, PR
- Positioning the cluster domestically and abroad
- Trend monitoring and setting up a web-based information and knowledge management system
- Cooperation with other clusters and initiatives
- Contacts with all other relevant environments
- Ongoing material and financial controlling

Requirements profile

- Practical (professional) competence in the relevant area, and if possible also:
  - Management experience
  - Knowledge of relevant local and international actors

- Social competence and networking competence, specifically:
  - Leadership and vision
  - Moderation and intermediation ability
  - System creation competence
  - Confident interaction with key persons and persuasiveness

2. IMPLEMENTATION

2.6. COMMUNICATION AND PUBLIC RELATIONS | **2.6.1. SHORT GUIDE TO MEDIA WORK**

SOURCE	ÖAR REGIONALBERATUNG GMBH, BAB GMBH UNTERNEHMENSBERATUNG		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR		🔴	
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

As economic policy instruments, clusters are at the focus of attention for a broad public. Professional media work is accordingly very important. The guide to media work supports active cluster communication and describes the most important points for consideration.

Brief description

Press releases, press conferences and printed material are important elements of professional public relations. The following brief introduction includes steps, remarks and goals to assist practical implementation.

Benefits

The media work guide provides for cluster management a practical tool for planning and implementing PR activities, particularly with regard to press releases, press conferences and media folders.

2. IMPLEMENTATION
2.6. COMMUNICATION AND PUBLIC RELATIONS | **2.6.1. SHORT GUIDE TO MEDIA WORK**

Documentation

Short guide to media work

1. **Press release**
2. **Press conference, press briefing**
3. **Media folder**

1. Press release

Press releases are an important basic instrument of PR work. Generally they are sent to the technical editor of a media.

Contents of a press release:
There are two general rules which it is vital to follow:

- KISS: Keep it short and simple!
- The 5 Ws: Who, What, When, Where and Why
  - Who – who are the acting persons?
  - What – what event is / was taking place?
  - When – at what time (day, period) is an event taking place or did it take place?
  - Where – where is / was the event taking place?
  - Why – more details concerning the reason of the event

Format for a press release:

- Title: The title should be short, interesting and revealing
- Subtitle: one or two subtitles in headline style help the recipient of the press release to see at a glance whether it is of interest. Subtitles are also an eye catcher, designed to arouse the recipient's interest. The individual sub titles should be separated by dashes.
- Text: the message that is supposed to be passed on to the journalist is divided in a number of sub-messages, which are brought in a specific order according to their importance:
  - 1st paragraph shows the most important data in a short and concise way (who, what when, where, how, facts and data) and sub-messages A and B.
  - 2nd paragraph includes more sub-messages (C and D).
  - 3rd paragraph includes additional sub-messages (E and F).
  - When all messages have been stated, background and detailed information is added, starting again with in formation concerning sub-message A, and so on.
- The reason for this modular structure is that it is quite normal for press releases to be quoted by journalists largely unchanged (particularly in smaller newspapers, regional papers etc). The only change frequently is to the length of the copy, i.e. journalists generally cut off the last paragraphs of press releases.
- Therefore the most important aspects need to come first!
- The sense of the message must be preserved even if paragraphs are cut.

Rules for writing a press release:

- Use simple, short and easy to understand sentences (15 words maximum). Avoid very long paragraphs and composite words as well as sentences with many subordinate clauses.
- Sentences should also start with the most important aspect.
- Do not use technical jargon unless the information is for technical journalists.
- The style should be positive but not too colourful and rather reserved and objective.
- Avoid superlatives, and "I / we / us" etc.
- Write a press release as if you were writing about someone else ("business XY", "initiative YZ" …).
- Match the style to the recipient or the readers' need for information (daily newspaper, trade journal, local news paper, local section, business section, chronicle etc).
- Press releases should normally use one-and-a-half line spacing and be no longer than 2 pages.
- Leave space between individual blocks of information.
- For longer press releases subheadings should be used.
- Always accompany longer releases with a short version of the information.
- The left margin should be about 4 cm, the right margin 2 – 3 cm so that the journalist has space for notes.
- Always make sure that dates, facts and figures are accurate!
- Cover letters, requests for publication and attempts to manipulate media are superfluous.

Rules to be borne in mind when writing a text:

- Use the active mode.
- Avoid all dispensable words (fill ins like "on the one hand … on the other hand") redundancy (alternative possibility, completely sold out)
- Avoid stilted phrasing

Press photos:

- Generally, two photos are sent with press releases (1 landscape, 1 portrait).
- Use black and white pictures, glossy and of the size: 18 x 13 cm. If the media needs colour pictures, slides are better than pictures.
- Pictures should appear dynamic and pass on a message for example showing people in action.
- Photos are only useful if they are accompanied by a short explanatory text. The text should be in the style of a typical caption. Always send two copies of the accompanying text (attached to the front and rear of the photo).
- If possible, send different photos to each periodical and note that the photos are exclusive.
- Always give the name of the photographer or agency.

Graphic design of a press release:

- It is standard practice, even for larger companies with their own PR department, to use "normal" business letterhead for press releases.
- Points to bear in mind for the graphic design of press releases:
  - Cover sheet (first page)
  - Format: A4
  - Header: Name of the company, signet or logo and the word: press information

2. IMPLEMENTATION

2.6. COMMUNICATION AND PUBLIC RELATIONS | **2.6.1. SHORT GUIDE TO MEDIA WORK**

- Footer: Full name of the company, address and telephone number, contact person
- The number of lines and keystrokes per line may be shown in the footer, but many journalists regard this as superfluous
- The press release copy is shown as normal text, without graphic effects.
- Following pages:
- Generally, there is no graphic design for following pages.

• The graphic design of press releases must naturally be adapted to the business's corporate design guidelines.

More important points:

• Journalists receive a large amount of mailings every day. Chances of being given attention rise when complying with the basic rules for press releases.

• Press releases only make sense when there is a special occasion. It needs to be checked if the information or topic is relevant and up to date enough to be interesting for the media.

• Create occasions or events that can be linked to the information.

• Daily newspapers, larger journals and trade and professional periodicals are mostly only interested in "sensational" news.

• However, it is definitely useful to keep local and regional periodicals regularly informed of developments in the business or initiative.

2. Press conference, press briefing

Press conferences are a very demanding form of information dissemination. It needs to be checked of there is not an easier way of dissemination. Other activities for the direct and personal delivery of information need to be considered. These include press meetings, a more informal discourse or discussion with journalists which contrasts with the up front information of a press conference or personal interviews with selected journalists.

Organizing a press conference or press briefing:

Goals (What do I want to achieve?)

• Broad publicity or publicity limited to specific media?
• Reports in daily newspapers or weekly / monthly periodicals?
• A lot of small responses or a few large ones?
• Do we want to supply only background information or intend to deliver a report?
• Do we want to see a more text oriented or a more visual report?

Location

• The location should be appropriate for the occasion. Further important aspects are the accessibility and the availability of sufficient parking space.

Timing

- Daily newspapers
  - With journalists from daily newspapers, it is important to keep in mind the editorial deadlines. The best time for events is 9 – 11 am. The event should close by noon at the latest, as the paper is generally put together in the afternoon.
  - Evening events are possible, but journalists have a private life too!
  - Regarding the choice of the day, Thursdays have the highest frequency of press conferences whereas Fridays have the lowest. Yet, Fridays are very work intensive days for journalists. Weekend events should be avoided if possible and the same goes for the (blue) Mondays.
- Weekly and monthly periodicals
  - Concerning the choice of the weekday the same is valid as for daily newspapers. However, with regard to the time, journalists of periodicals are more flexible.
- Naturally, there are also occasions which permit or require a departure from these unwritten laws.
- To avoid conflicts with press conferences on similar topics, you should stay informed of possible competing events, either through a press service or through personal contact with journalists.

Participants

- Organisers:
  - The organisers will normally have 2 – 5 people there to represent them (managing director, manager, PR director, employee representative, if needed an outside expert).
- Media:
  - For certain topics and goals, it is not advisable to invite journalists from daily newspapers and trade and professional media together, as they are generally interested in different information.

The invitation

- The invitation is decisive for the success of the press conference. It is sent out to the journalists about one week in advance.
- The following aspects must be borne in mind:
  - Appealing title for the event
  - The programme can be briefly presented
  - The notion of "media briefing" or "press conference" indicates the nature of the event
  - The abbreviation RSVP can be omitted, as very few journalists actually reply
  - Follow-up
  - A brief reminder can double the number of journalists attending
  - By phone: A reminder through a phone call is often perceived as nuisance by journalists. Therefore this should be done only by "experienced" colleagues in order to avoid the impression of importunity.
  - Written: A brief reminder which includes the topic, place and time, arriving a week to three days before the event, has a similar effect to a phone call.

2. IMPLEMENTATION

2.6. COMMUNICATION AND PUBLIC RELATIONS | **2.6.1. SHORT GUIDE TO MEDIA WORK**

Programme for the event

- Duration about one hour
- All the journalists are welcomed by the PR director and sign in (name, media and signature)
- Media folders are distributed on this occasion
- When the journalists are seated, their names are entered on a seating plan so that they can be addressed by name during the press conference by the representatives of the business
- Brief welcome by the PR director and brief introduction (3 minutes)
- 10 to 20 minutes: presentation by the managing director or several short presentations by various representatives, followed by 15 to 30 minutes for questions by the journalists
- Alternatively several brief speeches, with questions by the journalists after each speech and answers by the respective speaker

More important aspects:
- Speeches must be direct, not read out
- Give frank and comprehensive information in an understandable language
- No self-adulation
- Convey information in an objective and calm way, avoid aggressiveness even in the face of critical or untrue statements
- Be sparing in using supportive media (slide and overhead projectors, video, etc.)
  - Journalists want short and precise information, not a lecture
  - Don't ask for (positive) coverage

The media gift

- Should be original (careful!), not overdone, appropriate for the topic or occasion and is not absolutely necessary

The final report

- The final report acts as documentation and also as information to the business's employees, and can be used as an information tool for important dialogue groups (politicians, important customers, etc.)
- In parallel with writing the final report, the event can also be analysed for mistakes, deficiencies and measures that proved their worth

3. Media folder

Media folders are usually distributed to participants in press conferences.
Their design should follow the organisation's corporate design.

A media folder generally contains the following:

- Handout
  - Brief information on the topic of the press conference in press release style (short and long version)

- • Attendance list
- - List of the representatives of the organisation who are present (name, title, function)
- • Fact sheet
  - - Short description of the organization: most important data, facts, numbers, general information and if necessary a short history of the organization.
- • Press photos with short descriptions, graphics, etc.
- • Annual report and other (relatively) neutral information material; journalists do not generally appreciate advertising material.

It is advisable to put together media folders also for individual meetings and other forms of collaboration with journalists (e.g. media tour); the folders should contain the key basic facts on the organization or a particular event.

2. IMPLEMENTATION
2.6. COMMUNICATION AND PUBLIC RELATIONS | **2.6.2. PR MEASURES PLAN**

SOURCE	ÖAR REGIONALBERATUNG GMBH, BAB GMBH UNTERNEHMENSBERATUNG		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR		●	
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			

Goals and application

Public Relations can only be managed successfully in a systematic, planned and lasting way. How does it therefore need to be planned? What needs to be done if PR is not supposed to be unsystematic and un-oriented action as a result of sporadic needs and available time spaces? Answers to these questions can be found in the following guideline for the development of a PR measures plan.

Brief description

The procedure of drawing up a PR measures plan is divided into three phases:
• Phase I: Analysis of the current situation
• Phase II: Choice of strategy and dialogue group planning
• Phase III: Planning measures

Benefits

Cluster public relations and the development of a plan of PR measures are based on structured planning. The planned measures are evaluated in respect to their expected effect and are tested for their relevance and efficiency.

Documentation

Phase I: Analysis of the current situation
Phase II: Choice of strategy and dialogue group planning
Phase III: Planning measures

Phase I: Analysis of the current situation

The organization

- Corporate goals
- Corporate philosophy
- Internal strengths and weaknesses
- Internal opportunities and threats

The dialogue groups – the environment

- Which segments of the public do I want to / have to inform?
- What is the organisation's image with the various segments of the public?
- External relations (media, opinion leaders)

As a result of the analysis of the current situation all employees engaged in the PR process should have the same level of knowledge and the same view concerning the problems to be solved. As a follow-up of the analysis a formulation of PR problems is being done.

Possible PR problems

- Lack of recognition
- Lack of information concerning the organisation's services
- Negative attitude or lack of acceptance by segments of the public
- Target image (innovative, ecological, economic, and professional) is not perceived by public, etc.

Phase II: Choice of strategy and dialogue group planning

Development and selection of PR strategies (alternative strategies):

- Offensive – defensive – aggressive
- Broadly based – short term / intensive – ongoing / regular
- Communication principles

Dialogue group planning

- Which segments of the public do I want to inform?
- What are the expectations and key interests of the various segments of the public?
- Which dialogue group statements should be used to address the various segments of the public?
- How (in what language) should the dialogue groups be addressed?
- What do I want to achieve with the individual dialogue groups, and when (communication goals)?

2. IMPLEMENTATION
2.6. COMMUNICATION AND PUBLIC RELATIONS | 2.6.2. PR MEASURES PLAN

The results of strategy selection and dialogue group planning are clear planning specifications for the subsequent steps of PR planning.

Phase III: Planning measures

Dialogue group statements and planning specifications are used to develop ideas for texts and campaigns, and brought in line with financial and timing factors.

Selection of PR tools for the individual dialogue groups (Examples):

- Media work (press releases, press conferences, media briefings)
- Project and business visits for important dialogue groups
- Events with specific themes
- Personal contacts with important dialogue groups (politicians, officials)
- Information events for the general public
- Information board on site
- Information system on site
- Regular brief notices to important segments of the public
- Direct mailing

Budgeting of measures

Coordinating activities – personnel planning, scheduling, timetabling

Organisational, structural and other internal measures required for efficient PR work.

The PR measures plan

To be able to estimate if the planned PR measures and media are actually contributing towards reaching all the PR goals and dialogue groups, it is advisable to draw up a PR measures plan which shows the impact of the individual measures.

All measures, PR goals and means employed are noted down in the plan and evaluated (0 points = no impact, 4 points = very good impact). As a result it can be easily analyzed:

- On how many PR goals and dialogue groups a PR measure had an impact
- How great the impact of a PR measure was with the different goals and dialogue groups
- Whether the chosen measure mix has the appropriate impact with all PR goals and dialogue groups

After estimating the costs of the individual measures, it is possible to establish the value for money (Does the impact of a measure justify its costs?).

PR measures plan

	PR GOALS			DIALOGUE GROUPS				COSTS
MEASURES	1	2	3	MEDIA	POLITICS	PARTNERS	CUSTOMERS	

3. CHANGE
3.1. MONITORING AND EVALUATION | **3.1.1. CHECKLIST – PROJECT EVALUATION**

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			●
CHANGE MANAGEMENT			
LEARNING			●

Goals and application

The cooperation projects initiated and supported during implementation by the cluster are evaluated for quality and benefits using the following checklist. Using the evaluation of the participating businesses little effort is needed to get an overall picture of satisfaction with this cluster service.

Brief description

The checklist covers a number of thematic areas, in order to cover the aspects relevant to the cluster:

- Evaluation of the cooperation group
- Evaluation of the cooperation process, project structure
- Evaluation of project management
- Description of satisfaction
- Description of missing aspects
- Proposals for optimization
- Desirability of continuing

Benefits

The checklist provides the cluster with a quantitative evaluation of the cooperation project and its progress, and also with a qualitative description of the level of satisfaction. The qualitative comments in particular can help the cluster team with ongoing optimization of its services.

Documentation

	SCORE (1 – 4)			
	1 = VERY SATISFIED 2 = SATISFIED 3 = NOT VERY SATISFIED 4 = DISSATISFIED			
1. HOW DO YOU RATE THE COOPERATION GROUP IN TERMS OF THE FOLLOWING CHARACTERISTICS?				
COMPOSITION				
NUMBER OF BUSINESSES				
SIZE OF BUSINESSES				
PROFESSIONALISM OF BUSINESSES				
WILLINGNESS TO COOPERATE, CULTURE OF COOPERATION				
INNOVATION POTENTIAL				
NETWORK'S OPENNESS TO NEW PARTNERS				
2. HOW DO YOU RATE THE COOPERATION PROCESS TO DATE OR PROJECT PROGRESS OF THE COOPERATION GROUP?				
IDENTIFICATION OF ISSUES AND GOALS				
CHOICE OF PARTNERS				
ALLOCATION OF TASKS				
DISTRIBUTION OF RESOURCES				
RULES FOR COLLABORATION				
CREATION OF TRUST BETWEEN BUSINESSES				
AID WITH IMPLEMENTATION (CONSULTING, COACHING, MODERATION)				
TECHNICAL NETWORKING (IT)				
PRESENTATION OF INDIVIDUAL BUSINESSES				
PRESENTATION OF NETWORK (MARKETING)				
EVENTS (WORKSHOPS, INFORMATION EVENTS, ETC.)				
NUMBER OF COOPERATION PROJECTS				
QUALITY OF RESULTS TO DATE OF COOPERATION				
SPEED OF IMPLEMENTATION IN NETWORKING				
NETWORK MANAGEMENT, PROJECT MANAGEMENT				
BALANCE OF GIVE AND TAKE (WITH REFERENCE TO OWN ORGANISATION)				
ADEQUATE REFLECTION ON THE COURSE OF COOPERATION				
3. HOW DO YOU RATE THE PROJECT MANAGEMENT (PROJECT TEAM)?				
TECHNICAL COMPETENCE				
PROJECT MANAGEMENT				
STRATEGIC ORIENTATION				
ABILITY TO COMMUNICATE				
CONTENT OF EVENTS				
ORGANIZATION OF EVENTS				
COMPETENCE IN RESOLVING PROBLEMS AND CONFLICT				
CONSULTING COMPETENCE				
CREATIVITY				
SOCIAL CAPITAL				
NETWORKING COMPETENCE				

3. CHANGE

3.1. MONITORING AND EVALUATION | **3.1.1. CHECKLIST – PROJECT EVALUATION**

4. WHAT HAS PARTICULARLY PLEASED YOU ABOUT THE COOPERATION GROUP TO DATE?				
5. WHAT HAS NOT PLEASED YOU TO DATE? WHAT DO YOU FEEL WAS MISSING?				
6. WHAT ARE YOUR MOST IMPORTANT SUGGESTIONS FOR OPTIMIZING THE FUTURE COURSE OF THE GROUP?				
7. DO YOU HAVE ANY OTHER COMMENTS?				
8. DOES CONTINUING THE COOPERATION PROJECT MAKE SENSE FOR YOUR OWN BUSINESS?				
ABSOLUTELY, YES!	1			
YES, BUT ONLY SUBJECT TO THE SUGGESTED CHANGES BEING MADE.	2			
STILL UNCLEAR – I NEED TIME TO GET A REAL FEEL FOR THE BENEFITS.	3			
NOT IN ANY CIRCUMSTANCES!	4			

3. CHANGE
3.1. MONITORING AND EVALUATION | 3.1.2. PROJECT EVALUATION (BY PARTICIPANTS)

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			●
CHANGE MANAGEMENT			
LEARNING			●

Goals and application

Clusters initiate and support a wide variety of different (cooperation) projects. This questionnaire is an economical way of asking the participants about their satisfaction with the progress of the project, the coordination and the extent to which goals are being reached.

Brief description

The questionnaire is aimed at people filling various roles within the project, and covers eight questions on the different aspects and phases of a project (launch, process, achievement of objectives).

Benefits

The questionnaire is easy to use for reflection and brief evaluation of various projects supported by the cluster.

3. CHANGE
3.1. MONITORING AND EVALUATION | **3.1.2. PROJECT EVALUATION (BY PARTICIPANTS)**

Documentation

SURVEY ON SATISFACTION WITH THE PROJECT (USING THE GRADING SYSTEM WITH 1 = VERY GOOD, 5 = NOT SUFFICIENT)
1. WHAT WAS THE NATURE OF YOUR INVOLVEMENT IN THE PROJECT?
2. HOW SATISFIED WERE YOU WITH THE PROJECT LAUNCH, GOAL FORMULATION AND PROJECT PLANS? 1   2   3   4   5 COMMENTS:
3. HOW SATISFIED WERE YOU WITH THE DISTRIBUTION OF TASKS AND AUTHORITY AND THE INFORMATION FLOW? 1   2   3   4   5 COMMENTS:
4. HOW SATISFIED WERE YOU WITH THE ASSIGNMENT OF THE TEAM AND ITS WAY OF WORKING? 1   2   3   4   5 COMMENTS:
5. HOW SATISFIED WERE YOU WITH THE SUPPORT FROM THE PROJECT MANAGEMENT? 1   2   3   4   5 COMMENTS:
6. HOW WELL WERE THE PROJECT GOALS AND SUB-GOALS ACHIEVED? 1   2   3   4   5 COMMENTS:
7. HOW DO YOU RATE THE PROJECT IN TERMS OF THE TIME AND MONEY SPENT AND THE EXPECTED OR ACHIEVED RESULTS? 1   2   3   4   5 COMMENTS:
8. WHAT IMPROVEMENTS SHOULD BE MADE IN IMPLEMENTING FURTHER PROJECTS?

3. CHANGE
3.1. MONITORING AND EVALUATION | **3.1.3. IMPACT MONITORING**

SOURCE	ÖAR REGIONALBERATUNG GMBH/DEUTSCHE GESELLSCHAFT FÜR TECHNISCHE ZUSAMMENARBEIT		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			●
CHANGE MANAGEMENT			
LEARNING			

Goals and application

Impact-oriented monitoring is a project management technique focusing on impacts which is used to document the relevant processes for achieving results (and subsequently impacts) and collecting the data and information needed for this.

Brief description

Impact-oriented monitoring covers the following procedures for processing all the relevant information:

01. Identifying impact areas
02. Deriving and agreeing on impact hypotheses
03. Determining areas for observation
04. Data collection and use, interpretation

Benefits

This process is used for holistic strategic monitoring of the areas decisive for achieving results. Systematic collection and analysis of relevant information supports self-observation by the partners involved in a project. It can be easily presented in graphic form, which makes it very suitable for participative techniques (e.g. workshops with partners).

3. CHANGE

Documentation

The limits of conventional forms of impact analysis become apparent in complex projects. Here, impacts are the result of highly diverse internal and external influences, and it is very difficult to identify clear and unambiguous relationships. There is also the temptation to claim credit for impacts, regardless of whether or not the project actually contributed to these. This approach also provides little information for the management of ongoing projects.

Impact monitoring treats development as a complex, open process. A project can accordingly not be examined in isolation from either the actors or the influencing factors. Changes are brought about in the first instance by the (implementing) partners, the project itself can only support this process (e.g. through access to resources for a limited period, joint activities). It is also acknowledged that the various partners operate according to their own logic and responsibilities.

Progress by projects and the partners involved are accordingly evaluated in terms of goals achieved, but not the emergence of the desired impacts themselves. The monitoring focuses on those factors which can be directly influenced by the project (a shift from impacts to results). The emphasis here is on those areas which are decisive for achieving results: the quality of implementation of activities, organisational procedures and processes, changes in the behaviour of partners and target groups.

In the first place the causal relationships between goals, inputs, results and impacts are established. It is assumed that the output achieved with project funds and activities is also actually utilised (by project partners, target groups etc). Depending on the degree of use and the connection with the project under consideration, the changes that occur (or that are expected) are divided into:

- **Result:** a direct benefit which is demonstrably related to the project and can be influenced by it. The result should also be closely related to the goal (ideally, the two are identical).

- **Impact:** indirect benefit in the project environment which is not causally related to the project (gap in attribution), but for which there is a sufficiently plausible case.
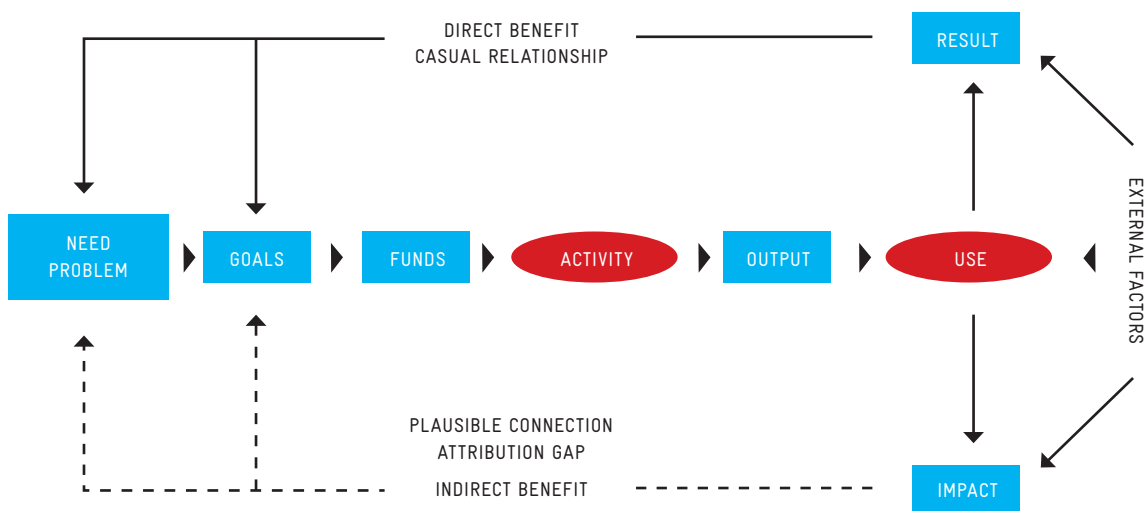
Procedure:

01. Identifying impact areas: Expected results and impacts

02. Deriving and agreeing on impact hypotheses: assumptions about the relationship between project, results and impact (processes)

03. Determining areas for observation: particularly qualitative indicators and milestones for observing behaviour and processes (changes in whom, how many, when by).

04. Data collection and use, interpretation: obtaining data and information, analysis and conclusions.

The procedure is also very suitable for moving from monitoring indicators to monitoring processes, as use can be made of existing sets of indicators. Besides project implementation, it also observes the resulting changes. However, as this procedure is concerned with the contribution of the project to the desired changes, rather than the achievement of specific impacts, it seems particularly suitable for projects which primarily operate indirectly, through partners.

3. CHANGE
3.2. CHANGE MANAGEMENT | **3.2.1. QUESTIONNAIRE: "QUALIFICATION FOR CHANGE MANAGEMENT"**

SOURCE	"CHANGE MANAGEMENT, DEN UNTERNEHMENSWANDEL GESTALTEN", KLAUS DOPPLER, CHRISTOPH LAUTERBURG. CAMPUS VERLAG FRANKFURT/NEW YORK		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			●
LEARNING			

Goals and application

The questionnaire is used to select or develop qualification measures and for internal personnel decisions. It is also suitable for self-assessment.

Brief description

The questionnaire specifies qualifications which are particularly important in the field of change management:

01. Personal characteristics
02. Personal skills
03. Specific experience
04. Specific expertise

Benefits

The characteristics and skills needed to implement change management are specifically cited in the questionnaire. The evaluation clearly shows the basic suitability of a person for dealing with this issue.

Documentation

Structure of the questionnaire

A:	Personal characteristics	- Cannot be learned
B:	Personal skills	- Most people have developed these to a certain degree
C:	Specific experience	- Dependent on prior professional experience
D:	Specific expertise	- Can be learned

Rating

++	Very strong
+	Well developed
+/-	Partly developed
-	Relatively undeveloped
--	Marked deficit

	++	+	+/-	-	--
A PERSONAL CHARACTERISTICS					
01 HEALTHY PERSONALITY (SELF-CONFIDENCE, STABILITY, ABILITY TO WORK UNDER PRESSURE)					
02 POSITIVE ATTITUDE (OPTIMISTIC, CONSTRUCTIVE ATTITUDE)					
03 OPENNESS AND HONESTY (DIRECT, SPONTANEOUS, GENUINE)					
04 WILLINGNESS TO ACCEPT RESPONSIBILITY (PERSONAL COMMITMENT)					
05 PARTNERSHIP ATTITUDE (AS OPPOSED TO ELITIST, HIERARCHICAL, AUTHORITARIAN)					
06 COURAGE TO STATE OPINIONS AND TAKE DECISIONS ("CIVIL COURAGE")					
07 INTEGRITY (ADHERING TO AGREEMENTS MADE)					
08 INTUITION (ACCESS TO EMOTIONS)					
09 REALISM (SENSE OF WHAT IS POSSIBLE)					
10 HUMOUR (ABILITY TO RELAX ONESELF AND OTHERS THROUGH LIGHT-HEARTEDNESS					
B SPECIAL SKILLS					
01 ABILITY TO CREATE ATMOSPHERE OF FRANKNESS AND TRUST					
02 ABILITY TO LISTEN WELL ("ACTIVE LISTENING")					
03 CONVINCING AND INSPIRING PEOPLE (GENERATE MOTIVATION AND IDENTIFICATION)					
04 INTEGRATION SKILLS (ABILITY TO JOIN PEOPLE IN TEAMS AND WELD THEM TOGETHER)					
05 ABILITY TO HANDLE CONFLICT (ABILITY TO STEP ASIDE AND ANALYSE AS WELL AS TO CONFRONT OTHERS)					
06 PROCESS COMPETENCE (ABILITY TO UNDERSTAND AND MANAGE DEVELOPMENT PROCESSES)					
07 CHAOS COMPETENCE (ABILITY TO STAY IN COMMAND IN TURBULENT AND HYPER COMPLEX SITUATIONS)					
08 STRATEGIC COMPETENCE (ABILITY TO GRASP COMPLEX RELATIONSHIPS AND DERIVE IMPLICATIONS RELEVANT FOR ACTION)					

3. CHANGE

3.2. CHANGE MANAGEMENT | **3.2.1. QUESTIONNAIRE: "QUALIFICATION FOR CHANGE MANAGEMENT"**

	++	+	+/−	−	−−
09 INTERCULTURAL COMPETENCE (ABILITY TO WORK IN DIFFERENT SOCIAL ENVIRONMENTS)					
10 CLARITY OF EXPRESSION (CLARITY OF THOUGHT, PRECISE FORMULATION, SIMPLE AND UNDERSTANDABLE MODE OF EXPRESSION)					
C SPECIFIC EXPERIENCE					
01 SELF-AWARENESS (INTENSIVE AND LASTING EXAMINATION OF ONES OWN PERSONALITY, MOTIVES AND SOCIAL BEHAVIOUR)					
02 INDIVIDUAL COUNSELLING (ADVISING, SUPPORTING AND COACHING INDIVIDUALS)					
03 TEAMWORK AND TEAM DEVELOPMENT (LEADING AND DEVELOPING SMALL GROUPS)					
04 LARGE GROUP MODERATION (ORGANISING AND RUNNING WORKING MEETINGS WITH A LARGE NUMBER OF PARTICIPANTS)					
05 PROJECT MANAGEMENT (ORGANISATION AND MANAGEMENT OF CHANGE PROCESSES)					
D SPECIFIC KNOWLEDGE					
01 BASIC KNOWLEDGE OF PSYCHOLOGY					
02 BASIC KNOWLEDGE OF BUSINESS ADMINISTRATION					
03 SYSTEMS THEORY, CHAOS THEORY					
04 GROUP DYNAMICS					
05 ORGANISATIONAL THEORY					
06 ORGANISATIONAL PSYCHOLOGY					
07 APPROACHES TO ORGANISATIONAL DEVELOPMENT (CONCEPTS, STRATEGIES)					
08 ORGANISATIONAL DEVELOPMENT INTERVENTIONS (TOOLS, METHODS, PROCEDURES)					

3. CHANGE
3.2. CHANGE MANAGEMENT | **3.2.2. INTERVISION TECHNIQUE (COUNSELLING BY COLLEAGUES)**

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			●
LEARNING			

Goals and application

Intervision is a technique for a project team to reflect on how they handled a case or a problem, without outside help. For this, it is still very useful to follow a set procedure which helps the project team to make full use of the team's resources and stay on track. One member of the team (who need not always be a project manager) ensures that the procedure and timetable are kept to.

Brief description

Intervision involves the following steps:

01. Preparation for the case study presenter
02. Case study presentation
03. Reports of observers
04. Feedback from the case study presenter
05. Visualisation of results
06. Reflection on the intervision process

Benefits

An important aspect of this kind of exchange of views between colleagues is that responsibility for the process is not delegated to an outside expert, but remains within the group. This promotes the autonomy of the group and the individual members

3. CHANGE
3.2. CHANGE MANAGEMENT | **3.2.2. INTERVISION TECHNIQUE (COUNSELLING BY COLLEAGUES)**

Documentation

01 PREPARATION FOR THE CASE STUDY PRESENTER	**10 MINUTES**
02 CASE STUDY PRESENTATION THE PRESENTER DESCRIBES • THE INITIAL SITUATION FOR THE PROBLEM OR CAUSE • TELLS THE STORY AND EXPLAINS THE BROADER CONTEXT OF THE PROBLEM, IN HIS/HER OPINION • DENTIFIES LINKS WITH RELEVANT ASPECTS • BRIEFLY OUTLINES PREVIOUS ATTEMPTS TO SOLVE THE PROBLEM • REPORTS HIS/HER OWN DESIRES AND CONCERNS WITH REGARD TO THE PROBLEM • SUGGESTS POSSIBLE WISHES AND CONCERNS WITH REGARD TO THE PROBLEM FOR OTHER PARTICIPANTS • SAYS SOMETHING ABOUT HIS/HER OWN STATE OF MIND OR FEELINGS AS HE/SHE TALKS ABOUT THE CASE STUDY FINALLY, THE PRESENTER SUMMARISES THE PROBLEM AND EXPLAINS WHAT HELP HE/SHE WANTS FROM THE OTHER TEAM MEMBERS. THE OBSERVERS AND LISTENERS ARE ONLY ALLOWED TO ASK QUESTIONS WHICH CLARIFY THEIR UNDERSTANDING – NO DEBATE OR INTERPRETATIONS ARE ALLOWED! WHILE WATCHING AND LISTENING, THE OBSERVERS FOCUS ON • WHAT THEY ARE HEARING AND PERSONALLY FEELING • BODY LANGUAGE • THEIR ASSUMPTIONS ABOUT THE CAST STUDY	**20 MINUTES**
03 THE OBSERVERS REPORT FIRST, ALL OBSERVERS TAKE THE TIME TO ORGANIZE THEIR OBSERVATIONS, SUMMARISE THEIR NOTES, AND POSSIBLY MAKE A QUICK OUTLINE. SUBSEQUENTLY, EVERYBODY EXPLAINS WHAT THEY OBSERVED AND WHAT THEIR ASSUMPTIONS ARE ABOUT THE CASE STUDY PRESENTED. THE CASE STUDY PRESENTER NOTES SILENTLY WHATEVER SEEMS IMPORTANT. QUESTIONS CAN BE ASKED TO CLARIFY POINTS. HOWEVER, THERE SHOULD BE NO DEBATE.	**10 MINUTES** **DEPENDING ON THE NUMBER OF PARTICIPANTS, 20-40 MINUTES**
04 FEEDBACK FOR THE CASE STUDY PRESENTER AFTER ALL THE OBSERVERS HAVE SPOKEN, THE CASE STUDY PRESENTER PROVIDES FEEDBACK ON THE OBSERVATIONS. FIRST, THE CASE STUDY PRESENTER COMMENTS ON HIS/HER STATE OF MIND (MY EMOTIONS, PHYSICAL PERCEPTIONS), SUBSEQUENTLY HE/SHE RANKS THE OBSERVATIONS FOR ACCURACY FROM HIS/HER POINT OF VIEW, USING THE FOLLOWING RATING: + DIRECT HIT + PRETTY ACCURATE + THERE COULD BE SOMETHING TO IT RESTRICTION TO THE 10 MOST IMPORTANT ASPECTS IS DESIRABLE.	**15 MINUTES**
05 VISUALISATION OF THE RESULTS THE PRESENTER NOW TRIES TO VISUALISE THE CASE. THIS MAY BE DONE ON A SHEET OF PAPER, BUT IF POSSIBLE SHOULD BE DONE ON A FLIP CHART OR BULLETIN BOARD. THE OBSERVERS CAN HELP. ULTIMATELY, HOWEVER, IT MUST BE AN IMAGE THAT THE PRESENTER CAN IDENTIFY WITH. THE PRESENTER EXPLAINS WHAT HE/SHE SPECIFICALLY WANTS TO OBSERVE IN APPROACHING THIS CASE AND WHAT ACTION OR INTERVENTION HE/SHE FAVOURS.	**10 MINUTES**
THE PRESENTER CAN ALSO ASK FOR FURTHER ASSISTANCE. AN EXPRESSION OF GRATITUDE TO THE OBSERVERS IS APPROPRIATE AT THIS POINT	
06 REFLECTION ON THE INTERVISION PROCESS ALL PARTICIPANTS REPORT ON WHAT THEY HAVE LEARNED FROM THIS CASE AND WHAT THE WILL KEEP IN MIND FOR THIS AND SIMILAR CASES.	**15 MINUTES**

3. CHANGE

3.2. CHANGE MANAGEMENT | **3.2.3. QUICK DIAGNOSIS: PROJECT CRISIS INDICATORS**

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			●
LEARNING			●

Goals and application

The quick diagnosis is used by cluster staff responsible for projects as a simple analytical tool to see if and which areas of their projects have problems or are at a critical stage.

Brief description

Based on 37 questions indicators can be derived which identify whether projects are on a crisis course. A scoring system matched exactly to the questions permits allocation to defined crisis areas in the course of the analysis.

Benefits

Project work has a high priority in cluster activities. This quick diagnosis tool gives those responsible for projects a good overview of the status of their projects and points to areas where crises could develop or have developed.

3. CHANGE

3.2. CHANGE MANAGEMENT | **3.2.3. QUICK DIAGNOSIS: PROJECT CRISIS INDICATORS**

Documentation

How can the project manager identify problems?

	TRUE	NOT TRUE
01. INCREASING LACK OF COMMITMENT		
02. PROMISED INPUTS ARE REPEATEDLY NOT DELIVERED		
03. PROJECT STAFF IS GIVEN ADDITIONAL TASKS		
04 NECESSARY DECISIONS ARE NOT TAKENO		
05. CLAIMS OF INHERENT NECESSITIES OR TIME PRESSURE ARE PUT FORWARD TO GET OUT OF COLLABORATION		
06. DETERIORATING STYLE IN COMMUNICATION		
07. RUMOURS AND WILD STORIES		
08. INCREASING POLITICAL INFLUENCE: THE PROJECT IS INFLUENCED WITHOUT CONSULTING THE PROJECT MANAGEMENT (BY POLITICAL OFFICEHOLDERS, FUNCTIONARIES, OUTSIDE CONSULTANTS, …)		
09. LOSS OF ENERGY IS APPARENT, ACTIVITY SLOWS		
10. PRIORITIES ARE NOT OBSERVED		
11. THE PROJECT AGREEMENT NO LONGER APPLIES		
12. INCREASING OVERTIME		
13. EMPLOYEES ARE REPLACED		
14. DECREASING INTEREST BY THE CLIENT/ MANAGEMENT		
15. EVIDENT PROBLEMS WITH IMPLEMENTATION		
16. INTERIM RESULTS ARE NOT ACCEPTED		
17. NEGATIVE STATEMENTS ABOUT THE PROJECT ARE MADE INTERNALLY AND EXTERNALLY		
18. EXCESSIVE PERFECTIONISM, TAKING REFUGE IN DETAIL		
19. DECLINING READINESS TO PROVIDE INFORMATION, STONEWALLING		
20. NO SHARED GOAL ORIENTATION		
21. CRITICISM AND COMPLAINTS		
22. NEGATIVE STATEMENTS ABOUT THE PROJECT BY OUTSIDERS (SPECIALIST DEPARTMENTS, NEIGH BOURING APARTMENTS, CUSTOMERS)		
23. MANAGEMENT PING PONG		
24. BAD EXPERIENCE FROM OLD PROJECTS CONSTANTLY BEING BROUGHT UP		
25. FREQUENT DEADLINE OVERRUNS		
26. GOAL AGREEMENTS REPEATEDLY CHANGED: "WHAT WE AGREE ON TODAY WON'T HOLD UP TO MORROW"		
27. INCREASING MISUNDERSTANDINGS, GROWING CONFUSION		
28. THREAT OF BRINGING IN EXPERTS		
29. INCREASING OPERATIONAL HECTIC PACE		
30. PUTTING THINGS OFF		
31. LACK OF COMMON STAND AT PRESENTATIONS		
32. CONSTANT SUPPLEMENTAL REQUESTS		
33. LACK OF MOTIVATION IN THE TEAM		
34. DIVISIONS IN THE TEAM		
35. IRONY, MOCKERY AND JOKES ABOUT THE PROJECT		

36. INADEQUATE WORKING CONDITIONS		
37. LACK OF RESOURCES		

Rating the crisis indicators

See how often you checked "true" for the different questions. For the analysis put a mark in the table next to those question numbers you have checked "true". Then count the number of marks in each column. This shows you which of your project areas are in crisis.

The crisis areas

M		P		S		PM		C		B		T		AC	
1		2		5		4		4		6		17		16	
10		9		13		12		8		7		31		22	
11		25		18		15		14		15		33		24	
20		30				37		16		19		34		28	
26								23		21				35	
36										27					
SUM		SUM		SUM		SUM		SUM		SUM		SUM		SUM	

M=   Management
P=   Performance
S=   Staff
PM=   Project management
C=   Client
B=   Behaviour in team
T=   Team
AC=   External acceptance

3. CHANGE

3.3. LEARNING | 3.3.1. BENCHMARKING GUIDE FOR CLUSTERS

SOURCE	CREATING SMART SYSTEMS, A GUIDE TO CLUSTER STRATEGIES IN LESS FA-VOURED REGIONS. STUART A. ROSENFELD, REGIONAL TECHNOLOGY STRATE-GIES, CARRBORO, NORTH CAROLINA, 2002		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			●

Goals and application

There are a number of characteristics which describe the performance of clusters. This profile is used to compare performance between similar clusters in different regions.

Brief description

The benchmarking guide is divided into a list of factors and their descriptions as well as a presentation of typical measures in the different areas. The factors for each area provide checkable criteria for comparison with other clusters.

Benefits

The benchmarking guide allows for a comparison of performance between clusters in different regions. It is used particularly to identify your own weaknesses and choose suitable measures.

Documentation

FACTOR	DESCRIPTION	TYPICAL MEASURES
R&D CAPACITIES	PUBLIC OR PRIVATE RESEARCH INSTITUTES IN AREAS WITH PRODUCTS AND PROCESSES RELEVANT TO THE CLUSTER; AVAILABILITY OF INDIVIDUAL RESEARCHERS	R&D SPENDING BY GOVERNMENT AND PRIVATE SOURCES WHICH AFFECT CLUSTER MEMBERS, PRODUCTS OR PROCESSES
TRAINING AND AVAILABIL-ITY OF STAFF	EXTENT TO WHICH EMPLOYEE TRAINING IS CUSTOMISED FOR CLUSTER NEEDS, E.G. TECHNICAL SKILLS, GENERAL INDUSTRIAL AND MANAGERIAL KNOWLEDGE	NUMBER OF APPLICATIONS FOR RELEVANT PROGRAMMES AND GRADUATES HIRED BY THE CLUSTER
TRAINING AND CPE	TRAINING AND CONTINUING PROFESSIONAL EDUCATION (CPE) FOR KEY CLUSTER EMPLOYEES, TRAINING IN THE CONTEXT OF THE CLUSTER, TRAINERS WITH RELEVANT EXPERIENCE; TRAINING FOR TECHNOLOGICAL AND ORGANISATIONAL CHANGES	NUMBER OF CREDIT AND NON-CREDIT PROGRAMMES FOR INTERNS AND TRAINEES
PROXIMITY TO SUPPLIERS	CLOSE SOURCES FOR PRIMARY AND SECONDARY SUPPLIERS, MATERIALS AND SERVICES WHICH MINIMISE TRANSACTION COSTS AND MAXIMISE INTERACTION	INPUT-OUTPUT ANALYSIS OF SUPPLY CHAINS AND POTENTIALS OF FIRST, SECOND AND THIRD ORDER; REVIEW OF CURRENT SUPPLIERS
AVAILABILITY OF CAPITAL	LOCAL BANKS WITH KNOWLEDGE OF CLUSTERS AND THEIR KEY ACTORS; AVAILABILITY OF OPERATING AND START-UP CAPITAL; ACCESS TO SEED AND VENTURE CAPITAL FOR EXPLORING NEW POSSIBILITIES	VALUE OF VENTURE CAPITAL AND CREDITS DEVELOPED IN CLUSTER ACTIVITIES BETWEEN CLUSTERS AND BANKS
SPECIALIST SERVICES	PUBLIC SERVICES, E.G. TECHNOLOGY-INTENSIVE SERVICES, EXPORT PROMOTION, TECHNOLOGY CENTRES OR SMALL BUSINESS CENTRES AND PRIVATE SECTOR SERVICES OF DEVELOPERS, TECHNICAL CONSULTANTS, ACCOUNTANTS AND LAWYERS WITH SPECIFIC CLUSTER KNOWLEDGE	% OF CONSULTANTS SPECIALISING IN CLUSTER SERVICES, SERVICES WITH EXPERTS FROM CLUSTER ADDED VALUE THROUGH LOCALLY OUTSOURCED SERVICES
MECHANICAL ENGINEER-ING FIRMS AND SOFTWARE DESIGNERS	ACCESS TO BUSINESSES WHICH DEVELOP AND PRODUCE MACHINERY, TOOLS AND SOFTWARE USED BY CLUSTERS; WORKING RELATIONS BETWEEN TOOLMAKERS AND BUSINESSES AIMED AT PROMOTING JOINT INNOVATIONS	NUMBER OF BUSINESSES WHICH MANUFACTURE AND SELL THE MEANS OF PRODUCTION
NETWORKS AND ALLI-ANCES	FREQUENCY OF FORMAL COOPERATION BETWEEN CLUSTER MEMBERS, E.G. ON JOINT VENTURES, PRODUCTION, MARKETING, TRAINING OR PROBLEM SOLVING	NUMBER OF JOINT VENTURES, QUALIFICATION ASSOCIATIONS, MARKETING CONSORTIA ETC.
CIVIL SOCIETY	EXTENT OF ACTIVITIES BETWEEN LOCAL BUSINESSES AND CIVIL ORGANISATIONS IN THE REGION; FREQUENCY OF INTERACTIONS, INFORMAL NETWORKS OF PERSONAL BUSINESS-RELATED CONTACTS	NUMBER OF MEMBERSHIPS IN TECHNICAL AND TRADE AND BUSINESS ORGANISATIONS; ANALYSIS OF RELATIONSHIPS

3. CHANGE
3.3. LEARNING | **3.3.1. BENCHMARKING GUIDE FOR CLUSTERS**

FACTOR	DESCRIPTION	TYPICAL MEASURES
ENTREPRENEURIAL ECONOMIC ENVIRONMENT	CONSTANT FORMATION OF NEW PROJECTS BY EMPLOYEES OR MANAGERS IN THE CLUSTER BASED ON NEW, COMPLEMENTARY OR COMPETITIVE PRODUCTS OR CORE COMPETENCES	NUMBER OF NEW START-UPS GENERATED BY CLUSTER, NUMBER OF START-UPS ATTRACTED BY CLUSTER
INNOVATION AND IMITATION	NEW AND IMPROVED TECHNOLOGIES, PRODUCTS CONCEIVED, DEVELOPED AND ADAPTED OR BROUGHT TO THE MARKET; DISSEMINATION OF INNOVATIONS TO OTHER LOCAL FIRMS	PATENTS AND COPYRIGHTS, INVESTMENT IN NEW TECHNOLOGIES, START-UP OF NEW PRODUCT LINES
PRESENCE OF MARKET LEADERS AND INNOVATORS	NUMBER OF RECOGNISED MARKET LEADERS, MARKETING AND SALE OF PRODUCTS AND SERVICES OUTSIDE THE CLUSTER BOUNDARIES	NUMBER OF ACTIVITIES OF BUSINESS HEAD OFFICES, EXPORT VALUE OF CLUSTER PRODUCTS, VALUE OF SALES OUTSIDE THE REGION
EXTERNAL LINKS	JOINT VENTURES, CONTRACTS, BUSINESSES ALLIANCES, CONTRACTS AND COMMUNICATION WITH EXPERTS IN OTHER REGIONS; KNOWLEDGE OF INTERNATIONAL BENCHMARKING PRACTICES	STUDIES OR BENCHMARKING TOURS, TRIPS TO TRADE FAIRS, ALLIANCES WITH EXTERNAL MEMBERS
COMMON VISIONS AND LEADERSHIP	BUSINESSES WHO TALK ABOUT THEMSELVES AS "A SYSTEM", E.G. PLANNING AND SHARING GOALS AND VISIONS FOR THE FUTURE; INDUSTRY LEADERS WHO ASSUME RESPONSI-BILITY FOR JOINT COMPETITIVENESS	JOINT STRATEGIC PLANS OR VISION STATEMENTS, ACCEPTANCE OF A CLUSTER NAME OR BRAND

3. CHANGE

3.3. LEARNING | **3.3.2. CHECKLIST AND QUESTIONNAIRE FOR PROJECT REFLECTION**

SOURCE	ÖAR REGIONALBERATUNG GMBH, PATZAK & RATTAY		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			●

Goals and application

Learning from projects involves a regular check (documentation and reflection), mostly at the end of a project phase, on whether the goals of the project are still realistic, whether the chosen approach is the right one to achieve the goals, and what can be learned from experience to date.

Project reflection can also be a response to an acute problem situation (crisis), for example if deadlines are massively overshot, or the actual costs differ sharply from the budget, or if there is dissatisfaction.

Brief description

Reflection starts at the end of a project phase or as a reaction to a crisis in the project. After documenting experience to date, specifically questions on process quality in the project, a decision is taken on measures to deal with the crisis, followed later by controlling their effects.

Benefits

Clusters are involved in various projects of different scope and types. Regular structured reflection helps to learn from the project, leading to ongoing improvement in the quality of cluster work.

3. CHANGE

3.3. LEARNING | 3.3.2. CHECKLIST AND QUESTIONNAIRE FOR PROJECT REFLECTION

Documentation

CHECKLIST: LEARNING FROM PROJECTS	
TARGET: – REFLECTION ON PROJECT WORK – REVIEW OF THE PROJECT TO CHECK REALISM OF ASSUMPTIONS – DEVELOPMENT OF ADEQUATE CRISIS MANAGEMENT MEASURES	
STEPWISE APPROACH: – STARTING POSITION: A SELF-CONTAINED PROJECT PHASE ENDS OR A PROJECT IS IN A CRITICAL PHASE – AGREEMENT ON EARLIEST POSSIBLE REFLECTION MEETING WITH THE PROJECT GROUP – DOCUMENTATION OF EXPERIENCE TO DATE – DECISION (GO/NO GO) ON THE PROJECT OR AGREEMENT ON MEASURES TO DEAL WITH THE CRISIS – DISCUSSION OF EXPERIENCE IN THE PROJECT; AGREEMENT ON HOW EXPERIENCE IS TO BE COMMUNICATED AND WHOM TO – AGREEMENT ON ANOTHER MEETING TO TRACK THE EFFECT OF THE MEASURES TO HANDLE THE CRISIS	PERSON RESPONSIBLE: PROJECT MANAGER STEERING GROUP OR CLIENT
RESULTS OF THE PROCESS: – DOCUMENTATION OF EXPERIENCE – A PLAN WITH MEASURES TO HANDLE THE CRISIS	

QUESTIONNAIRE ON PROCESS QUALITY IN COOPERATION PROJECTS						
1 = VERY GOOD, 2 = GOOD, 3 = SUFFICIENT, 4 = DEFICIENT, 5 = UNSATISFACTORY	RATING					COMMENTS
	1	2	3	4	5	
1. ORGANISATION						
1.1 THE NUMBER OF PROJECT MEETINGS IS APPROPRIATE						
1.2 THE DURATION OF PROJECT MEETINGS IS APPROPRIATE						
1.3 PROJECT MEETINGS ARE EFFICIENT						
1.4 THE CLUSTER IS WELL PREPARED FOR PROJECT MEETINGS						
1.5 I AM SATISFIED WITH PROJECT COORDINATION						
1.6 PROJECT ROLES ARE WELL DEFINED AND TRANSPARENT						
2.TOOLS						
2.1 THE FOLLOWING TOOLS ARE USEFUL TO ME:						
PROJECT DESCRIPTION (DISCUSSION PAPER)						
PROJECT ENVIRONMENT ANALYSIS						
ROLES IN THE PROJECT						
PROJECT STRUCTURAL PLAN						
RESOURCE PLAN						
TIMETABLE						
ALLOCATION OF AUTHORITY AND TASKS						
PROJECT EVALUATION BY PARTICIPANTS						
QUALITY, TIME AND COST CONTROL						
3. COMMUNICATION						
3.1 PRESENTATIONS ARE INFORMATIVE						
3.2 I CAN CONTRIBUTE MY IDEAS/SUGGESTIONS						
3.3 I'M ALWAYS INFORMED OF THE CURRENT PROJECT STATUS						
3.4 THERE IS AN OPEN EXCHANGE OF INFORMATION						
3.5 PERSONAL CONTACT WITH THE CLUSTER IS POSSIBLE						
4. COMPETENCE						
4.1 THE CLUSTER CONVEYS COMPETENCE REGARDING:						
PROJECT MANAGEMENT (PROCESS)						
TASK SETTING (CONTENTS)						
5. OVERALL IMPRESSION						
5.1 OVERALL, I AM SATISFIED WITH THE PROJECT WORK						
5.2 I AM SATISFIED WITH PROJECT PROGRESS						
5.3 I WOULD LIKE TO CONTINUE WORKING WITH THE PROJECT TEAM						
6. SUGGESTIONS FOR FURTHER PROJECT WORK						

3. CHANGE
3.3. LEARNING | **3.3.3. NET.LAB**

SOURCE	ÖAR REGIONALBERATUNG GMBH		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			
LEARNING			●

Goals and application

The goal of net.lab is to simulate the specific development phases (lifecycle model) of an alliance project, using the participants' experience and creativity. The laboratory is developed as a self-organised learning system and supported by professional moderation and consultancy.

Brief description

The basis structure of net.lab follows the lifecycle model of a typical cooperation process:

01. Ideas, choice of partners, setting goals
02. Formation of the system (resources, rules)
03. Development of an alliance product
04. Evaluation
05. Reorganisation of cooperation (metamorphoses)
06. Completion

Benefits

Tools for managing, developing and evaluating alliance projects are communicated in a practical way and a virtual platform for creating and initiating new alliances is offered.

Documentation

The minimum size for net.lab is a group of 18 or 20 participants including moderators. It should be possible to form at least five temporary working groups. The moderation team needs at least two moderators and more as the number of participants increases.

The development phases of the cluster network in the laboratory:

1ST DAY	2ND DAY	3RD DAY	4TH DAY	5TH DAY
ARRIVAL	IDEAS, CHOICE OF PARTNERS, SETTING GOALS SET UP CLUSTER NETWORK	DEVELOP ALLIANCE PRODUCTS EVALUATION	DEVELOP ALLIANCE PRODUCTS	REORGANISATION AND COMPLETION
IDEAS, CHOICE OF PARTNERS, SETTING GOALS	SET UP CLUSTER NETWORK DEVELOP ALLIANCE PRODUCTS	LEARNING JOURNEY OR: CREATIVE BREAK	EVALUATION REORGANISATION	DEPARTURE

net.lab can be carried out as a single session or divided into two parts. In the single session variant, it lasts three whole days and two half-days, or four days in all. The single session variant ensures that the participants can follow the entire cycle of the simulated process without interruption.

If the context makes a four-day laboratory impossible, it can also be carried out in modular form in two parts. In the two part version, the learning journey on the third afternoon is omitted. Even so, half a day or so should be allowed for concluding the first module and starting the second. Time has to be allowed for the break as well. However, the break can also be used to continue the networking process between the two modules using computer-assisted tools (chat rooms, downloads, ideas and cooperation exchanges, intranet workflow, etc.). This way the two part variant can be used to simulate, explore and reflect on the possibility of IT-assisted networking. This can lead to far reaching communication and training in suitable intranet tools.

Conditions for success:

• Participants are prepared to commit to the laboratory
• Participants are ready to learn from their own actions and experience, to make these resources available to the other participants, and to respect the contributions of others in the same way
• Participants treat shared information as confidential – nothing leaves the sessions
• Continuous attendance by all participants
• External conditions which promote the well-being of participants

The following design is the basic model for net.lab. The actual proceedings need not necessarily strictly follow these suggestions. The moderator team must ensure that sufficient scope is given to the openness, flexibility and self-organisation which are typical of networking processes.

3. CHANGE
3.3. LEARNING | **3.3.3. NET.LAB**

Day one

TIME	DURATION	WORKING STEPS	SETTING	COMMENTS
14.00	60	OPENING (5) PRESENTATION OF CLUSTER STAFF (10) GOAL SETTING (15) PROGRAMME OVERVIEW (10) LEARNING ORGANISATION (10) PROCEDURES AND RULES (10)	FULL SESSION LECTURE	OPENING AND GOAL SETTING EXPLORE IN A FOCUSED, OBJECTIVE AND EMOTIONAL WAY THE MOST IMPORTANT REASONS FOR THE MAJOR IMPORTANCE OF CLUSTERS AND NETWORKING CAPABILITY
15.00	45	DIFFERENCES AND SHARED FEATURES	SPONTANEOUS GROUP FORMATION IN OPEN SPACE	GROUP FORMATION E.G. BY EXPERIENCE WITH NETWORKS AND ALLIANCES, PROFESSIONAL GROUPS, PROFIT AND NON-PROFIT, GENDER, BUSINESS SIZE, IT AND NO-IT, THOSE WHO ALREADY KNOW EACH OTHER AND THOSE WHO DON'T, ETC.
15.45	15	BREAK		
16.00	15	COOPERATION EXCHANGE – INTRODUCTION BY MODERATORS	OPEN SPACE	THE CENTRAL QUESTION IS: (WHAT TOPIC DO I WANT TO WORK ON WITH OTHERS? WHAT WOULD I LIKE TO DEVELOP WITH OTHERS IN THE NEXT FEW DAYS?)
	15	COOPERATION EXCHANGE – FINDING IDEAS AND TOPICS	OPEN SPACE	
	15	COOPERATION EXCHANGE – WORK SCHEDULING	OPEN SPACE	
16.45	45	COOPERATION GROUPS	OPEN SPACE WORKING GROUPS SEE ABOVE: BREAK	THE FOUR OPEN SPACE PRINCIPLES APPLY TO THE WORKING GROUPS
	45	COOPERATION GROUPS	OPEN SPACE WORKING GROUPS	THE FOUR OPEN SPACE PRINCIPLES APPLY TO THE WORKING GROUPS
18.15		END OF THE WORKING DAY		

Day two

TIME	DURATION	WORKING STEPS	SETTING	COMMENTS
9.00	60	REFLECTION ON OWN ABILITY TO COOPERATION (MINI LAB): WHAT DO I SEE AS MY COOPERATIVE STRENGTHS? WHAT MAKES IT EASIER FOR ME TO COOPERATE WITH OTHERS? (WHAT DO I NEED?) WHAT DO I SEE AS MY COOPERATIVE WEAKNESSES? WHAT MAKES IT HARDER OR IMPOSSIBLE FOR ME TO COOPERATE WITH OTHERS? (WHAT AM I AFRAID OF OR DISLIKE?) HOW WILL MY COOPERATION PARTNERS RECOGNISE MY COOPERATIVE STRENGTHS AND WEAKNESSES?	GROUPS OF THREE (ALTERNATING ROLES AS 1 INTERVIEWER, 1 INTERVIEW PARTNER, AND 1 OBSERVER AND TIMEKEEPER)	
10.00	30	BRIEF PRESENTATION OF RESULTS	FULL SESSION	THE MOST IMPORTANT OR MOST INTERESTING JOINT RESULT FOR EACH GROUP
10.30	90	SEE ABOVE: BREAK COOPERATION GROUPS: WORK SCHEDULING AND RULES	OPEN SPACE WORKING GROUPS THE NETWORKING SPACE REMAINS OPEN	THE FOUR OPEN SPACE PRINCIPLES CONTINUE TO APPLY TO THE WORKING GROUPS
		THE CLUSTER STAFF STARTS TO LOOK FOR POTENTIAL SYNERGIES. AS SOON AS THE FIRST ADEQUATE POTENTIAL SYNERGY IS LOCATED, THE CLUSTER STAFF ASSIGNS A COOPERATION GROUP TO REVIEW AND CONSOLIDATE THE AVAILABLE SYNERGIES OR AREAS OF STRENGTH AND PROACTIVELY PROCEED WITH NETWORKING THE COOPERATION GROUPS. THE SELECTED COOPERATION GROUP IS GIVEN A DOUBLE TASK (INTERNAL COOPERATION PLUS NETWORKING), AND NEEDS TO BE LARGE ENOUGH TO PERMIT A DIVISION OF FUNCTIONS. THE GROUP IS LEFT TO COMPLETE THE TASK. THE CLUSTER STAFF PROVIDES ONGOING CONSULTING FOR THE NETWORKING FUNCTION.		
12.00		LUNCH BREAKULING		
13.30	60	COOPERATION GROUPS CONTINUE: PRODUCT DEVELOPMENT & NETWORKING	OPEN SPACE WORKING GROUPS	THE FOUR OS PRINCIPLES CONTINUE TO APPLY TO THE WORKING GROUPS

3. CHANGE

3.3. LEARNING | **3.3.3. NET.LAB**

TIME	DURATION	WORKING STEPS	SETTING	COMMENTS
			THE NETWORKING SPACE REMAINS OPEN – HOWEVER, THE INDIVIDUAL COOPERATION GROUPS CAN DEVELOP THEIR OWN RULES, I.E. CLOSED WORK-SHOPS ARE NOW POSSIBLE IF THIS SEEMS FUNCTION-ALLY DESIRABLE	PARALLEL CREATION OF A "CREATIVITY TECHNOLOGIES" INFORMATION INFO POINT: PARTICIPANTS CAN COLLECT TOOLS FOR ENHANCING THE CREATIVITY OF THE COOPERATION GROUPS
14.30		BREAK		
15.00	90	COOPERATION GROUPS CONTINUE: PRODUCT DEVELOPMENT & NETWORKING	OPEN SPACE WORKING GROUPS THE NETWORKING SPACE REMAINS OPEN	
16.30	15	OVERVIEW OF STRUCTURE OF REFLECTION FORMATION OF REFLECTION GROUPS	FULL SESSION	
	60	REFLECTION GROUPS: E.G. WORKING ON THE TOPIC "ROLES IN THE CLUSTER" OR "POWER RELATIONSHIPS IN THE CLUSTER" – IDEALLY THE HOT TOPICS	WORKING GROUPS OF AT MOST FIVE PARTICIPANTS	EACH REFLECTION GROUP SHOULD BE SUPPORTED BY A STAFF MEMBER AT LEAST TEMPORARILY (E.G. 30 MINUTES)
17.45		END OF THE WORKING DAY		

Day three

TIME	DURATION	WORKING STEPS	SETTING	COMMENTS
9.00	30	FEEDBACK FROM CLUSTER STAFF: WHAT HAS HAPPENED SO FAR? WHERE DO WE STAND IN THE NETWORKING PROCESS? WHAT ELSE WILL HAPPEN?	FULL SESSION	FREE AFTERNOON WITH OPTIONAL TRIP TO A CLUSTER PROJECT IN THE AREA REMINDER OF DEBRIEFING SESSION BEFORE LUNCH ON 4TH DAY
9.30	60	COOPERATION GROUPS CONTINUE: EVALUATE PROGRESS AND SUCCESS OF EVENT TO DATE (A) IN COOPERATION GROUP, (B) IN CLUSTER NETWORK: WHAT POSITION DOES THE COOPERATION GROUP HAVE WITH RESPECT TO THE OTHER PARTS OF THE CLUSTER NETWORK (ENVIRONMENT ANALYSIS)? WHAT BENEFITS HAS THE GROUP GAINED FROM THE CLUSTER NETWORK SO FAR? HOW FAR CAN THE GROUP UTILISE THE POTENTIAL SYNERGY OF THE CLUSTER NETWORK (OR NOT)? WHAT CONCLUSIONS CAN BE DRAWN?	OPEN SPACE WORKING GROUPS THE NETWORKING SPACE REMAINS OPEN	THE RESULTS OF THE WORKING GROUPS ARE CONSOLIDATED AND FURTHER REVIEWED IN THE DEBRIEFING SESSION
10.30		BREAK		AT THE SAME TIME PREPARATIONS ARE MADE FOR THE PRESENTATION OF THE RESULTS OF COOPERATION AND NETWORKING AND THE AWARD OF A PRIZE BY A JURY
11.00	90	COOPERATION GROUPS CONTINUE: PRODUCT DEVELOPMENT & NETWORKING		
12.30		ORGANIZATIONAL ANNOUNCEMENTS: FREE AFTERNOON AND OPTIONAL TRIP (LEARNING JOURNEY) TO A CLUSTER PROJECT IN THE AREA INTERIM DEBRIEFING	FULL SESSION	
13.00		LUNCH BREAK		
		OPTIONS: FREE AFTERNOON OR: TRIP (LEARNING JOURNEY) TO A CLUSTER PROJECT IN THE AREA		
		END OF THE WORKING DAY		

3. CHANGE
3.3. LEARNING | **3.3.3. NET.LAB**

Day four

TIME	DURATION	WORKING STEPS	SETTING	COMMENTS
9.00	30	FEEDBACK ON THE TRIP	FULL SESSION	
9.30	60	COOPERATION GROUPS CONTINUE: PRODUCT DEVELOPMENT & NETWORKING	OPEN SPACE WORKING GROUPS	
10.30		BREAK		
11.00	60	COOPERATION GROUPS CONTINUE: PRODUCT DEVELOPMENT & NETWORKING	OPEN SPACE WORKING GROUPS	
12.00		LUNCH BREAK		
13.30	120	TRADE FAIR EVENT: PRESENTATION OF THE CLUSTER NETWORK AS A WHOLE, PLUS INDIVIDUAL COOPERATION PROJECTS (STATEMENTS, SHOPS, THEATRE – ANY AND EVERY FORM OF PRESENTATION IS POSSIBLE) AWARD CEREMONY BREAK EXPERT ROUND (E.G. AS FISHBOWL): COOPERATION GROUPS' EXPERIENCE WITH NETWORKING (A REPRESENTATIVE OF EACH GROUP PRESENTS THE RESULT OF THE PREVIOUS DAY'S EVALUATION)	FULL SESSION	
15.30	30	REFLECTION II: COLLECTION OF CENTRALLY PERCEIVED CONTRADICTIONS AND CONFLICTS, FORMATION OF NEW REFLECTION GROUPS (FOLLOWING THE COLLECTION OF TOPICS)	FULL SESSION COLLECTION E.G. DONE INDIVIDUALLY USING FILE CARDS	
16.00	45	REFLECTION II: WHERE DID THE CONFLICT (E.G. OPENNESS VERSUS CLOSED STYLE) BECOME APPARENT? HOW DID I EXPERIENCE IT PERSONALLY? HOW RELEVANT WAS IT FOR THE COOPERATION GROUP? HOW RELEVANT WAS IT FOR THE CLUSTER NETWORK? HOW DID THE THREE LEVELS HANDLE IT (OR NOT)? HOW CAN WE IDENTIFY IN THE FUTURE CLUSTER NETWORKING ACTIVITIES THAT WE ARE HANDLING THIS CONFLICT IN A BETTER WAY?	REFLECTION GROUPS:	
		BREAK		
17.00	45	PRESENTATION OF RESULTS	FULL SESSION	
17.45		END OF THE WORKING DAY		

Final day

TIME	DURATION	WORKING STEPS	SETTING	COMMENTS
9.00	15	OVERVIEW OF THE DAY	FULL SESSION	
9.15	60	REFLECTION GROUPS CONTINUE: TRANSFER TO HOME ORGANISATION	REFLECTION GROUPS	
10.15	45	FEEDBACK ON EVENT	SPONTANEOUS SMALL GROUPS	
11.00		WIND UP CONCLUSION GOODBYES	FULL SESSION	
12.00		END OF THE NET.LAB SESSION		

Logistics

The net.lab session needs a location with enough room and accommodation for the participants on site. The facilities include a room large enough for all the participants, and at least four more working rooms for the various working groups. Equipment includes chairs, flipcharts, bulletin boards, brown paper and moderation material (markers, adhesive tape, post-its, pins, moderation cards, adhesive dots).

At the end of the event participants are given a folder with selected articles on clusters. The results of the net.lab are documented photographically and the photos are sent to participants after the event.

3. CHANGE
3.3. LEARNING | **3.3.4. TEAM DEVELOPMENT WORKSHOP**

SOURCE	"CHANGE MANAGEMENT, DEN UNTERNEHMENSWANDEL GESTALTEN", KLAUS DOPPLER, CHRISTOPH LAUTERBURG. CAMPUS VERLAG FRANKFURT/NEW YORK		
	PHASE		
THEMATIC FOCUS	PREPARATION	IMPLEMANTATION	MODIFICATION
THE FIRST STEPS			
GOALS AND STRATEGIES			
BUSINESS PLAN AND FINANCING			
CREATE ORGANISATION			
CLUSTER SERVICES			
CLUSTER PROJECTS, PROCESSES			
ATTRACT PARTNERS			
INNOVATIVE HEADS			
COMMUNICATION, PR			
MONITORING, EVALUATION			
CHANGE MANAGEMENT			●
LEARNING			●

Goals and application

Members of a cluster team work together on complex tasks with constantly changing challenges. Well coordinated cooperation and communication within the team are prerequisites for achieving set goals optimally. The team development workshop promotes reflection and mutual exchange within the cluster team.

Brief description

The team development workshop describes and analyses the actual situation and assists development of solutions and identification of measures for implementation. Guideline 1 for the analysis of the present situation reviews the organizational structure, working processes, management tools, communication, management and cooperation, whereas guideline 2 reflects on the team development processes (joint evaluation session).

Benefits

The team development workshop supports the cluster team in reflecting on its situation and helps to identify necessary changes and to formulate suitable measures.

Documentation

Preparation

- Discussing the goals of the workshop
- Identifying location and deadline
- Commission to all participants think about important topics from their point of view regarding the functioning of the team

01. Introduction
- Why are we here? (workshop goals)
- How do we want to proceed? (Workshop phases)
- What do we need to pay special attention to?

02. Description of the actual situation
- What is working well? What should we keep?
- What is not working so well? Where do tensions and frictions exist?

Collection of all ideas and perceptions of team members
Important: listen closely to individual statements, but do not debate them

03. Analysis of the present situation
- Packaging the individual votes
- Identifying the central topics
- Discussing causes and relationships

04. Developing answers
- Collecting ideas for solution
- Operationalizing promising suggestions
- Developing alternatives (there is always more than one "road to Rome")

05. Decisions
- Evaluating variant solutions (pros and cons)
- Establishing measures, making agreements

06. Determining implementation
- Assigning tasks and timetabling (who does what by when?)
- Time and form of success review

07. Balance sheet and joint evaluation session
Everyone speaks briefly in turn:
- How do I rate the results?
- Did we reach our goals?
- What was particularly important for me?
- What did I think of the quality of the dialogue?
- What kind of feelings do I take home?

3. CHANGE
3.3. LEARNING | **3.3.4. TEAM DEVELOPMENT WORKSHOP**

Key questions for analysing the present situation (see point 3)

01. Organisational structure
- Are the tasks properly divided up and assigned?
- Do we have a common understanding of the functions and roles
  a. Of the team
  b. Of the manager
  c. Of the individual functions

02. Working processes
- How do we rate our output and our team performance in general?
- How are we / how is our team performance rated from outside?
- Which working procedures worked well?
- Where do frictions, disruption and irritation still exist?
- What do we need to do differently or organize better in future?

03. Management tools
- What management tools do we have?
- Which tools help us in our work, which are more of a nuisance?
- What sorts of tools are we lacking and should we introduce?
- Which were available but have not been used (or not consistently used)?

04. Communication
- How does our regular communication work? How do our joint meetings work? How good is the flow of information between us?
- Does everybody feel up to date on important developments in the environment, the organisation, the field?
- Is communication frank?
  a. Between functions
  b. Between levels in the hierarchy
  c. Between individuals
- Are we meeting exclusively in a work setting, or is there informal contact as well?

05. Management
- Who has management functions among us – specifically, who has which?
- Are there important management tasks which nobody is dealing with?
- How do we rate the management style which is prevalent here?
- Are there specific wishes for management?

06. Cooperation
- Do we work together openly as colleagues, or is everybody looking rather after "their own bit of turf"?
- Do people help each other and jump in for other people if they have a problem?
- Does everybody feel they have enough support, are accepted in their function and are taken seriously?

Key questions for the joint evaluation session (see point 7)

- How do we evaluate our joint progress in team development?
- Are the agreements we make together kept, or are good intentions quietly forgotten?
- Are we honest with each other in our discussions, or do we "beat about the bush"?
- Do we discuss in an objective style as partners, or are there always overt or covert accusations and personal attacks?
- Does everybody have their say, or are there people who talk a lot, dominate the stage and push everyone else out of the limelight?
- Do people listen enough and respond to each other, or is our "discussion" just a series of individual statements of opinion?
- Do we stay on track and keep the goal of the exercise in mind, or do we keep getting sidetracked by minor issues?
- If there are differences of opinion, do we try to work out a solution everyone can live with, or are we stuck with irreconcilable differences?
- Can we argue constructively, or is there a dominant need for harmony? Do we constantly have to avoid admitting and dealing with conflicts of interest because we worry that it might do irreparable damage?
- Are we sufficiently focused on action and implementation? Do we try consistently enough to find solutions and implement them, or do we tend to analyse and ultimately discuss things to death?
- Is everybody ready to change things, or do some people cling desperately to existing situations? If so, who and why?
- Are there other questions we should talk about openly?