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D2.1 International benchmark of technology and innovation clusters

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Summary

This report consists of results of a benchmark exercise conducted on approximately 60 technology and innovation clusters, platforms and networks. It provides an introductory part on cluster specificities and further elaborates the taxonomy of the services proposed by the surveyed clusters, underlining their core business models. The final section brings forward some recommendations of such services in line with the SNETP objectives.

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1. Introduction

1.1. Purpose

The SPRINT consortium conducts a benchmark exercise in order to identify good practices, governance options and possibly transferable service models from other technology and innovation clusters, in order to feed into the process within SNETP to enhance the activities delivered by the Platform to its members.

The action conducted in the SPRINT project is structured in two stages:

1. Benchmark of technology & innovation clusters, characterising their business models and identifying interesting practices in their services
2. Analysis of these findings and recommendations in view of the evolution of SNETP

The present report constitutes the results of the first stage. The objective of this study is to benchmark a significant number of analysed clusters/technology platforms with regards to the services they deliver – in particular to their members – and to their related business models.

The second stage is covered by other deliverables: *D2.2 Proposal for new services of SNETP* and *D3.3 – Summary report on evolution options*.

1.2. Definitions

A traditional cluster definition is given by economist Michael E. Porter as *“a geographical proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and externalities”* (Michael E. Porter, *Cluster and the New Economics of Competition*, 1998)¹. Similarly, the European Commission defines clusters as being *“groups of specialised enterprises – often SMEs – and other related supporting actors that cooperate closely together in a particular location.”* (EU Cluster Portal, 2017)².

In the current work, this definition is taken in a broad sense, by considering the local/regional aspects as secondary, and by applying the benchmark approach across several geographical levels, from regional to national to European. The purpose of the present benchmark is to focus on business models and services to members, rather than on clusters specificities which would be irrelevant in terms of transferability at European scale (e.g. local policy-related roles, sectoral specifics, regional development...). This approach allows to identify transferable findings between clusters independently from their geographical scope.

1.3. EU cluster policy

The EU support to cluster developments and empowerment has been an increasing trend in recent years, as is illustrated by a number of initiatives: [European Technology Platforms](#), the [European Cluster Collaboration Platform](#), the [EU Cluster Portal](#), the S3 strategies and [Smart Specialisation Platform](#), etc. They implement different objectives and propose a variety of tools.

The recent interest in the development of clusters/technological platform, at EU level, but also at global scale, can be explained by the positive outcomes generated when different entities work together (namely SMEs, public bodies, large companies, academia, industry, etc.). In most cases, this action can generate employment, new products and services, foster innovation, in comparison with the same entities conducting isolated activities. Moreover, clusters can assist in the progress of cross-

¹ Michael E. Porter, 1998: *Clusters and the New Economics of Competition*, in: Harvard Business Review, November/December 1998, p. 78 (<https://hbr.org/1998/11/clusters-and-the-new-economics-of-competition>)

² https://ec.europa.eu/growth/smes/cluster_en

sectoral and cross-border collaboration, contributing to the growth and to the internationalisation of SMEs (EU Cluster Portal, 2017)³. One key example of European-scale technology & innovation cluster is with the **European Technology Platforms (ETPs)**, defined by the EU as ‘industry-led stakeholder fora recognised by the EC as key actors in driving innovation, knowledge transfer and European competitiveness’ (Innovation Union, 2017)⁴. Their actions traditionally cover strategy, stakeholder mobilisation and dissemination functions. The official list of ETPs is given in appendix.

An initiative to monitor the role of clusters is the **European Cluster Observatory**, one of the 4 main engines of the EU Cluster Portal. The Observatory represents ‘a single access point for statistical information, analysis and mapping of clusters and cluster policy in Europe that is foremost aimed at European, national, regional and local policy-makers as well as cluster managers and representatives of SME intermediaries’ (European Cluster Observatory, 2017)⁵. The statistical information that can be retrieved from this observatory can be filtered by different categories of indicators such as cluster indicators (employees, size, specification, focus etc.), region indicators (outcome, performance, competitiveness drivers etc.), by type of organisation (business incubator, regional agency, university, cluster organisation etc.) or by sector (standard sectors, creative and cultural industries, knowledge-intensive business services and life-science).

Additionally, the **European Cluster Collaboration Platform (ECCP)** is a service facility aiming to provide clusters with supporting tools, such as partner search, EU Cluster partnership (European Strategic Cluster Partnerships – Going International (ESCPs-4i), international cooperation, matchmaking events, etc.⁶

2. Methodology

2.1. Benchmark specifications

The report “Benchmarking as a Tool for Cluster Analysis” released by ESCA (European Secretariat for Cluster Analysis) states: “*in contrast to evaluations and economic impact assessments benchmarking is an efficient and effective way to identify the potential of a cluster and to develop strategic recommendations for its further development within a short time frame*” (ESCA, 2012)⁷. Although the current study does not address the performance nor the impact of the identified clusters, the benchmark approach addresses a similar objective, by seeking to identify potentially transferable practices in clusters’ business models.

2.2. Cluster taxonomy

Common criteria to characterise clusters are given below (partially from *Cluster are Individuals*, Vol II, 2012)⁸:

1. Strategic focus: research-driven, industry-driven...
2. Size (number of active members)
3. Sector
4. Geographical footprint (regional, national, European, international)
5. Membership mix (SMEs, large firms, universities, R&D institutions, etc.)
6. Financing model
7. Date of creation

³ https://ec.europa.eu/growth/smes/cluster_en

⁴ http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=etp

⁵ https://ec.europa.eu/growth/smes/cluster/observatory_en

⁶ <http://www.clustercollaboration.eu/>

⁷ http://cluster-analysis.org/downloads/ESCA_leaflet_March2012.pdf

⁸ <http://www.cluster-analysis.org/downloads/ClustersareIndividualsVolumellAnnex.pdf>

2.3. Typical business models found in clusters

Various Cluster Analysis documents⁹ distinguish the funding origin for cluster organisations along the following four categories: public funding; income generated from chargeable services; membership fees; other private sources like private foundations or donations and any in-kind contributions (non-cash).

For the purpose of the present analysis, it is required to break the business model classification down to a more detailed level. Six typical funding sources are identified. In many cases, clusters combine them; in some other cases, variants can apply.

1. Public funding
 - 1.1. Subsidy
 - 1.2. Project-based
2. Membership fees
 - 2.1. Categorised
3. Service-based fees
 - 3.1. Direct fee for access to service
 - 3.2. Fee for participation in events
 - 3.3. Percentage on facilitated business
4. Sponsors
5. In-kind contributions
6. Return on investment

In the annex (section 5) is provided a comprehensive table listing surveyed clusters and where available we detailed the cluster's business model and major source of operational resources. The list covers 55 analysed clusters. The reviewed list of clusters covered more than 80 entities.

⁹ German Clusters in comparison with European peers: <http://www.cluster-analysis.org/downloads/CountryReportGermany2012.pdf>

NEW FINDINGS FROM THE EUROPEAN CLUSTER MANAGEMENT AND CLUSTER PROGRAM BENCHMARKING: http://www.cluster-analysis.org/downloads/02_ClustersareIndividualsVolumell.pdf

ORIGIN	TYPE	REVENUE STREAM	VARIANTS
PUBLIC FUNDING	Subsidy	Public subsidy for cluster operations	
	Grant	Project-based grant	
PRIVATE FUNDING	Membership-based income	Membership fees	<ul style="list-style-type: none"> • Categorised fees • Non-categorised fees
		Service-based fees	<ul style="list-style-type: none"> • Fee for accessing service • Percentage fee on facilitated business
	Service-based income	Service provider	
		Event-based revenues	
	Other private income	Sponsorship or donation	
IN-KIND	In-kind	Member in-kind contributions	
ROI	Dividends		
	Return on investment	Investment exit	
Other	Financial income	Interests on savings	

3. Nine families of services provided by clusters

The methodology applied for identifying services provided by the different types of clusters is based on a qualitative analysis of selected clusters at European, national and regional levels. The services are categorised into **nine families**.

In the following section are identified per service family the highlighted services provided by selected clusters. In addition are detailed examples from the surveyed clusters on the service business model and other particular service details.

3.1. Connecting members

- **Matchmaking, partner search**

Examples:

Cluster	Zone	Sector	Service	BM	Ref
WssTP	EU	Water	Regular brokerage events and Public Infodays – informative and networking events	Direct fee for access to service or participation in event	¹⁰
Basque Energy Cluster	Basque Country, Spain	Energy	Basque Energy Cluster Working Groups: These groups, arranged with a sectorial focus, hold meetings regularly (3 meetings/year) and are a key feature of the Cluster, enabling continuous and effective communication among member companies and fostering innovative project ideas based on mutual cooperation. Meetings coordinated by industry and support of cluster management.	Exclusively participation of members Sometimes non-members are invited as an attractivity strategy.	¹¹
E-mobility Cluster Regensburg	Regensburg, Germany	e-mobility	Working groups: they pick up the whole variety of topics. The working groups regularly meet 3-4 times a year. From the working groups, cluster projects are being initiated. 3 areas: Vehicles, ICT and Smartgrids	Exclusively participation of members	¹²

- **Access to sectorial experts contact database**

Examples:

Cluster	Zone	Sector	Service	BM	Ref
PAR – Platform for agrobiodiversity research	International	Agrobiodiversity	Expert database	Public database of researchers & experts profiles	¹³

¹⁰ <http://wsstp.eu/members/services/>

¹¹ <http://www.clusterenergia.com/Contenidos/Ficha.aspx?IdMenu=413b757b-f820-4012-8349-da682c1708c4&Idioma=en-GB>

¹² <https://www.elektromobilitaet-regensburg.de/en/working-groups.html>

¹³ <http://agrobiodiversityplatform.org/database/experts-db/>

3.2. Access to financing

- **Facilitating access to public funding for R&D&I**

- Information

Cluster	Zone	Sector	Service	BM	Ref
NUGENIA	EU	Energy/Nuclear	Online Funding Watch Dashboard	Free service to members	14
NEWIN	US	Water	Discount for its members to access the SPLASHLINK platform - Water's Online Platform , which allows to find new funding, diverse opportunities and partnerships	Free service to members	15

- Labelling

Examples:

Cluster	Zone	Sector	Service	BM	Ref
SAFE	France	Security	Innovation – project labelling	Free service to members	16
ALICE	EU	Logistics	Providing of Letters of support	Free service to members if conditions on project interactions with the cluster are fulfilled	17
ACQUEAU	EU	Water	Open call for projects with potential of developing breakthrough innovation in water sector	Two-stage submission and evaluation process. It delivers the EUREKAΣ! label that facilitates access to national funding (but does not guarantee it).	18

SAFE Cluster: The labelling of project ideas provided are often a pre-requisite to access public funding (FUI, APRF, BPI, etc.). SAFE collects project ideas, evaluates them following the established criteria and indicate the most appropriate funding source.

ALICE, Alliance for Logistics Innovation through Collaboration in Europe: ALICE will issue letters of support for R&D projects proposals as long as the coordinators commit to the following:

- The project/proposal is seen by the partnership/proposers as an added-value activity towards the implementation of ALICE roadmaps and it is explicitly mentioned in the proposal text.
- The proposal, once awarded, commits to annually review the progress made by the project regarding the relevant areas addressed by the project in relation to the ALICE roadmaps and the achieved outcomes.
- The project will be showcased in ALICE events (conferences) at least twice during the project duration. Industry vision/outcome on the project will be the target.
- Representative/s of ALICE may be appointed to participate in the Advisory Group of the project. The representative/s will be agreed between the project coordinator and ALICE secretariat once the project is awarded and will be endorsed by ALICE Executive Group.

¹⁴ <http://s538600174.onlinehome.fr/nugenia/funding-watch-dashboard/>

¹⁵ www.newengland-win.org/massachusetts-water-technology-industry-roadmap

¹⁶ <http://www.safecluster.com/wp-content/uploads/2016/01/Offre-services-adherents-SAFE-2016-1.pdf>

¹⁷ <http://www.etp-logistics.eu/?p=1023>

¹⁸ <http://www.acqueau.eu/how-to-apply/>

- Representative/s of the project will be invited to participate in relevant working groups of ALICE in order to properly link the project outcomes to the working group activities and the identification of remaining gaps that would feed ALICE documents including recommendations to Research and Innovation programs.
- The projects may use ALICE network to promote their own projects (ALICE Web including a pitch of the project), use ALICE network as a dissemination channel at ALICE events: IPIC and TRA, ...) and projects activities outcomes through ALICE Newsletter.
- Projects may connect dissemination materials such as videos, leaflets, etc. to ALICE including ALICE videos.

Once received the signed Letter of Intent, ALICE will issue a Letter of Support to the proposal in not more than five working days. ALICE will issue a recognition document to the project as liaised project to ALICE as long as all the above elements are fulfilled. The Stamp will be issued annually.

- Support in building project proposals

Examples:

Cluster	Zone	Sector	Service	BM	Ref
PROMETIA	EU	Mineral processing and extractive metallurgy for mining	Channelling of project ideas and consolidating of most promising project	In-kind of the association members	¹⁹

- **Private funding/Venture capital**

Examples:

Cluster	Zone	Sector	Service	BM	Ref
Mov'eo	Île de France and Normandie, France	Automotive/ Mobility	Venture Capital Club	VCC will be launched in 2017 and will connect investors and startups and innovative SMEs in the mobility sector	²⁰
KIC InnoEnergy	Europe	Energy	Investment Round for Innovation Projects	Investment of 100k euros to 4-5m Euros. However, we don't standardise our investments. We care more about what the project is and then we look at the investment. It depends on how much each investor is willing to put into the project, and it also depends on the technology.	²¹
KIC InnoEnergy	EU	Energy	Venture competition (part of the Climate-	Awards (40k€ 1st prize, 20k€ 2nd and 5k€ the 3rd prize)	²²

¹⁹ <http://prometia.eu/>

²⁰ <http://pole-moveo.org/services>

²¹ <https://investmentround.innoenergy.com/home.html>

²² <http://www.climate-kic.org/best-climate-venture-2015/>

			KIC Innovation Festival)		
Pole Mer Bretagne Atlantique	Bretagne, France	BlueGrowth	Increasing companies' financial capacity: securing funding from private sources, notably with the support of its Partners' Club to consolidate a company's financial structure.	The Partners' Club was launched on June 2014, the club is open to banks, investment funds, consultancies, media groups looking for an opportunity to participate in blue growth. 7 players have joined the Partner's Club. > CREDIT MARITIME BRETAGNE-NORMANDIE > CREDIT MUTUEL DE BRETAGNE > SIPA-OUEST-FRANCE / INFOMER > CREDIT AGRICOLE DU FINISTERE > ACE MANAGEMENT > GOCAPITAL > TELEGRAMME GROUP	²³
Systematic	Île de France, France	Optics Electronics Software	Corporate Venture Club	-Organisation of meetings on the topic of corporate venture, with the participation of SMEs and big cluster players with experience in VC -Production of a report on Corporate Venture to guide startups and SMEs	²⁴

3.3. Watch services

- *Technology watch (scientific publications, conferences, patents, innovation)*

Examples:

Cluster	Zone	Sector	Service	BM	Ref
GreenWin	Belgium	Green economy and sustainable development	Access to market studies of selected advisory firm (i.e. Frost & Sullivan)	Frost & Sullivan may refer to client as a Frost & Sullivan client in collateral marketing materials. Client hereby grants Frost & Sullivan the limited, worldwide, non-exclusive right to use, reproduce, distribute (directly or indirectly), transmit, publicly display and publicly perform (digitally or otherwise) any of their trademarks, trade names, service marks and logos.	²⁵
Cluster Logistique	France	Logistics	NetVibes – common logistics monitoring tool which consolidates information thematic publications, technologies and transport policies, infrastructures, logistics, HR, events etc related to logistics	Free service to members	²⁶

²³ <http://www.pole-mer-bretagne-atlantique.com/en/partners-club>

²⁴ <http://www.systematic-paris-region.org/fr/le-programme-dactions/acces-au-financement/corporate-venture>

²⁵ <http://www.greenwin.be/en/aide-services/frost-sullivan>

²⁶ <http://www.netvibes.com/cpsdlogistique#Accueil>

Mov'eo, ID4CAR	France	Automobile/Mobility	Cl'eo (tech watch)	Included in the Membership fee	27
Basque Energy Cluster	Basque Country, Spain	Energy	The Competitive Intelligence System of the Basque Energy Cluster (SICC-E) offers valuable information on the current situation of the global energy sector, as well as information of interest in strategic areas of specialisation.	Only available to associated members	28
Ocean Energy Europe	EU	Ocean Energy	Technology portal: It houses analysis from our 'kit-in-the-water' database – the latest data on ocean energy projects in planning and construction – and a	Exclusive access to members (online)	29

- *Mutualising studies & reports*

Cluster	Zone	Sector	Service	BM	Ref
GreenWin	Belgium	Green economy and sustainable development	Co-financing of the market study for a member by the cluster (up to 75%)	The study co-financed by the cluster is made available for use by the Cluster and its members.	30
PROMETIA	Belgium	Mineral processing and extractive metallurgy	Facilitating access through an online platform to online public libraries of different cluster members repositories	Free service for members	31
Basque Energy Cluster	Basque Country, Spain	Energy	Provide market studies of key international countries to members	Co-funded by EU project (in which the Basque Energy Cluster is a partner), results are accessible to cluster members	32

²⁷ <https://www.youtube.com/watch?v=LHDxtKQ9Rz4>

²⁸ <http://www.clusterenergia.com/Contenidos/Ficha.aspx?IdMenu=3eb33c27-c786-45ea-98dd-e6626a9fc855&Idioma=en-GB>

²⁹ <http://www.oceanenergy-europe.eu/association/become-a-member#keeping-you-ahead-of-the-game-with-business-and-policy-intelligence>

³⁰ <http://www.greenwin.be/en/aide-services/etudes>

³¹ www.prometia.eu

³² <http://www.clustercollaboration.eu/escp-profiles/reina-plus>

- *Watch on funding opportunities*

Examples:

Cluster	Zone	Sector	Service	BM	Ref
SusChem	EU	Sustainable chemistry	GRANT-IT is your one-stop access to funding opportunities from the European Commission and select Regional and National governments in the field of sustainable chemistry. SusChem and Cefic members can use our resources to search for funding, identify project opportunities, propose project ideas and search for potential project partners.	Free service to members	³³
WssTP	EU	Water	Page dedicated for all the funding opportunities of the moment	Membership fee and project based	³⁴
Ocean Energy Europe	EU	Ocean Energy	Funding portal with the information you need on ocean energy funding opportunities, including members-only policy briefings.	exclusive access to members (online)	³⁵
Basque Energy Cluster	Basque Country, Spain	Energy	Organisation of info days on specific funding European opportunities: previous work of the cluster on the identification of the most interesting calls	exclusive access to members	³⁶
Pôle Véhicule du Futur	Alsace, Franche-Comté (France)	Automotive/mobility	Information of European and French funding opportunities on the mobility sector provided to members	Exclusive information for members	³⁷
Avaesen	Valencia, Spain	Renewable Energies, Circular economy, Smartcities, Water Cycle	Monitoring of international tenders: AVAESSEN offers information on programs and open calls related to the energy sector, looks for adequate partners to consolidate the cluster and also manages the submitting of the proposal.	n/a	³⁸

- *Watch on events*

The majority of the cluster provides to its members on the webpage or regularly through online newsletters the list of events of sectorial interest.

³³ <http://www.grant-it.eu/>

³⁴ <http://wsstp.eu/policy-and-funding/>

³⁵ <https://www.oceanenergy-europe.eu/>

³⁶ <http://www.clusterenergia.com/home>

³⁷ <http://www.vehiculedefutur.com/fr/services/innovation/veille-appels-a-projets.html>

³⁸ <http://www.avaesen.es/en/services/>

- *Regulatory watch*

Cluster	Zone	Sector	Service	BM	Ref
LUTB Transport & Mobility System	Rhône - Alps	Transport and mobility systems in urban areas	Watch on European Union legislation and programmes: In partnership with Enterprise Europe Network (Lyon CCI is a member), LUTB sends its members a monthly watch bulletin on current economic and regulatory issues.	Included in the membership fee	³⁹

- *Business watch*

Examples:

Cluster	Zone	Sector	Service	BM	Ref
MOV`EO	France	Automotive	CL`EO monitoring platform – economic intelligence tool – access to essential events, reports, theses, application folders	Free for Cluster members	⁴⁰
ID4CAR	France	Automobile/mobility	Thermavision (economic Intelligence)	Included in the membership fee	⁴¹
TAYSAD - Association of Automotive Parts & Components Manufacturers	Turkey	Automotive supply chain	Benchmarking Study: provides members with a “Benchmarking Study” that makes the comparison of its members with respect to other plants in the industry in general and manufacturing processes	Included for members	⁴²
Pôle Véhicule du Futur	Alsace, Franche-Comté (France)	Automobile/mobility	INOEV – Market intelligence platform 2 levels of services: 1/ Level 1: data of manufacturing of private vehicles and light-duty vehicles, detailed by model, engine and OEM 2/ Level 2: Level 1 + weekly analysis of the international automobile market	Level 1: included in the membership fee Level 2: 800 € / year, information accessible for 1 person /company member	⁴³

³⁹ <http://lutb.fr/actions/exchange-find-out/?lang=en>

⁴⁰ <http://pole-moveo.org/en/services-2/moveo-economic-intelligence/>

⁴¹ http://www.themavision.fr/jcms/j_6/accueil

⁴² <http://www.taysad.org.tr/en/sayfa/About-Us>

⁴³ <http://www.vehiculedufutur.com/fr/services/performance/services-toutes-filieres.html>

3.4. Business development

- *Building collective value proposition (strategic partnerships between members)*

Examples:

Cluster	Zone	Sector	Service	BM	Ref
Basque Energy Cluster	Basque Country, Spain	Energy	Branding strategy: creation of four Basque Country Brands (offshore wind, wave energy, solar thermoelectric, smartgrids) to achieve a consolidated presence in international markets. Catalogue online and printed available for members. Specific websites created.	Project based fee. Non-members can join the brand by paying a fee (greater than the one of the members)	⁴⁴
Mov'eo	Ile de France and Normandie, France	Automobile/mobility	Mov'eo Grouping	Project- based fee for members (~3600 €/year) The group enables SMEs and ETIs (intermediate-sized companies) to "hunt in packs" and to attract all the business that they could not capture alone. The Group's Strategy is decided collectively by its members: international orientation, sectoral diversification, etc. The theme of the group itself is chosen by its members.	⁴⁵
AVAESSEN	Valencia, Spain	Renewable Energies Circular economy Smartcities Water Cycle	Smart Cities Think Tank	The objective of this working group (composed by triple helix actors) is to develop and offer integral solutions and energy efficiency models to the cities of the Valencian region and Spain	⁴⁶

⁴⁴ www.waveenergybasquecountry.com , www.offshorewindbasquecountry.com

⁴⁵ <http://pole-moveo.org/en/services-2/moveo-grouping/>

⁴⁶ <http://www.avaesen.es/en/think-tank-smart-cities/>

- Acceleration

Examples:

Cluster	Zone	Sector	Service	BM	Ref
Vitagora	Bourgogne et Franche-Comté, France	Taste-Nutrition-Health	Accelerise - FoodTech and AgriTech business acceleration program	<p>AcceleRise helps promising start-ups and SMEs from the Food sector to scale up and industrialise their products and services and accelerate their time to market.</p> <p>Program: personalised support, industrialisation, go-to-market, international.</p> <p>Zero equity required: no equity stake is taken in your company, only a cover fee of 5K€ to access all training and services valued at 80K€.</p> <p>3-month acceleration program + 9 months post acceleration</p> <p>Membership is not required</p>	⁴⁷
AVAESSEN	Valencia, Spain	Renewable Energies, Circular economy, Smartcities, Water Cycle	Coordination of the Climate-KIC Accelerator in Spain.	<p>n/a</p> <p>Climate-KIC is the EU's main climate innovation initiative. It is Europe's largest public-private innovation partnership focused on mitigating and adapting to climate change. Climate-KIC consists of companies, academic institutions and the public sector.</p>	⁴⁸
KIC InnoEnergy	EU	Energy	InnoEnergy Highway is a start-up accelerator supporting them front he business plan to the first sale by offering 4 support services, namely product, market, people and finance	Equity stake in the start-up	⁴⁹
Climate KIC	EU	Climate (cleantech)	ClimateLaunchpad is the world's biggest clean-tech business idea competition in the world	The overall winner of the European Final receives 10€, the runner up gets 5k€ and the idea that comes in third place wins 2,5k€.	⁵⁰
Climate KIC	EU	Climate (cleantech)	Climate-KIC Pre-incubation programme (the Greenhouse funding)	Climate-KIC funds selected Greenhouse project groups with up to 5k€ (Incubation support)	⁵¹
Climate KIC	EU	Climate (cleantech)	Climate-KIC Accelerator (the only EU business acceleration	Climate-KIC Financial support up to 15k€	⁵²

⁴⁷ <http://accelerise.vitagora.com/>

⁴⁸ <http://www.avaesen.es/en/climate-kic-accelerator-program-2014-2015/>

⁴⁹ <http://www.innoenergy.com/bcs/innoenergy-highway/>

⁵⁰ <http://www.climate-kic.org/for-entrepreneurs/climatelaunchpad/>

⁵¹ <http://www.climate-kic.org/for-students/pre-incubation/>

⁵² <http://www.climate-kic.org/for-entrepreneurs/accelerator/>

			programme focused on clean teach commercialization)		
NEPIC The North East of England Process Industry Cluster	North East of England, UK	Chemical-using industries	innovate TEES VALLEY - Accelerating growth from ideas TEES VALLEY works with 4 partners to provide the acceleration services.	innovate TEES VALLEY is a free service available to growth-orientated Tees Valley-based businesses employing less than 250 staff and with an annual turnover no greater than £40m per annum. Supported by the North East Local Enterprise Partnership and part-financed by the ERDF.	⁵³
GCE SUBSEA	Norway	Oil&Gas Subsea life-of-field solutions	ACCEL ENERGY programme – the programme for subsea startups assists selected companies in developing a viable business plan with support from highly qualified experts. Participants receive practical training in innovation methods and tools. The entrepreneurs are given the opportunity to present their own business plans to potential investors and customers.	Participation in the programme is free and will be covered by its sponsors and main partners. Start-ups cover their own travel expenses and working hours. The programme is normally financed by Innovation Norway, collaborating Banks and Industry Partners. Contributors will vary from year to year	⁵⁴
North East Automotive Alliance	UK	Automotive	ACE SME Programme - covers: Network & Connectivity, Business Excellence, Innovation & Technology, Trade & Investment	ERDF Growth Programme 2014-2020 funded SME Programme- receiving up to £669,000	⁵⁵

- *Support to growth and internationalisation*

Cluster	Zone	Sector	Service	BM	Ref
Cap Energies	French region (PACA)	Energy	Strategic support: diagnostic, action plan, follow-up/coaching	n/a	⁵⁶
SAFE	French region (PACA)	Security	COOPOL Innovation – internationalisation of clusters, search of homologue organisation worldwide, in particular with China	Co-Funded by French Embassy	⁵⁷
Basque Energy Cluster	Basque Country, Spain	Energy	Cooperation actions between members and and international players have been launched since 2015. The support approach includes the analysis of priority EU markets, development	Co-funded by the regional council.	⁵⁸

⁵³ <https://www.nepic.co.uk/innovate-tees-valley/>

⁵⁴ http://www.gcesubsea.no/page/5658/ACCEL_Energy

⁵⁵ <https://www.northeastautomotivealliance.com/neaa-programmes/ace-sme/>

⁵⁶ <http://www.capenergies.fr/beneficier-dun-accompagnement/>

⁵⁷ <http://www.safecluster.com/coopol-innovation-2017/>

⁵⁸ <http://www.clusterenergia.com/international/nine-companies-of-the-basque-energy-cluster-travel-to-mexico-in-search-of-new-business-opportunities>

			of working relations with key stakeholders of priority markets, organization of joint business missions to priority markets and advice and follow-up on potential partners.	Members pay a reduced fee for the travel and accommodation.	
Pole Mer Bretagne Méditerranée	PACA, France	Blue Growth	Internationalisation strategy jointly developed with Pole Mer Bretagne. Coordinated approach undertaken for certain international missions, especially for Long Distance Export (inter-cluster collaboration)	Free for associated members Funding support for the travel and accommodation provided by the Directorate General for Enterprise (DGE)	⁵⁹
CARA Transport & Mobility System	Rhône-Alpes, France	Transport and mobility systems in urban areas	Supporting industrial property: in partnership with INPI, CARA offers its members support for industrial property (Awareness-raising session, Training, Pre-diagnosis, diagnosis and audit)	n/a	⁶⁰
NEPIC The North East of England Process Industry Cluster	North East of England, UK	Chemical-using industries	NEPIC SME Growth programme - will support eligible SMEs throughout 2016 – 2018 inclusive. Services: mentoring and industry insight + energy management and carbon footprint	SME Growth is a free service for SMES (<250 staff) within the region. Supported by the North East Local Enterprise Partnership and part-financed by the ERDF	⁶¹
GCE SUBSEA	Norway	Oil & Gas Subsea life-of-field solutions	Cluster branding and communication - Through branding and communication GCE Subsea is presented in trade press, mass media, at trade shows and conferences at international level	Included for members	⁶²

⁵⁹ <http://www.polemermediterranee.com/International/Strategie-internationale>

⁶⁰ <http://lutb.fr/actions/innovate/?lang=en>

⁶¹ <https://www.nepic.co.uk/sme-growth/>

⁶² http://www.gcesubsea.no/page/5670/Cluster_Branding

- *Open Innovation*

Cluster	Zone	Sector	Service	BM	Ref
Mov'eo	Île de France and Normandie, France	Automotive/mobility	Open Innovation Challenge - bringing together SMEs and Large enterprises	Mov'eo pre-selects the most innovative SMEs among the applicants and organises the event for the OEM in the form of pitching sessions Event based fee for members	⁶³
KIC InnoEnergy	EU	Energy	Open Innovation Village (participation in the exhibition of industry player pioneering and start-ups) and One Innovation panel debate (debate of big actors on the open innovation strategy and real life cases discussions)	Participation fee for not associated members	⁶⁴
automotive BW	Baden-Württemberg, Germany	Automotive	TecNet ideas platform: The objective is to collect ideas for manufacturers (OEMs), matching up their technological needs and system suppliers (TIER 1) with the skill sets and capabilities of small and midsize companies (KMU) in Baden-Württemberg. The pilot project of TecNet ideas platform was jointly carried out in 2011 with the utility vehicle division of Daimler AG	The automotive BW network is in charge of defining the scope, communicating with companies, pass info on to the OEM, creation of legal guarantees, if necessary	⁶⁵
CEAGA - Cluster de Empresas de Automoción de Galicia	Galicia, Spain	Automotive	Events to present Galician suppliers	The project consists of putting big companies in contact with small ones, within the Cluster, to promote the intracluster open innovation. Three events organized in 2015 in the plastics, metal and capital goods area	⁶⁶
Systematic	Île de France, France	Optics Electronics Software	Club Open Business: This club aims to put in contact start-ups and innovative SMEs with Large groups to build partnerships and alliances in the form of open innovation	Event-based fee	⁶⁷

⁶³ <http://pole-moveo.org/success-story/premier-challenge-open-innovation-une-reussite/>

⁶⁴ <http://tbb.kic-innoenergy.com/>

⁶⁵ <http://www.automotive-bw.de/gb/cooperations/TecNet-Ideas-platform/index.php>

⁶⁶ <http://www.ceaga.com/exito.asp>

⁶⁷ <http://www.systematic-paris-region.org/fr/business/clubopenbusiness>

Systematic	Île de France, France	Optics Electronics Software	Building partnerships between academia and industry	Organisation of meetings to promote partnerships between academia and industry. Presentation of H2020 and KIC EIT Digital opportunities	⁶⁸
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- *Supporting participation in events*

Cluster	Zone	Sector	Service	BM	Ref
Cap Energies	French region (PACA)	Energy	Offers and discounts for participating in sectoral event	Membership fee	⁶⁹
Ocean Energy Europe	EU	Ocean Energy	Discount up to 25% on attending and exhibiting at the Ocean Energy Europe Annual Conference, the most important date on the ocean energy calendar Free-of-charge access to their programme of 'members-only' events, seminars and funding webinars Members also get first preference on speaking positions and exhibition space at OEE events.	Membership fee	⁷⁰

⁶⁸ <http://systematic-paris-region.org/fr/evenements/rencontres-academiques-industriels-big-data-cybersecurite-hpc-et-reseaux-infrastructures-cloud>

⁶⁹ <http://www.capenergies.fr/capenergies-partenaire-de-levenement-the-business-booster/>

⁷⁰ <http://www.oceanenergy-europe.eu/events/other-events/past-events/event/75-ocean-energy-europe-2016-conference-exhibition>

3.5. Lobbying

- Inclusion of R&D priorities in collective strategic roadmap

Examples:

Cluster	Zone	Sector	Service	BM	Ref
EMIRI	EU	Materials for energy	Participating in setting long-term funding priorities in advanced materials for the low-carbon energy & energy efficiency sector	Free service to members	⁷¹
A.SPIRE	EU	Innovative process industries	Access to SPIRE Call and profit from SPIRE PPP leveraging network of process industry	Free service to members	⁷²
WaterBorne	EU	Maritime R&D	Contribution to the current elaboration of the 2018-2019 (+2020) work programme of H2020. This document aims at providing the Commission with the best possible feedback from the sector on the incoming challenges.	n/a	⁷³
Ocean Energy Europe	EU	Ocean Energy	On 2013 OEE funded TP Ocean (EU technology Platform), which acts as advisory body to the EC on: <ul style="list-style-type: none"> ▪ Setting research priorities for ocean energy. ▪ Securing EU and National support behind a common plan for the sector (Ocean Energy Forum) Moreover, it acts as advisory body to EC on embedding ocean energy in the EU's Energy Strategy and on shaping the 2017 Horizon 2020 Work Programme.	Free service to members	⁷⁴
Basque Energy Cluster	Basque Country, Spain	Energy	Assess the Basque Government during their strategies' and policies' elaboration process. Moreover, they have an active role in implementing public strategies and policies.	In 2016, associated members participated in the definition of the energy strategy of the Basque Country (energiBasque 2.0), coordinated by the Basque Energy Cluster (RIS3)	⁷⁵

⁷¹ <http://emiri.eu/about>

⁷² <https://www.spire2030.eu/spire/join-us/added-value>

⁷³ <http://www.maritime-rdi.eu/about/>

⁷⁴ <http://www.oceanenergy-europe.eu/tp-ocean>

⁷⁵ <http://www.clustereenergia.com/Canales/Ficha.aspx?IdMenu=11a7bf1a-b67b-4b2a-8316-166980c382ad&Cod=d66b5dd8-43ac-4d8f-a394-f66a84d4d497&Idioma=en-GB>

- *Privileged access to policy-makers and other institutional stakeholders*

Sectorial associations, networks and platforms (including ETPs) develop strategic and time-frameworked agendas and roadmaps for actions at EU, national and or regional level to be supported by both private actors and public institutions. The initiatives mobilise sectorial stakeholders to deliver on agreed priorities and share information across the EU.⁷⁶

3.6. Management support to members

- *Access to a panel of pre-selected service providers*

Examples:

Cluster	Zone	Sector	Service	BM	Ref
Mov'eo	Ile de France and Normandie, France	Automobile/mobility	Mov'eo Développement – offers SMEs custom support in 4 business areas (Communication, Business development, international and Europe funding). For each area, a panel of 2-3 service providers is selected by Mo'veo. (these service providers are also Moveo partners)	Project-based fee	⁷⁷
Pole Mer Méditerranée	PACA Languedoc-Roussillon Corsica	Blue Growth	PMM launches a call for proposals to select a panel of service providers in different areas of interest for its members	Business development support-based fee	⁷⁸

- *Project management office*

Some of the analysed clusters are involved directly or indirectly in the EU funded projects. Information if they are coordinating the projects and assisting the project partners with the implementation of the projects are not available.

- *Mutualised online resources*

Examples:

Cluster	Zone	Sector	Service	BM	Ref
WssTP	EU	Water	Project place - online collaboration tools which presents an internal Web conferencing tool for all the project members having a profile on the Project Place tool	Freemium Option	⁷⁹

⁷⁶ http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=etp

⁷⁷ <http://pole-moveo.org/services/moveo-developpement/>

⁷⁸ <http://www.polemermediterranee.com/Reseau-Membres/Partenaires>

⁷⁹ <http://wsstp.eu/wp-content/uploads/sites/102/2015/01/ProjectPlace-Guide.pdf>

3.7. Skills & Knowledge management

- *Online repositories (open or protected data)*

Examples:

Cluster	Zone	Sector	Service	BM	Ref
SESAR JU	EU	Aviation	SESAR library offers a collection of technical documents which aim to provide guidance as to how ATM stakeholders can make the most of the research and innovation that SESAR has carried out to date.	Only public documents approved by the relevant committees are made fully public	⁸⁰
The Water Cluster	UK	Water	An open forum for shared learning is accessible only to cluster members by registering to the official website	Tool accessible to cluster members	⁸¹
The Water Cluster	UK	Water	A Discover page (case studies repository) is publicly available on the official website, while exchanging on the content of the case studies requires registration	Public tool (advanced options available for members only)	⁸²
Bionian Cluster	Greece & East Europe	Health	En E-library is accessible directly from the official cluster website, giving access to 4 existing E-libraries	Public tool	⁸³

- *Online job boards*

Examples:

Cluster	Zone	Sector	Service	BM	Ref
GreenWin	Belgium	Green economy and sustainable development	Spontaneous applications database – list of preselected CVs of candidates with sectorial profile	Simple tool to download a CV in PDF format	⁸⁴
Pole Mer Méditerranée	PACA, France	Blue Growth	Online job board: current job offers in the Blue Growth sector and possibility to submit your candidature	Dynamic online tool, open to everyone	⁸⁵
The Water Cluster	United Kingdom	Water	Interactive map which presents different information on the cluster members (a part of it public), while the job board (entitled Job title) requires registration rights	Dynamic tool accessible to the cluster members	⁸⁶
KIC InnoEnergy	EU	Energy	Career centre – job search tool (job alert) for students and graduate to facilitate the entering on the labour market	Job search tool available for registrants	⁸⁷

⁸⁰ http://www.sesarju.eu/r-d-library?shs_term_node_tid_depth=1375&field_stakeholder_category_tid=All&field_solution_term_tid=1033&field_benefit_term_tid=All&populate=&page=1

⁸¹ <http://www.thewatercluster.co.uk/>

⁸² <http://www.thewatercluster.co.uk/category/case-studies/>

⁸³ <http://www.bionian.com/index.php/en/research/elibrary>

⁸⁴ <http://www.greenwin.be/en/aide-services/cv>

⁸⁵ <http://en.polemermediterranee.com/Emploi-formation/Employment>

⁸⁶ <http://www.thewatercluster.co.uk/map/>

⁸⁷ <http://www.innoenergy.com/education/career-centre/>

Systematic	Île de France, France	Optics Electronics Software	Online job board - current job offers in the ICT sector and possibility to submit your candidature	Dynamic online tool, open to everyone	88
CEAGA - Cluster de Empresas de Automoción de Galicia	Galicia, Spain	Automotive	Send your CV portal: CEAGA manages a private database of potential profiles for the automotive industry. Cluster members contact CEAGA if they are looking for a specific profile and CEAGA's pre selects a group of them.		89

- *Access to mutualised training and certified courses*

Cluster	Zone	Sector	Service	BM	Ref
Pole Mer Méditerranée	PACA, France	Blue Growth	Mapping of training and certified courses in the Blue Growth sector	Membership fee	90
Pole Mer Bretagne	Bretagne, France	BlueGrowth	Labelling of marine-related training offered in the region: PMBA provides a "Pôle Mer Bretagne Atlantique" label to those courses and trainings seeking formal recognition from the board of management of the Mer Bretagne Atlantique cluster, providing access to the views of external players from industry and research, who have considerable maritime expertise across the board. An up-to-date inventory of these trainings is promoted by the cluster.	Public tool	91
Greentech South	United Kingdom	Environment (clean technology)	The cluster organises monthly webinar accessible to members, covering sector related subjects	Freemium option for members	92
Bionian Cluster	Greece & East Europe	Health	Bionian Academy was created as a research tool to help train the cluster members through daily conferences, seminars, international conferences (E-learning reinforces also distant educations)	Freemium option for members	93
KIC InnoEnergy	EU	Energy	InnoEnergy Master's School proposes 7 two-year master programmes in the field of sustainable energy that teach technical knowledge and business skills; students can choose amongst 11 universities (students must attend 2) and 3 business schools (can attend 1)	Standardized tuition fee of 12k€ where students pay the tuition fee (having the possibility to apply for a full fee waiver scholarship)	94

⁸⁸ <http://systematic-paris-region.org/fr/offres-d-emploi>

⁸⁹ http://www.ceaga.com/curriculum_new.asp

⁹⁰ <http://www.polemermediterranee.com/Emploi-formation/Formations>

⁹¹ <http://www.pole-mer-bretagne-atlantique.com/en/services/education-and-training>

⁹² <http://www.greentechsouth.com/>

⁹³ <http://www.bionian.com/index.php/en/education-and-training/bionian-academy>

⁹⁴ <http://www.innoenergy.com/education/master-school/>

			from the partner universities across Europe.		
KIC InnoEnergy	EU	Energy	PhD School is a supplementary education in entrepreneurship, innovation and business creation (EIB) (funding included from InnoEnergy). Students from any European university can apply as long as it applies to become a project partner to KIC InnoEnergy	The students indirectly receive funding from InnoEnergy though the employer	⁹⁵
KIC InnoEnergy	EU	Energy	Professional learning (online professional courses) either as a MOOC (Massive Open Online Courses) or as a mix of online and face-to-face interaction	Service accessible through online application	⁹⁶
KIC InnoEnergy	EU	Energy	Executive education and post-master	Service accessible through online application	⁹⁷
KIC InnoEnergy	EU	Energy	Lumen – Energy for kids (module for Minecraft that offers a way to teach youngsters about some of the fundamental concepts of energy with a focus on electricity)	Public tool (software available for download on the InnoEnergy website)	⁹⁸
KIC InnoEnergy	EU	Energy	Call for professional MOOCs	Funding for development and commercialisation from InnoEnergy to the owners of the MOOC (fee-based online offering for users)	⁹⁹
Climate-KIC	EU	Climate	Master programmes (a Climate-KIC certificate will be received besides the regular degree)	Free of charge programme (eligible students: already accepted at the partner universities master programmes)	¹⁰⁰
Climate-KIC	EU	Climate	PhDs programmes	Application process	¹⁰¹
Climate-KIC	EU	Climate	PhD Summer Schools	Participation fee	¹⁰²

⁹⁵ <http://www.innoenergy.com/education/phd-school/>

⁹⁶ <http://www.innoenergy.com/education/further-education/>

⁹⁷ <http://www.innoenergy.com/education/executive-education-and-post-master/>

⁹⁸ <http://www.innoenergy.com/education/lumen/>

⁹⁹ <https://clm.innoenergy.com/>

¹⁰⁰ http://www.climate-kic.org/for-students/masters-education/#tab_0_1

¹⁰¹ <http://www.climate-kic.org/for-students/phd-education/>

¹⁰² http://www.climate-kic.org/programmes/phd-summer-schools/#tab_0_3

Climate-KIC	EU	Climate	Summer Schools (Climate-KIC Journey, 3-week or 5-week programmes)	Free of charge for students upholding a EU/EFTA/EEA passport, or a full-time enrolled student at an EU University/Institution and participation fee for the rest	103
Climate-KIC	EU	Climate	Innovator catalyst (8-day programme for experienced professionals)	Participation fee	104
LUTB Transport & Mobility System	Rhône - Alpes	Transport and mobility systems in urban areas	Labelling of 4 transport-related training offered in the region: The cluster's training commission, grouping key players from industry and education discuss changes in expertise and training needs in the urban transport sector.	Access to the information for free	105
CEAGA - Cluster de Empresas de Automoción de Galicia	Galicia, Spain	Automotive	The CEAGA Corporate University (UCC): was founded in 2010 as a fundamental tool to anticipate the needs of automotive companies and complement their specific training plans. Methodology includes technical courses and action learning based programs, combining classroom classes with visits to factories, technical workshops and the execution of real projects in companies of the automotive sector. 2 successful trainings: Team leader Lean development programme and Lean experts development plan.	The training given by UCC is aimed mainly at professionals working for CEAGA member companies, and especially at technicians and middle management. However, it is possible for people from outside the Cluster, in particular, recent graduates unemployed & technicians to participate	106
Cluster de Automoción de Aragón	Aragon, Spain	Automotive	Caar Academy		107

¹⁰³ <http://journey.climate-kic.org/>

¹⁰⁴ http://www.climate-kic.org/programmes/innovator-catalyst/#tab_0_6

¹⁰⁵ <http://lutb.fr/actions/train/?lang=en>

¹⁰⁶ <http://www.ceaga.com/exito.asp>

¹⁰⁷ <http://www.caaragon.com/>

3.8. Facilitating access to research infrastructures

- *Promoting members' infrastructures*

Cluster	Zone	Sector	Service	BM	Ref
Basque Energy Cluster	Basque Country, Spain	Energy	Creation of a catalogue of R&D and testing infrastructures in the Basque Country in the energy storage area (public)	Project-based fee (greater for non-members than for members)	¹⁰⁸
France Energies Marines	France	Marine Energies	Coordinated set of 5 sea-trial test sites in France: It proposes a coordinated management of French test sites, in order to better fulfil the expectations of the MRE branch regarding such infrastructures (readiness and quality of services), but also to reduce the operational expenditure/ shared team with highly skilled professionals, shared pool of specific instruments, shared data base.	n/a	¹⁰⁹
NUGENIA	Belgium	Energy	Catalogue of specific research infrastructures accessible for the cluster members	Access to the information free	¹¹⁰

- *Facilitating access (for students, trainees)*

Cluster	Zone	Sector	Service	BM	Ref
Climate-KIC	EU	Climate	Start-up scientific tours	Free of charge (groups of selected start-ups are attending these tours)	¹¹¹
Basque Energy Cluster	Basque Country, Spain	Energy	Organisation of scientific/business tours for international delegations (hosting trade mission)	The cluster organises the agenda and visits for the international delegation. Cluster members are prioritised to be visited and presented	¹¹²

¹⁰⁸ <http://www.clusterenergia.com/energy-storage-wg>

¹⁰⁹ <http://www.france-energies-marines.org/>

¹¹⁰ www.nugenia.org

¹¹¹ <http://www.climate-kic.org/for-entrepreneurs/start-up-tours/>

¹¹² <http://www.clusterenergia.com/events/mision-inversa-colombia>

3.9. Increasing visibility

- *Members activity promotion*

Examples:

Cluster	Zone	Sector	Service	BM	Ref
WssTP	EU	Water	Your news – a service allowing members to publish any relating news on the WssTP official website and on the WssTP social media networks	Freemium option	¹¹³
WssTP	EU	Water	WssTP SME Awards - SME members can participate by submitting “ <i>innovative breakthrough solutions or technologies</i> ” that are in line with the different topics proposed by the WssTP working groups	The prize winner receives 2 years of WssTP free membership, advertisement on the WssTP official website and social media channels and also a trophy.	¹¹⁴
Ocean Energy Europe	EU	Ocean Energy	Industry news – service of promotion of members’ technologies and projects through their website, social media platforms, presentations, publications, and official meetings.	Membership fee	¹¹⁵
Basque Energy Cluster	Basque Country, Spain	Energy	News of specially SME members are displayed in the Cluster website. The news displayed refer only to collaborative projects	Included in the membership fee	¹¹⁶
NEWIN	US	Water	Discounts to exhibit at partner conferences	Freemium option	¹¹⁷
Pôle Véhicule du Futur	Grand Est (France)	Vehicules/mobility	Become a member PREMIUN to benefit from increased visibility in all cluster communications and events	Members pay 1 000€ HT over their membership fee.	¹¹⁸
EcoBuildBrussels	Brussels, Belgium	Environment (smartcities)	On the cluster official website, the cluster presents weekly another	Membership fee	¹¹⁹

¹¹³ <http://wsstp.eu/news/>

¹¹⁴ <http://www.waterinnovationeurope.eu/awards/wsstp-sme-awards/>

¹¹⁵ <http://www.oceanenergy-europe.eu/communication/industry-news>

¹¹⁶ <http://www.clusterenergia.com/home>

¹¹⁷ www.newengland-win.org/membership-pricing

¹¹⁸ http://www.vehiculedufutur.com/uploads/adhesion/2016_Cotisations_Offre_Services_PVF_v2.pdf

¹¹⁹ <http://www.ecobuild.brussels/en/professional/promotion>

			member and a specific project built by one or more members		
Vitagora	Bourgogne and Franche-Comté, France	Taste-Nutrition-Health	Organisation of a competition E-Food: Vitagora, in partnership with PREMICE (regional incubator& innovation center) and with the support of 20 organisations in France, organises this competition to give visibility to the most innovative start-ups and companies in the French E-food sector.	Competition open to French companies. Two prize categories are given: "Start Up" and "Growth+". The prizes include a personalised training and development support having a value of 10000-20000 € + a year membership fee in Vitagora	120

- *Event management*

The majority of the analysed clusters organise regular technical events to gather stakeholders and wider public. Apart from conferences, dedicated workshop and seminars are also covered by this category.

- *Targeted communication*

Most of the analysed clusters are represented online through a website and use a number of traditional or more advanced marketing communication tools (web campaigns, stands & posters, social media, etc.)

- *Writing and spreading success stories*

Cluster	Zone	Sector	Service	BM	Ref
SESAR-JU	EU	Aviation	Testimonials	Public access to testimonials	121
KIC InnoEnergy	EU	Energy	Testimonials	Public access to success stories	122
Mov'eo	Île de France and Normandie, France	Automobile/mobility	Success story web portal: success stories of members are displayed in this section	Included in the membership fee	123
Basque Energy Cluster	Basque Country, Spain	Energy	Success stories of the Basque energy sector and cluster members are published on the cluster	Included in the membership fee	124

¹²⁰ <http://www.concours-enutrition.fr/>

¹²¹ <http://www.sesarju.eu/sesar-newsroom/testimonials>

¹²² https://investmentround.innoenergy.com/success_stories.html

¹²³ <http://pole-moveo.org/category/success-story/>

¹²⁴ <http://blog.clusterenergia.com/>

			blog written by the Cluster director		
GCE SUBSEA	Norway	Oil&Gas Subsea life-of-field solutions	Success story web portal: success stories of members are displayed in this section	Public display Included for members	¹²⁵

- *Invitation to expose products in events (within or outside the cluster)*

Cluster	Zone	Sector	Service	BM	Ref
NUGENIA	International	Nuclear	Invitation of SMEs to large expositions (i.e. World Nuclear Exhibition)	Invitation of sectorial SMEs members or non-members of the cluster to present their products/services	¹²⁶
Mov'eo	Île de France and Normandie, France	Automobile/mobility	Mov'eo Days (exhibition area)	Included in membership fee	¹²⁷
CEAGA - Cluster de Empresas de Automoción de Galicia	Galicia, Spain	Automotive	Showcases for innovative companies	Permanent showroom located at CEAGA facilities, this project helps companies to promote their products and innovations in front of potential customers both inside and outside the Cluster.	¹²⁸

¹²⁵ http://www.gcesubsea.no/page/6700/Success_Stories

¹²⁶ <http://s538600174.onlinehome.fr/nugenia/visit-the-nugeniasnetp-stand-at-wne-open-sme-days/>

¹²⁷ <http://moveodays.fr/>

¹²⁸ <http://www.ceaga.com/exito.asp>

4. Conclusions

Based on the content of this deliverable the SPRINT consortium organised two actions to proceed with the evaluation and eventual prioritisation of information related to services provided by the different clusters.

The first action consisted in the organisation of a workshop on the 21 February 2017 at LGI premises in Paris with representatives of different SNETP pillars and different SNETP member categories in order to identify the most relevant services for the SNETP community.

Based on the workshop outcomes, an online survey was distributed to the SNETP community asking for the relevance of the potentially relevant services of the SNETP to its members, and also if the service shall be covered by the general membership fee or could be envisaged as a service upon request implying a specific additional fee.

The conclusions of the workshop inputs and the prioritisation exercise through the survey are reflected in the SPRINT deliverable D2.2 – Proposal for new services for SNETP.

5. Annexes

5.1. List of clusters

Cluster	Zone	Sector	Business Model	Permanent staff	Membership fee	Detailed by the report	Ref
Mov'eo	France	Automotive& mobility	Mix of Public-Private sector financing: Regional& national funding (~25%) + European funding (2,7%) + membership fees (~22%) +services (~8%)	YES, 17 permanent staff	380 members, 200 being SMEs Companies SMEs (400€- 1500€) -Medium enterprises < 500 (1.8k€/year) -Universities (0.8 - 6K€/year) -Large enterprises, >500 (3 - 16,5 K€/year)	Yes	¹²⁹
EERA-JPNM	EU	Nuclear materials	In-kind contribution	No	No	Yes	¹³⁰
WssTP	EU	Water	Membership fee	Yes, 6 permanent staff	161 members (Multinational Corporations (30k€/year) Research&Tech Developers, Utilities, Suppliers, Large Water users (1.05k€/year- 3k€/year)	Yes	¹³¹

¹²⁹ <http://pole-moveo.org/moveo/le-pole-moveo/>

¹³⁰ www.eera.jpnm.eu

¹³¹ <http://wsstp.eu/>

					SME's benefit of reduced fees)		
SAFE	France	Security	Membership fees, regional and private co-funding	33 members of the permanent staff	600 members	Yes	¹³²
ALICE	EU	Logistics	Membership fees	1 permanent Secretariat member? + in-kind contributors (Secretary General, Communication & strategy director)	100 members (fee 1000 – 3000 EUR)	Yes	¹³³
GreenWin	Belgium	Green economy and sustainable development	Membership fees + success fee of 0.05% of regional subsidy or 2% of subsidies received from private partner	12 members of the permanent staff	185 members (fee 500 – 2500 EUR)	Yes	¹³⁴
Cluster Logistique	France	Logistics	Membership fee	3 members of animation team	65 members (fee 450 – 2100 EUR)	Yes	¹³⁵
SusChem	EU	Sustainable chemistry	Probably cofounded by the six founding partners	Secretariat based at Cefic (European Chemical Industry Council)	Free	Yes	¹³⁶
EMIRI	EU	Materials for energy	Membership fees	n/a	56 members (3025 – 12100 EUR)	Yes	¹³⁷
A. SPIRE	EU	Innovative process industries	Membership fees	3 members of SPIRE office	144 members (1000 – 10000 EUR)	Yes	¹³⁸
WaterBorne	EU	Maritime R&D	n/a	n/a	n/a	Yes	¹³⁹

¹³² www.safecluster.com

¹³³ <http://www.etp-logistics.eu/>

¹³⁴ <http://www.greenwin.be>

¹³⁵ <http://www.clusterlogistique-ra.com>

¹³⁶ <http://www.suschem.org/>

¹³⁷ www.emiri.eu

¹³⁸ www.spire2030.eu

¹³⁹ <http://www.maritime-rdi.eu>

SESAR JU	EU	Aviation	public and private resources through its membership, namely the European Union, Eurocontrol and industry partners, each of which contribute one third to the total funding	Permanent management board (6 members)	SESAR 2020 Programme (1.6 billion EUR)	Yes	¹⁴⁰
ACQUEA – EUREKA cluster for water	EU	Water	one of the 7 clusters of the EUREKA network	3 members of the Acqueau office – chairman, communication officer and scientific chair	26 countries and 1 00 companies across Europe and beyond	Yes	¹⁴¹
Basque Energy Cluster (Cluster)	Basque Country, Spain	Energy - Wind energy - Electricity T&D - CSP - MRE - Energy Storage - Electric Vehicle - EE Industry	Mix of Public-Private sector financing: regional funding (non-competitive calls, ~ performance annual contract) + European funding (competitive calls) + membership fees + services	YES, six-person permanent team + 1 trainee	YES (representing ~ 25% of total funding) 185 associated members (zone-Basque Country) -Lead Sponsor (33k€/year) -SMEs (500€-2.64K€) -Large enterprises (3.64k€/year)	Yes	¹⁴²
Ocean Energy Europe (Association)	EU	Ocean energy - tidal energy - wave energy	Mix of Public-Private sector financing:	YES, six-person team of lobby and communications	YES, 113 organisations	Yes	¹⁴³

¹⁴⁰ <http://www.sesarju.eu/>

¹⁴¹ <http://www.acqueau.eu/>

¹⁴² <http://www.clusterenergia.com/>

¹⁴³ <http://oceanenergy-europe.eu/index.php>

		<ul style="list-style-type: none"> - salinity gradient - OTEC - Tidal Range 	Membership fee+ European funding	professionals	<ul style="list-style-type: none"> -Lead sponsor (20 k€/year) -Large enterprises (10 k€/year) -Medium enterprises (5 k€/year) -Small enterprises (2 k€/year) - Individual/university (250 €/year) 		
Pole Mer Méditerranée (Cluster)	PACA Languedoc-Roussillon Corsica	Maritime, Blue Growth <ul style="list-style-type: none"> -Maritime safety -Naval - MRE -Marine biology - Marine environment - Infrastructures 	Mix of Public-Private sector financing: Regional&national funding + European funding + membership fees +services (?)	YES, eighteen-person permanent team (senior consultants, project managers, specialised in Blue Growth)	YES, 389 associated members (France) <ul style="list-style-type: none"> -SMEs (600€-1.80K€) -Medium enterprises (2.28k€/year) -Universities (1.8 - 7.2K€/year) -Large enterprises, >50M€ (8.4 K€/year) 	Yes	¹⁴⁴
France Energies Marines (Institute/ association)	France	Marine renewables <ul style="list-style-type: none"> -offshore wind (fixed& floating) -marine currents -wave power 	Public- private partnership: 25% co-funded by the French Gov. by answering a call for tenders for “Institute in carbon free energies”	YES, eleven-person team of specially technical and R&D professionals	N /a 30 members	Yes	¹⁴⁵

¹⁴⁴ <http://www.polemermediterranee.com/>

¹⁴⁵ <http://en.france-energies-marines.org/>

		-OTEC					
ETP Smartgrids	EU	Smartgrids -Network operations -Storage technologies - Metering and retail	Public financing: European Commission	Secretariat, consortium of 4 organisations (management consulting, SME, research group, association laboratories)	No official membership, it does not charge for its activities	Yes	¹⁴⁶
OEC Cluster (Cluster)	Upper Austria	Renewable Energy (solar & biomass)	Public sector financing: regional funding+ European funding	YES, eight-person permanent team. Managed by energy agency	n/a 160 associated members	Yes	¹⁴⁷
NEWIN	US	Water	Membership fee	Yes, 6 permanent staff	More than 30 members (including the individual water industry professionals) (Large entities 5k\$, Mid-size entities 1.5k€, Small Business 0.5\$ and individual membership 0.3\$)	Yes	¹⁴⁸
Pole Mer Bretagne	Bretagne, France	Maritime, Blue Growth	Mix of Public-Private sector financing	Yes, thirty-person management team.	YES, more than 300 associated members (France) -SMEs (288€-1.80K€)	Yes	¹⁴⁹

¹⁴⁶ <http://smartgrids.eu/>

¹⁴⁷ <http://www.oec.at/en/home.html>

¹⁴⁸ www.newengland-win.org

¹⁴⁹ <http://www.pole-mer-bretagne-atlantique.com/fr/>

					-Enterprises >100 (2.8k€/year) -Universities (864 €/year) - Professional organisation in the innovation ecosystem (576 €/year)		
ID4CAR	Bretagne, Pays de la Loire, Poitou-Chartentes, France	Automobile, Specific vehicles, Agricultural machinery, Mobility services	Mix of Public-Private sector financing: Regional & National funding + European funding + membership fees +services (?)	YES, seven -person permanent team.	YES, 235 members -SMEs <100 (500 €/year) -Enterprises 100-249 (1000 €/year) -Large enterprises >1000 (4 K€ - 6 K€) -Universities, R&D (1,7 K€/year)	Yes	150
Pôle Vehicule du Futur	Alsace, Franche-Compté, France	Vehicles mobility &	Mix of Public-Private sector financing	YES, eight -person permanent team.	YES, 375 members SMEs <100 (420-820 €/year) -Enterprises 100-249 (1850 €/year) -Large enterprises >1000 (2,5 K€) -Universities, R&D (1725 €/year) - Regional players (550 €/year)	Yes	151

¹⁵⁰ <http://www.id4car.org/>

¹⁵¹ <http://www.vehiculedufutur.com/en/home.html>

LUTB Transport & Mobility System	Rhône - Alps, France	Transport and mobility systems in urban areas	Mix of Public-Private sector financing	YES, seven -person permanent team.	YES, 185 members	Yes	¹⁵²
Vitagora	Bourgogne and Franche-Comté, France	Taste-Nutrition-Health	Mix of Public-Private sector financing	YES, seven – person permanent team	YES, 278 committed members, including 187 member companies	Yes	¹⁵³
Systematic	Île de France, France	Optics Electronics Software	Mix of Public-Private sector financing	Yes, four-person permanent team	Yes, 820 members SMEs <50 (600 €/year) -Enterprises 50-500 (2400 €/year) -Large enterprises >1000 (6-18K€) -Universities, R&D (2.4 K€/year) - Regional players (30K €/year)	Yes	¹⁵⁴
automotive BW	Baden-Württemberg, Germany	Automotive	Project supported by the EU-ERDF and by the State of Baden-Württemberg. Administrative authority for the RWB-EFRE program is vested in BW's Ministerium für	17 network/regional coordinators	Is a network with the mission of consulting with representatives of regional cluster initiatives and automobile networks in order	Yes	¹⁵⁵

¹⁵² <http://lutb.fr/>

¹⁵³ <http://www.vitagora.com/>

¹⁵⁴ <http://www.systematic-paris-region.org/>

¹⁵⁵ <http://www.automotive-bw.de/>

					to learn their concerns		
E-mobility Cluster Regensburg	Regensburg , Germany	e-mobility	n/a	Yes, five-person team	Yes, over 15 members		156
Cluster Transport, Mobility and Logistics Berlin-Brandenburg	Germany	Transport Mobility Logistics	n/a	Yes, around ten-person team	Yes, over 230 members	no	157
ITS automotive nord e. V. (Niedersachsen)	Germany	Automotive	n/a	n/a	Yes, 200 members	No	158
ACS – Automotive Cluster of Slovenia	Slovenia	Automotive	Mix of Public-Private sector financing	Yes, two-person permanent team	Yes, 60 members -Large companies (3,5 K€) -SMEs (1.2 K€) -Micro companies and R&D (500 €)	No	159
TAYSAD - Association of Automotive Parts & Components Manufacturers	Turkey	Automotive supply chain	Mix of Public-Private sector financing	Yes, eight- person permanent team	Yes, 361 members	Yes	160
Electric Mobility Norway	Norway	Electric mobility	n/a	Yes, 1 cluster leader	17 members	No	161
Lombardy Mobility Cluster	Lombardy, Italy	Automotive/mobility	Mix of Public-Private sector financing	Yes, three- person permanent team	50 members in which 23 are SMEs	No	162
North East Automotive Alliance	UK	automotive	Mix of Public-Private sector financing	Yes, five- person permanent team	Yes, 210 members	Yes	163

¹⁵⁶ <http://www.hamburg-logistik.net/>

¹⁵⁷ <http://www.mobilitaet-bb.de/de/home>

¹⁵⁸ <http://www.its-nds.de>

¹⁵⁹ <http://www.c-na.de/start/index.html>

¹⁶⁰ <http://www.taysad.org.tr>

¹⁶¹ <http://www.electricmobility.no/>

¹⁶² <http://www.clusterlombardomobilita.it/>

¹⁶³ <https://www.northeastautomotivealliance.com/>

					-Public Sector & Associations (£1000) -Start-ups (£200) - Micro (£350) -SME (£600 - £1000) -Large (£3000) -Multi (£5000)		
Cluster de Automoción de Aragón	Aragon, Spain	Automotive	n/a	n/a	51 members	Yes	¹⁶⁴
CEAGA - Cluster de Empresas de Automoción de Galicia	Galicia, Spain	Automotive	Mix of Public-Private sector financing	n/a	102 members	Yes	¹⁶⁵
AVAESEN	Valencia, Spain	Renewable Energies Circular economy Smartcities Water Cycle	Private funding: income generated from chargeable services self-funded service-provider	YES, three-person permanent team (Director, administration and project manager)	More than 100 affiliated companies	Yes	¹⁶⁶
Climate-KIC	EU	Environment	Shareholder model (return on investment)	Yes, distributed between the 6 offices in Europa	27 formal partners (shareholders) and more than 150 associate and project partners in EU	Yes	¹⁶⁷
KIC InnoEnergy	EU	Energy	Mix of Public-Private sector financing (plus European funding)	Yes	50% business, 30% academic and 20%	Yes	¹⁶⁸

¹⁶⁴ <http://www.caaragon.com>

¹⁶⁵ <http://www.ceaga.com/>

¹⁶⁶ <http://www.avaesen.es/en/>

¹⁶⁷ <http://www.climate-kic.org/>

¹⁶⁸ <http://www.innoenergy.com/>

					public and not for profit.		
Green Energy Cluster	Romania	Biomass	Mix of Public-Private sector financing	Yes	37 members	No	¹⁶⁹
TERN	EU	Environment Smartcities	Mix of Public-Private sector financing (plus European funding)	Yes	9 members	No	¹⁷⁰
Venetian Cluster	Venice, Italy	Environment	Mix of Public-Private sector financing	Yes	Not specified	No	¹⁷¹
Water Alliance	The Netherlands	Water	Mix of Public-Private sector financing (plus European funding)	Yes, 9 staff members	8 funding partners (including the EU) and 96 partners	No	¹⁷²
The Water Cluster	United Kingdom	Water	Mix of Public-Private sector financing	Yes, 6 staff members	64 members	Yes	¹⁷³
Clean Cluster	Denmark	Environment	Mix of Public-Private sector financing (European funding)	Yes, 48 staff members	More than 175 members	Yes	¹⁷⁴
EcoBuildBrussels	Brussels, Belgium	Environment (smartcities)	Mix of Public-Private sector financing	Yes, 4 staff members	More than 150 members	Yes	¹⁷⁵
GreenTech South	United Kingdom	Environment (clean technology)	Membership fee	n/a	Around 250 members	Yes	¹⁷⁶

¹⁶⁹ www.greenenergycluster.ro

¹⁷⁰ www.tern.it/en

¹⁷¹ www.venetiancluster.eu/en

¹⁷² www.wateralliance.nl/en

¹⁷³ <http://www.thewatercluster.co.uk/>

¹⁷⁴ <http://cleancluster.dk/en/>

¹⁷⁵ <http://www.ecobuild.brussels/en>

¹⁷⁶ www.greentechsouth.com

Bionian cluster	Greece & East Europe	Health	Membership fee	n/a	34 members	Yes	177
Nanoprogress	Czech Republic	Health	n/a	Yes, around 20 staff members	35 members and 5 partners	No	178
NEPIC The North East of England Process Industry Cluster	North East of England, UK	Chemical-using industries	Mix of Public-Private sector financing Membership fee	Yes, 13 staff members	Yes, 100 members	Yes	179
GCE SUBSEA	Norway	Oil&Gas Subsea life-of-field solutions	Mix of Public-Private sector financing Became Global Centre of Expertise in 2015 and is supported by the Norwegian government Also membership fee	n/a	Yes, 85 members -SMEs < 10 staff (1500€/year) -SMEs < 250 staff (3000€/year)- Companies >250 (6000 €/year) -Start-ups (5.000 €)	Yes	180
Textile-Platform – Fibres Textiles Clothing	EU	Textile	Memberhip fees ranging from 50 EUR – 2000 EUR	Hosted by Euratex	Premium and standard members (more than 100)	No	181
Manufuture	EU	Advanced manufacturing	n/a	In-kind secretariat	Around 100	No	182
Construction Products Europe	EU	Construction products manufacturers	n/a	Supported by EU funded project	18 members and 33 associated members	No	183

¹⁷⁷ <http://www.bionian.com/index.php/en/>

¹⁷⁸ <http://www.nanoprogress.cz/en/>

¹⁷⁹ <https://www.nepic.co.uk/>

¹⁸⁰ <http://www.gcesubsea.no/>

¹⁸¹ <http://www.textile-platform.eu/members/>

¹⁸² <http://www.manufuture.org/>

¹⁸³ <http://www.construction-products.eu/>

European technology Sub-platform in Additive manufacturing	EU	Advanced manufacturing and 3D printing	n/a	n/a	22 members	No	¹⁸⁴
PROMETIA	EU	Raw materials, advanced recycling	Membership fees ranging from 500 – 5000 EUR	Subcontracting Secretariat for day-to-day business + support from EU projects for events, etc.	Approx. 35 members	Yes	¹⁸⁵

¹⁸⁴ <http://www.rm-platform.com/>

¹⁸⁵ www.prometia.org