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European Commission - Lifelong Learning Programme



RESEARCH DRIVEN CLUSTERS

**Analytical Report on Need Assessment**  
**INTELSPACE (P6)**

**March 2012**



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## **1. INTRODUCTION**

The analytical report on needs assessment is a conclusive collective summary of training needs analysis in the targeted regions. The report aims to codify the conclusions in terms of coding training needs references and is acting, as complementary document to the national/regional training needs analysis. Specifically, the report has taken under consideration the regional/national reports of:

- Regional RDC training needs analysis for the region of Catalonia (CTL)
- Regional RDC training needs analysis for the region of Tuscany (TSC)
- National RDC training needs analysis for Bulgaria (BLG)
- National RDC training needs analysis for Austria (AUS)
- National RDC training needs analysis for Sweden (SWE)
- National RDC training needs analysis for Greece (GRC)
- European cluster policies (ECP)

Collectively, the outcomes of the regional/national need analysis have shown a convergence in their findings resulting in a conclusive training need specification for WP4. This report collectively contributes to key skill development and harmonisation of educational standards in the field of research-driven clusters (RDC). The training needs analysis followed a comprehensive plan of both analytical quantitative and qualitative analysis through a structured survey combined with the qualitative results of two sessions of focus groups with the region's experts.

This conclusive report combines the findings of the regional and national reports and draws conclusions related to training needs for RDC managers. The method to codify the training needs is in the form of learning units. Other issues presented in this report are the duration of training and the training methods. The results of the report will be presented in the final WP3 workshop for validation of training needs in April in Thessaloniki.

## **2. MAIN AREAS OF RDC TRAINING NEEDS**

### **2.1. Coding training needs into learning modules**

The description of learning units follows the Greek and Catalanian suggestions for the definition of training needs related to subject description and validation method. Training should be based on "modules pills" or "module capsules" where each subject could select the most suitable to his necessities. The relative strategic areas are also linked to each learning module. Each learning unit is also related to specific skills. The Tuscany report has identified a skill-based approach in defining training needs, which is reflected in the structure of learning modules. Thus, each RDC trainee could easily relate to specific skill profile. Each learning unit contains the following constituents for the definition of training needs.

1. Skill attained
2. Strategic area
3. Training need addressed
4. Duration of training
5. Core unit or not
6. Learning methods and tools
7. Validation of skills method

The training needs coding into learning modules follow a hierarchical approach from the creation, management and improvement of RDCs. The synthesis of all regional reports has resulted to the RDC manager comprehensive skill profile and training priorities, in Appendix A.

## 2.2. Coding training needs into learning modules

### Introductory learning module (optional) for RDC training

Following the need for training learners with various knowledge backgrounds the learning module should satisfy the need for training users with minimal knowledge in RDCs. An introductory learning module (optional) is targeted to trainees that are not aware of basic cluster principles. Trainees have the chance to explore in one our (crash course) cluster building strategies and definitions. The learning module is introductory and does require any type of validation.

<b>Learning Module 0</b>	<b>Introduction to research driven cluster theory</b>
Skill retained	Knowledge of RDC theory
Strategic area	None
Training need addressed	Basic introductory knowledge of clusters
Duration of training	1 hour
Core	No
Training topics	Cluster and RDC definition Cluster formation theories RDC members RDC bebenefits EU/international cluster policies
Training methods	Cases of excellence in cluster formation Best cases of RDCs
Tools	None
Method for validation of skills	None

### Learning module: RDC research scope definition

An important skill area for RDCs is to define the nature of research, which differentiates RDCs from contemporary clusters. This important skill is linked to the strategic definition marketing and funding positioning of the RDC. The research scope is required also by all external organisations, EU evaluation committees, etc , that assess the research capacity of the RDC.

<b>Learning Module 1</b>	<b>RDC research scope definition</b>
Skill retained	Defining the research scope of an RDC cluster
Strategic area	(Skill 1) RDC strategy definition
Training need addressed	Need to train RDC managers to prepare the strategic development of a cluster.
Duration of training	1 -2 hours
Core	Yes

Training topics	Research definition (differentiation from regular clusters) EU/International research directions Specification of research focus, Defining expert's skills and competences within RDC, Specification of research infrastructure with RDC, Potentials to connect to global research networks
Training methods	Case studies from global excellence cases for RDC research scope definition, Examples of types of agglomerations of research resources, Cases of enabling research outcomes to trigger the initiation of an RDC Examples of emerging global research areas for RDC
Tools	A template for the definition RDC research scope
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions or alternatively competing successfully a case of RDC research scope template

### Learning module: RDC innovation scope definition

Another area of strategic importance is to define the orientation of innovation, the means to transfer the research capacity into marketable results. This strategic positioning is marking all other learning modules such as innovation training, funding marketing.

<b>Learning Module 2</b>	<b>RDC innovation scope definition</b>
Skill retained	(Skill 2) Defining the innovation scope of an RDC cluster
Strategic area	RDC strategy definition
Training need addressed	Need to train RDC managers to prepare the strategic development of a cluster.
Duration of training	1 -2 hours
Core	Yes
Training topics	Methods and tools of valorisation of research Exploitation of research Definition of RDC's innovation ecosystem Role of intermediaries, public sector, industry and research institutes within the RDC Scope of new products and services for the RDC
Training methods	Cases of RDC research exploitation Cases of supporting innovation ecosystems for RDCs, describing the role of different actors Examples of new products and services for RDCs, explaining the transition from research to innovation
Tools	A template for the definition RDC for innovation ecosystem A template for valorization of RDC research
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions or alternatively competing successfully a case of RDC innovation ecosystem template and valorization of research template

### Learning module: RDC strategic planning

An important skill definition for RDC is to prepare the strategic plan. It is crucial skill to the development of RDC. The learning module should concentrate on the particular requirements of strategic definition that are needed for RDCs.

<b>Learning Module 3</b>	<b>RDC strategic planning</b>
Skill retained	(Skill 3) Planning RDC's strategy
Strategic area	RDC strategy definition
Training need addressed	Need to train RDC managers to prepare the strategic development of a cluster.
Duration of training	1 -2 hours
Core	Yes
Training topics	Vision, objectives and goals Specification of cluster members Designing the RDC management function Setting financial terms and conditions among RDC members Marketing planning for RDC Financial planning for RDC
Training methods	Cases of goal setting procedures for RDCs Examples of typologies of cluster members Illustration of RDC management functions Examples of financial terms and conditions among RDCs Examples of market segmentation for RDCs Examples of niche market definition for RDCs Examples of distribution methods Examples of pricing policies Cases of business planning
Tools	A template for RDC planning
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions or alternatively competing successfully a case of RDC strategic planning

#### **Learning module: RDC operational environment planning**

The next training need is to translate the strategic definition requirements into an operational planning.

<b>Learning Module 4</b>	<b>RDC operational environment planning</b>
Skill retained	(Skill 4) Conceptualizing the operational environment of an RDC cluster
Strategic area	RDC strategy definition
Training need addressed	Need to train RDC managers to manage cluster operations.
Duration of training	1 -2 hours
Core	Yes
Training topics	Establish a well-working customer relationship management Use effective tools to assess service processes Assessment of member needs on a regular basis Including feedback processes for each service provided

	<p>Improve existing processes</p> <p>Automatize service processes</p> <p>Designing operational processes and procedures</p> <p>Formulating communication documents and forms</p> <p>Formulating legal documents and contract agreements</p> <p>Formulating financial agreements among cluster members and external organisations</p> <p>Establishing communication, corporate responsibility and ethics code among members</p> <p>Establishing IPR agreements among members and external organisations</p>
Training methods	<p>Cases of RDC operational processes and procedures</p> <p>Examples of prototype communication flows within and out and the RDC</p> <p>Examples of Financial terms and conditions in RDCs</p> <p>Examples of communication prototypes, corporate responsibility and ethics</p>
Tools	A template for the operational formulation of RDC
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions or alternatively competing successfully a case of a template for the operational formulation of RDC

#### **Learning module: RDC management and monitoring planning**

The plans for operational environment must be complemented with adequate management structures, methods and techniques.

<b>Learning Module 5</b>	<b>RDC management and monitoring planning</b>
Skill retained	(Skill 5) Managing and monitoring the RDC
Strategic area	RDC strategy definition
Training need addressed	Need to train RDC managers to manage and monitor cluster operations.
Duration of training	1 -2 hours
Core	Yes
Training topics	<p>Recruitment strategies</p> <p>Means to motivate management</p> <p>Techniques to monitor RDC goals</p> <p>Communication methods and techniques</p> <p>RDC promotion techniques</p> <p>Social media marketing in RDCs</p>
Training methods	<p>Cases team building efforts</p> <p>RDC promotion illustrations</p> <p>Cases of social media marketing</p>
Tools	<p>Goal monitoring tools</p> <p>Social media marketing template</p>
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions

**Learning module: RDC project management**

The plans for operational environment must be complemented with adequate management structures, methods and techniques.

<b>Learning Module 6</b>	<b>RDC project management</b>
Skill retained	(Skill 6) Establishing a concrete project organization
Strategic area	Training participating organisations
Training need addressed	Need to train participating organisations staff to monitor and manage joined projects.
Duration of training	1 -2 hours
Core	No
Training topics	Outsourcing and evaluating and selecting subcontractors Project management methodologies EU programme proposal formulation Creating a goal-oriented framework for action, i.e. ensuring clearly de- fined obligations in implementation Creating a structure for communication
Training methods	Cases of multi-organizational project management Examples of monitoring project organizational goals
Tools	Prince, PMI methodology Balanced Score Card
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions

**Learning module: RDC Internal communication**

Management structures should be accompanied by efficient internal communication skills.

<b>Learning Module 7</b>	<b>Internal Communication</b>
Skill retained	(Skill 7) Communication in project management
Strategic area	Training participating organisations
Training need addressed	Need to train participating organisations staff to monitor and manage joined projects.
Duration of training	1 -2 hours
Core	No
Training topics	Coordinating the individual work packages, Coordinating the participants, Structuring concrete project communication, and Motivating project participants. Development of career policies Encouragement of communication between employees and managers Establish a database of potential cluster members (regional, national and international partners are welcome) Design information / advertisement material for your cluster

	<p>Contact potential cluster members and provide information / advertisement material</p> <p>Use networks to contact potential members</p> <p>Visit events where the target group is present</p> <p>Give members information material to distribute at relevant events</p> <p>Use multi channels</p>
Training methods	<p>Cases of multi-organizational project communication models</p> <p>Examples of motivation techniques</p> <p>Examples of project collaborative communication platforms</p>
Tools	Collaborative project communication platforms
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions

### Learning module: Team Building within RDC

Team building skills is a crucial competence area in a diverged environment such as the RDCs.

Learning Module 8	Team Building within RDC
Skill retained	(Skill 8) Teamwork and working in cooperative environment
Strategic area	Training participating organisations
Training need addressed	Need to train participating organisations staff to work as a team.
Duration of training	1 -2 hours
Core	No
Training topics	<p>Leadership and team building</p> <p>Set clear goals for the results to be produced by the team.</p> <p>Set clear objectives for measuring the ongoing effectiveness of the team.</p> <p>Define a mechanism for clear and consistent communications among team members.</p> <p>Develop staffing procedures (recruiting,</p> <p>Determine the membership of the group.</p> <p>Determine time frames for starting and terminating the team, if applicable.</p> <p>Determine the membership of the team.</p> <p>Assign the role of leader – to ensure systems and practices are followed.</p> <p>Assign role of communicator – communication is the life’s blood of teams!</p> <p>Identify needs for resources (training, materials, supplies, etc.).</p> <p>Identify the costs to provide necessary resources for the team.</p> <p>Contact each team member.</p> <p>Early on, plan team building activities to support trust and working relationships.</p> <p>Carefully plan the first team meeting.</p> <p>Regularly monitor and report on status of team members toward achieving the goal.</p> <p>Regularly celebrate team members’ accomplishments</p>

Training methods	Cases of team building operations Examples of team building plans
Tools	Team building tools
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions

#### Learning module: Market intelligence

RDC's market monitoring is an important skill. The definition of market in strategic planning should be followed with methods and techniques to monitor the market progressions.

Learning Module 9	Market intelligence
Skill retained	(Skill 9) Constructing market intelligence
Strategic area	Business intelligence
Training need addressed	Creating business intelligence
Duration of training	1 -2 hours
Core	Yes
Training topics	Marketing research and knowledge of market watch Foresight methods Collation and analysis of available and relevant information and data on specific markets Collation of data from various sources such as company accounts, Capitalizing on official statistics, Utilizing data from trade bodies, Interviewing with business contacts Contacting research on consumer attitudes.
Training methods	Cases of market intelligence
Tools	Major market intelligence agencies in the U.S. and Europe include Economist Intelligence Unit, Datamonitor, Euromonitor International, and Mintel
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions

#### Learning module: Marketing intelligence

Marketing intelligence complements market intelligence monitors the progress of positioning, sales, competition, pricing of the RDC.

Learning Module 10	Marketing intelligence
Skill retained	(Skill 10) Constructing marketing intelligence
Strategic area	Business intelligence
Training need addressed	Creating business intelligence
Duration of training	1 -2 hours
Core	Yes
Training topics	Initiating media cooperation

	<p>Image creation via media coverage</p> <p>Identification of niche markets,</p> <p>Social media promotion of the cluster</p> <p>The use of viral marketing</p> <p>Cluster and participating companies promotion at local and especially at international level</p> <p>Managing web analytics</p> <p>Organising call center and sales data,</p> <p>Design reports that correlate and visualize data coming from a variety of departments and sources (even, in some cases, external data.</p> <p>Set current key performance indicators in real time</p> <p>Perform a competitor analysis programme (PMI)</p> <p>Perform an RDC comparison of innovation trends</p>
Training methods	<p>Cases of RDC marketing intelligence</p> <p>Examples of competitor analysis programmes</p> <p>Examples of key performance indicators</p>
Tools	<p>CIP tools (Competitor intelligence programs)</p> <p>Marketing intelligence tools</p>
Method for validation of skills (optional)	<p>Answering successfully a set 4-5 multiple choice questions</p>

#### **Learning module: Technology transfer**

RDCs as innovation clusters count a lot of their success on their ability to device mechanisms for transferring technological advancements into their research to innovation process.

<b>Learning Module 11</b>	<b>Technology transfer</b>
Skill retained	(Skill 11) Using technology transfer in RDC
Strategic area	Technology learning and transfer
Training need addressed	Need to use and operate technology in RDC in change management
Duration of training	1 -2 hours
Core	Yes
Training topics	<p>Technology transfer mediation,</p> <p>Using technology watch tools</p> <p>Identifying key technologies for the cluster</p> <p>Contact and negotiate a new technology in the post-crisis environment</p> <p>Creating a future technology roadmap</p> <p>Recognizing critical technologies for change</p>
Training methods	<p>Cases of RDC technology roadmaps</p> <p>Examples of technological change</p>
Tools	<p>Technology watch tools</p> <p>Methodologies for technological change</p>
Method for validation of skills	<p>Answering successfully a set 4-5 multiple choice questions</p>

(optional)	
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**Learning module: New idea generation**

Formal methods for developing new ideas is crucial dynamic process with RDCs.

<b>Learning Module 12</b>	<b>New idea generation</b>
Skill retained	(Skill 12) advancing the generation of new ideas
Strategic area	Innovation management
Training need addressed	Need to generate new ideas within the RDC
Duration of training	1 -2 hours
Core	No
Training topics	Creativity management Product portfolio management Tools for new idea generation Promotion of creativity sessions within the RDC Methodologies for new idea screening
Training methods	Cases of new idea generation processes Examples of new ideas generated in RDCs Techniques of creativity promotion
Tools	Brainstorming tools Idea screening tools
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions

**Learning module: Open innovation**

RDCs should be able to expand their innovation capability from open sources and utilize open spaces for innovation.

<b>Learning Module 13</b>	<b>Open innovation</b>
Skill retained	(Skill 13) Practicing open innovation with end user involvement in new product design
Strategic area	Innovation management
Training need addressed	Need to involve end users in new product design
Duration of training	1 -2 hours
Core	Yes
Training topics	Open innovation resources Use of living labs Crowdsourcing methods
Training methods	Cases of open innovation Cases of living labs in open innovation Examples of open innovation results-crowdsourcing
Tools	Open innovation web services
Method for validation of skills	Answering successfully a set 4-5 multiple choice questions

(optional)	
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**Learning module: International networking and co-operation**

International networking is a core function for RDCs to reach global networks and niche markets.

<b>Learning Module 14</b>	<b>International networking and co-operation</b>
Skill retained	(Skill 14) Establishing international networking and co-operation
Strategic area	Innovation marketing and promotion
Training need addressed	Need to cooperate with international networks
Duration of training	1 -2 hours
Core	Yes
Training topics	Supporting foreign market entry for RDC members Improve promotion for RDCs new products Reaching out for global networks Identifying complementarities for co-operation with international networks RDC promotion in global networks
Training methods	Cases of global networks Examples of co-operative environments in global networks
Tools	Web based resources for international cooperation
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions

**Learning module: RDC branding**

Branding strategies for RDCs are important to establish a brand identity for its members and the products of the RDC and for the recognition of the cluster.

<b>Learning Module 15</b>	<b>RDC branding</b>
Skill retained	Skill (15) RDC promotion through branding
Strategic area	Innovation marketing and promotion
Training need addressed	Need to achieve RDC recognition through branding practices
Duration of training	1 -2 hours
Core	Yes
Training topics	Establishing an RDC branding strategy Promotion and communication of branding Communicating branding among RDC members
Training methods	Cases of RDC branding Examples of brands
Tools	Web resources for branding
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions

**Learning module: IPR management**

Securing and capitalizing on IPR is a core skill of RDC as a knowledge intensive organizational structure.

<b>Learning Module 16</b>	<b>IPR type selection</b>
Skill retained	(Skill 16) IPR management
Strategic area	IPR management
Training need addressed	Need to select the appropriate IPR type
Duration of training	1-2 hours
Core	Yes
Training topics	Selecting the appropriate IPR type File for a triad and other patent IPR types IPR organizations and treaties Legal issues with IPR Cost / benefit of IPR Applying for IPR
Training methods	Cases of IPR management Examples of IPR by type and protection mode
Tools	IPR selection web resources
Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions

**Learning module: innovation funding**

Funding innovation is one of the most challenging issues within the RDC.

<b>Learning Module 17</b>	<b>Innovation funding</b>
Skill retained	(Skill 17) Accessing the innovation funding sources.
Strategic area	Innovation funding
Training need addressed	Need to access innovation funding mechanisms
Duration of training	1-2 hours
Core	Yes
Training topics	EU and national funding Sources of innovation funding Applying for innovation funding Participating in innovation funding events Motivating investors to RDC innovative products
Training methods	Cases of innovation financing Examples of funding mechanisms Examples of financing requests
Tools	Innovation financing plans We resources for innovation financing actors Schedules of innovation financing events, and open days

Method for validation of skills (optional)	Answering successfully a set 4-5 multiple choice questions
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### 3. SUGGESTED TRAINING STRUCTURE

RDCs as innovation clusters count a lot of their success on their ability to devise mechanisms for transferring technological advancements into their research to innovation process.

Learners are free to access all learning modules, and they could optionally seek validation of skills in each module independently. The introductory learning module is optional and provides introductory level knowledge on cluster theory. There is no validation planned for learning module 0.

*Training should be provided for different target groups and the most appropriate methodology should be the face to face training where training on the job and workshop are identified as most suitable methodology.*

Learners could also follow individual learning paths for different target groups customized to their needs. Some suggested examples are:

#### **Core individual learning path: RDC manager (advanced) profile**

The learner follows all 18 learning modules and seeks validation for all 18 of them. When he successfully meets validation criteria he receives a certification as a skillful RDC manager.

Learning Module	Title	Core	Validation
1	RDC research scope definition	Yes	Yes
2	RDC innovation scope definition	Yes	Yes
3	RDC strategic planning	Yes	Yes
4	RDC operational environment planning	Yes	Yes
5	RDC management and monitoring planning	Yes	Yes
6	Project management	No	Yes
7	Internal communication	No	Yes
8	Team Building within RDC	No	Yes
9	Market intelligence	Yes	Yes
10	Marketing intelligence	Yes	Yes
11	Technology transfer	Yes	Yes
12	New idea generation	No	Yes
13	Open innovation	Yes	Yes
14	International networking and co-operation	Yes	Yes
15	RDC branding	Yes	Yes
16	IPR type selection	Yes	Yes
17	Innovation funding	Yes	Yes

### RDC manager (basic) profile

The learners follow only the core learning modules to receive a RDC manager (basic) skill certification

Learning Module	Title	Core	Validation
1	RDC research scope definition	Yes	Yes
2	RDC innovation scope definition	Yes	Yes
3	RDC strategic planning	Yes	Yes
4	RDC operational environment planning	Yes	Yes
5	RDC management and monitoring planning	Yes	Yes
6	Project management	No	No
7	Communication	No	No
8	Team Building within RDC	No	No
9	Market intelligence	Yes	Yes
10	Marketing intelligence	Yes	Yes
11	Technology transfer	Yes	Yes
12	New idea generation	No	No
13	Open innovation	Yes	Yes
14	International networking and co-operation	Yes	Yes
15	RDC branding	Yes	Yes
16	IPR type selection	Yes	Yes
17	Innovation funding	Yes	Yes

Another relevant aspect was the identification of a “transversal” module considered as key and relevant for each type of professional that will be involved in the training actions. Other individual learning paths could be formed based on learners individual training needs. For each case the user selects the modules that will follow and for which one of them will seek certification. For example learners who belong to individual cluster members they might be interested to follow the learning path below:

Learning Module	Title	Core	Validation
6	Project management	No	Yes/No
7	Communication	No	Yes/No
8	Team Building within RDC	No	Yes/No
9	Market intelligence	Yes	Yes/No
10	Marketing intelligence	Yes	Yes/No
11	Technology transfer	Yes	Yes/No
12	New idea generation	No	Yes/No
13	Open innovation	Yes	Yes/No
14	International networking and co-operation	Yes	Yes/No
16	IPR type selection	Yes	Yes/No

17	Innovation funding	Yes	Yes/No
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A product designer in an might be interested in the following modules:

Learning Module	Title	Core	Validation
10	Marketing intelligence	Yes	Yes/No
12	New idea generation	No	Yes/No
13	Open innovation	Yes	Yes/No
16	IPR type selection	Yes	Yes/No

With the exception of RDC manager (advanced) and RDC manager (basic) profiles which are preset as far the required skills, users must be set free to select the learning modules and must be freely decide to which of these modules they would like to validate their skills.

It seems that there is no clear winner in the forms of training. Respondents are almost equally divided among distance learning methods, study visits, free selection of learning modules, and case studies as a form of cluster training. As there is no clear winner among the training methods and forms, perhaps the most intuitive training method would be to address the entire range demand for training methods: class time, team work, and study visits (or case studies, supplemented by videos if available). a blended training (mixed) action can represents a good solution to combine traditional face-to-face classroom methods with more modern computer-mediated activities.

#### **4. DISCUSSION TOPICS FOR THE THESSALONIKI WP3 WORKSHOP**

Taking under consideration the current training needs analysis synthetic report the following issues could be considered as discussion topic at the Thessaloniki workshop.

- Validation of skill areas and training priorities.
- Type of training: executive through case studies or detailed with all theoretical aspects
- Necessity for validation and certification of informal knowledge.
- Modular training capability
- Type of training: on-line, mixed

## APPENDIX A – COMPREHENSIVE RDC MANAGER SKILL PROFILE

Skill	Training priority
Defining the research scope of an RDC cluster	<ul style="list-style-type: none"> <li>• Research definition (differentiation from regular clusters)</li> <li>• EU/International research directions</li> <li>• Specification of research focus,</li> <li>• Defining expert’s skills and competences within RDC,</li> <li>• Specification of research infrastructure with RDC,</li> <li>• Potentials to connect to global research networks</li> </ul>
Defining the innovation scope of an RDC cluster	<ul style="list-style-type: none"> <li>• Methods and tools of valorisation of research</li> <li>• Exploitation of research</li> <li>• Definition of RDC’s innovation ecosystem</li> <li>• Role of intermediaries, public sector, and industry</li> <li>• Scope of new products and services for the RDC</li> </ul>
Planning the RDC’s strategy	<ul style="list-style-type: none"> <li>• Vision, objectives and goals</li> <li>• Specification of cluster members</li> <li>• Designing the RDC management function</li> <li>• Setting financial terms and conditions among RDC members</li> <li>• Marketing planning for RDC</li> <li>• Financial planning for RDC</li> </ul>
Conceptualizing the operational environment of an RDC cluster	<ul style="list-style-type: none"> <li>• Establish a well-working customer relationship management</li> <li>• Use effective tools to assess service processes</li> <li>• Assessment of member needs on a regular basis</li> <li>• Including feedback processes for each service provided</li> <li>• Improve existing processes</li> <li>• Automate service processes</li> <li>• Designing operational processes and procedures</li> <li>• Formulating communication documents and forms</li> <li>• Formulating legal documents and contract agreements</li> <li>• Formulating financial agreements among cluster members and external organisations</li> <li>• Establishing communication, corporate responsibility and ethics code among members</li> <li>• Establishing IPR agreements among members and external organisations</li> </ul>
Managing and monitoring the RDC	<ul style="list-style-type: none"> <li>• Recruitment strategies</li> <li>• Means to motivate management</li> <li>• Techniques to monitor RDC goals</li> <li>• Communication methods and techniques</li> </ul>
Establishing a concrete project organization	<ul style="list-style-type: none"> <li>• Coordinating the individual work packages,</li> <li>• Coordinating the participants,</li> <li>• Structuring concrete project communication, and</li> <li>• Motivating project participants.</li> <li>• Development of career policies</li> <li>• Encouragement of communication between employees and managers</li> </ul>

	<ul style="list-style-type: none"> <li>• Establish a database of potential cluster members (regional, national and international partners are welcome)</li> <li>• Design information / advertisement material for your cluster</li> <li>• Contact potential cluster members and provide information / advertisement material</li> <li>• Use networks to contact potential members</li> <li>• Visit events where the target group is present</li> <li>• Give members information material to distribute at relevant events</li> <li>• Use multi channels</li> </ul>
Teamwork and working in cooperative environment	<ul style="list-style-type: none"> <li>• Leadership and team building</li> <li>• Set clear goals for the results to be produced by the team.</li> <li>• Set clear objectives for measuring the ongoing effectiveness of the team.</li> <li>• Define a mechanism for clear and consistent communications among team members.</li> <li>• Develop staffing procedures (recruiting,</li> <li>• Determine the membership of the group.</li> <li>• Determine time frames for starting and terminating the team, if applicable.</li> <li>• Determine the membership of the team.</li> <li>• Assign the role of leader – to ensure systems and practices are followed.</li> <li>• Assign role of communicator – communication is the life’s blood of teams!</li> <li>• Identify needs for resources (training, materials, supplies, etc.).</li> <li>• Identify the costs to provide necessary resources for the team.</li> <li>• Contact each team member.</li> <li>• Early on, plan team building activities to support trust and working relationships.</li> <li>• Carefully plan the first team meeting.</li> <li>• Regularly monitor and report on status of team members toward achieving the goal.</li> </ul>
Constructing market intelligence	<ul style="list-style-type: none"> <li>• Marketing research and knowledge of market watch</li> <li>• Foresight methods</li> <li>• Collation and analysis of available and relevant information and data on specific markets</li> <li>• Collation of data from various sources such as company accounts,</li> <li>• Capitalizing on official statistics,</li> <li>• Utilizing data from trade bodies,</li> <li>• Interviewing with business contacts</li> <li>• Contacting research on consumer attitudes.</li> </ul>
Constructing marketing	<ul style="list-style-type: none"> <li>• Initiating media cooperation</li> </ul>

intelligence	<ul style="list-style-type: none"> <li>• Image creation via media coverage</li> <li>• Identification of niche markets,</li> <li>• Social media promotion of the cluster</li> <li>• The use of viral marketing</li> <li>• Cluster and participating companies promotion at local and especially at international level</li> <li>• Managing web analytics</li> <li>• Organising call center and sales data,</li> <li>• Design reports that correlate and visualize data coming from a variety of departments and sources (even, in some cases, external data.</li> <li>• Set current key performance indicators in real time</li> <li>• Perform a competitor analysis programme (PMI)</li> <li>• Perform an RDC comparison of innovation trends</li> </ul>
Using technology transfer in RDC	<ul style="list-style-type: none"> <li>• Technology transfer mediation,</li> <li>• Using technology watch tools</li> <li>• Identifying key technologies for the cluster</li> <li>• Contact and negotiate a new technology in the post-crisis environment</li> <li>• Creating a future technology roadmap</li> <li>• Recognizing critical technologies for change</li> </ul>
Advancing the generation of new ideas	<ul style="list-style-type: none"> <li>• Creativity management</li> <li>• Product portfolio management</li> <li>• Tools for new idea generation</li> <li>• Promotion of creativity sessions within the RDC</li> <li>• Methodologies for new idea screening</li> </ul>
Practicing open innovation with end user involvement	<ul style="list-style-type: none"> <li>• Open innovation resources</li> <li>• Use of living labs</li> <li>• Crowdsourcing methods</li> </ul>
Establishing international networking and co-operation	<ul style="list-style-type: none"> <li>• Supporting foreign market entry for RDC members</li> <li>• Improve promotion for RDCs new products</li> <li>• Reaching out for global networks</li> <li>• Identifying complementarities for co-operation with international networks</li> <li>• RDC promotion in global networks</li> </ul>
RDC promotion through branding	<ul style="list-style-type: none"> <li>• Establishing an RDC branding strategy</li> <li>• Promotion and communication of branding</li> <li>• Communicating branding among RDC members</li> </ul>
IPR management	<ul style="list-style-type: none"> <li>• Selecting the appropriate IPR type</li> <li>• File for a triad and other patent</li> <li>• IPR types</li> <li>• IPR organizations and treaties</li> <li>• Legal issues with IPR</li> <li>• Cost / benefit of IPR</li> <li>• Applying for IPR</li> </ul>
Accessing the innovation funding sources	<ul style="list-style-type: none"> <li>• EU and national funding</li> <li>• Sources of innovation funding</li> </ul>

	<ul style="list-style-type: none"><li>• Applying for innovation funding</li><li>• Participating in innovation funding events</li><li>• Motivating investors to RDC innovative products</li></ul>
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