



Strengthening Business Performance Management in
Economic Networks (SeBPEN)

2011-1-PL1-LEO05-19900

Smart IT Cluster

CLUSTERS' BUSINESS PERFORMANCE MANAGEMENT PLAN

Final

Developed by
Human capital research and development institute



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1. Cluster's/ function's aims and KPI

Cluster's title	Smart IT cluster	Date:	30.08.2013	Version No:	1
Cluster's mission	To stimulate export of the solutions of the Cluster's companies to Eastern Europe and Central Asia				
Cluster's objectives	<ol style="list-style-type: none"> 1. To develop cluster's strategy 2. To represent members of the Cluster in international expositions, conferences as well as in other missions. 3. To stimulate interactive collaboration with between members of the Cluster and to sell common products. 				
Cluster's KPIs	<ol style="list-style-type: none"> 1. Growth of the export of the Cluster's products 2. New sales channels 3. Maintenance of the sales 				
Function represented	President				
KPIs of the function	<ol style="list-style-type: none"> 1. Consolidation of the cluster 2. Common products and business plan 3. Market and sales strategy 4. Risk management strategy 				

2. Cluster's management/function's situation analysis by KPI and identification of the gap

A. CLUSTER level

CURRENT SITUATION of the cluster:	Most of the members of the cluster are focusing on their own export strategy development. Not so much on common activities	DESIRED SITUATION of the cluster:	All members understand the added value chain and focus on common for all members of the cluster export strategy.
Performance indicators by KPIs	<ul style="list-style-type: none"> • Individual sales 	Objectives to improve performance indicators:	<ul style="list-style-type: none"> • Marketing & Sales system developed • Cluster's products developed and customer needs analysis • Business plan • Team of the highly competent experts • Marketing and sales strategy



3. Action plan to fill in the gap identified in the situation analysis (cluster or function level)

No	Action	Expected result	Impact on KPI	Responsible	Deadline
1	To form a team from the representatives of the members of the cluster responsible for common results	Representative competent team	Team of the highly competent experts	Kristina	2014 1 st quarter
2.	To work out Cluster's product portfolio	Cluster's product portfolio	Common products	Kristina	2014 2 nd quarter
3.	To develop Cluster's products marketing and sales (including exports) strategy	Strategy	Common export strategy	Kristina	2014 2 nd quarter
4.	To develop action plan to implement the strategy	Action plan	Focusing on results	Kristina	2014 3 rd quarter
5	To elaborate Clusters development strategy	Clusters development strategy	Focus on growth	Kristina	2014 4 th quarter
6.	To develop business and risk management plan	Business and risk management plan	Focus on revenue increase	Kristina	2014 4 th quarter

4. Financial implications to meet the action plan (cluster or function level)

No	Expenditure/ Action	# Units	Rate/ Unit	Total expenditure
1.	To form a team	11 team members (team leader and 10 representatives of the Cluster's members)	2000LT	22000Lt
2.	Clusters product portfolio	2 days brainstorming session	10000LT	20000Lt
3.	Business and risk management plan	Consultancy services together with the team	10000Lt per day	20000 Lt
4.	Marketing and Sales strategy	Consultancy services	120000Lt	120000Lt



5.	Action plan	3 days	1000Lt	3000Lt
6.	Elaborated Cluster's development plan	5 days	1000Lt	5000Lt

5. Schedule of the actions (cluster or function level)

SCHEDULE OF THE ACTIONS 2013			
JANUARY	FEBRUARY	MARCH	APRIL
MAY	JUNE	JULY	AUGUST
		Cluster's Internationalization plan	
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Team development	Brainstorming sessions Identifying consultancy agency for Marketing and sales strategy	Development of product portfolio	Development of product portfolio



Annex 1. Smart IT Cluster. <http://smartitcluster.eu/>

Online Marketing Strategy Recommendations

The SmartIT Cluster has recently launched a new website. Graphically attractive, the website presents a good starting point for the cluster's strategic objectives and members services. During the cluster visit March 3rd, 2013 in Kaunas, an in-depth review was implemented. The results and recommendations are summarised here.

1. Relate Strategic Objectives to Online Marketing Objectives

The cluster needs to more clearly relate its business objectives for 2013-2014 with specific online marketing objectives and content. Each objective should be specific, and outline the timeline, indicators of achievement and other specific metrics needed to define success. Right now, the cluster website is largely passive "brochureware": It does not include an active marketing approach designed either to excel in term of search engine optimisation, nor to convert visitors to customers once they do visit the website.

With this in mind, we suggest the cluster implements a planning and analysis session designed to strategically upgrade the role of its website. Some tools for this are recommended below.

Worksheet 1.1: Relate Smart IT's Business Objectives to Online Marketing Objectives

Smart IT's Business Objectives Smart IT's Online Marketing Objectives

(Add more rows as necessary)

2. Relate Online Content to Customer Requirements

Another key issue is to assess what information the Cluster's customers are searching for, and how the website can provide this information. The Cluster's customers include both B2B and B2C customers, and different content is required for each. Some questions to answer:

- a. What is the profile of each customer? Can you define this in terms of age, country of residence, language, income level, whether this is a B2B or B2C customer?
- b. What share of your total current customers correspond to this profile or segment? Don't worry about being entirely accurate—just get an estimate of the size of this segment. This is important in order to understand where to prioritise your efforts.
- c. What do they want should be expressed through the viewpoint of your customers. For instance, do they want reassurance on quality of your software applications? On accuracy? On being on-time and on-budget?

We suggest implementing a brief customer profile segmentation based on the worksheet below:

Worksheet 1.2: Customer Profile Segmentation

Customer Profile % Customers What do they Want?

- 1.
- 2.
- 3.
- 4.
- 5.

(Add more rows as necessary)

We have distinguished the following target groups towards which Smart IT Cluster should plan its online Marketing activities:

Current cluster members: A key objective is to increase the involvement of the members in the current cluster's activities. The Cluster should invest the time and effort in providing to the members with high quality information, which demonstrates the successes and business potential from working with Smart IT. This dialogue will take time to bring to fruition, but is of strategic importance and should not be overlooked.



- Potential members. This includes the companies from Lithuania that aren't members at the moment as well as international that are in the Cluster's target.
- Customers from the following sectors: Agricultural, Banking, Energy.
- Cluster's Partners comprise potential companies from LT or international ones that would like to comprise to the success of the cluster and could be the way to promote the cluster and its activities more widely.
- Lithuanian and international press is also a key target group, and can play an invaluable role in promoting Smart IT and its initiatives.

3. Address Strengths and Weaknesses Online

One of the most difficult things about emarketing is therefore not creating the content, but doing so in such a way that is responds to the unspoken prejudices and stereotypes of the viewer. Your task, therefore, is to use your website strategically to achieve two related functions:

- To emphasise your strengths and the unique aspects of your operation
- To minimise and address your weaknesses, and combat stereotypes and prejudices.

As a result, it is absolutely necessary to make a catalogue of your strengths and weaknesses not only as you see them, but as your customers (and particularly your foreign customers) see them. This requires some in-depth thinking, and if possible direct feedback from foreign customers. Use this process to challenge yourself about what your real strengths and weaknesses are in the view of your consumers.

In implementing the worksheet exercises, please use the following methodology:

- a. On a blank piece of paper, list all your strengths and weaknesses separately. Be as detailed and as precise as possible. For instance, if you say "strong brand name", list your brand name and explain why you think it is a strong brand name.
- b. Transpose these strengths and weaknesses to the worksheets 1.3 and 1.4, using one row per strength and weakness. (expand the worksheets as necessary). In the first column to the right, explain how a Lithuanian consumer or customer interprets the same strengths and weaknesses you believe are present. Be specific.
- c. Then, in the last column to the right, take your most difficult or challenging customer, and interpret these strengths and weaknesses as they see them. Be as detailed as possible here: the weaknesses you see on the surface are often symptoms of a deeper root cause or problem, which affects different consumers and customers in different ways.

Worksheet 1.3: Your Strengths

Your Strengths

How does a Lithuanian customer interpret these?

How does a foreign* customer interpret these?

Worksheet 1.4: Your Weaknesses

Your Weaknesses

How does a Lithuanian customer interpret these?

How does a foreign* customer interpret these?

* Select any consumer that you evaluate is the most difficult consumer whom you are targeting

4. Benchmark your Competitors

Finally, take a look at other websites you feel are successful, or websites of successful direct competitors. Make a quick evaluation of the content, images, branding, positioning and their general approach to illustrating their strengths and addressing their weaknesses. Make a quick



list of how your existing website (or your planned website) compares to theirs, using metric specific to the food and beverage sector, and to your specific segment.

Worksheet 1.5: Competitor Evaluation

Metric You / Your Site Competitor 1

Strength of logo or brand

Strength of product logo/s or brand/s

Degree to which brand is transferrable or suitable

Degree to which site layout and graphics reflect brand

Website pages

Website images

Average Words per Page, comparable page

Content for B2C viewers

Content for B2B viewers

Online product catalogues or product database

Store finder application

Online ordering application

Social media links

Awards or distinctions won

Website in English

Website in Lithuanian

Website in German, French or other Languages

Up-to-date news items

Other (please list)

The points discussed in the previous section should illuminate the content and site structure for your website, which we will develop in the following section. Before doing this, please note that following general points of competitiveness.

5. Minimum Website Content

In order to be found online, a website typically needs to comply with the following minimum criteria:

Table 1.1: Basic Competitiveness Criteria

Pages in Website At least 200 pages on website

Words per page Strong content per page: 150-200 words with on-page SEO

News News posted every 1-2 days, and/or content updates on existing pages

Languages Multiple languages for multiple target groups

Incoming Links At least 500 incoming links from high quality websites

Social Media Network Daily cross-posting on four main platforms

Staff profile and posting integration

Regular presence on at least 10-15 additional platforms

Database & Newsletter A quarterly electronic newsletter

A database with at least 500 recipient contacts



6. Site Content Recommendations

1. Add the specific message in the home page such as 'Cooperation opportunities' or 'Working with Us'. Enable your viewers to react, to take action.
2. As mentioned: news is critical for search engine optimisation in Google. The Cluster should aim for news posts every day or every two days. The absolute minimum is once per week. Each news post should have between 200- 300 words and follow SEO guidelines presented.
3. News should be visible and highlighted in the home page.
4. Try to get the news from each Cluster members to include in the News section. Ask your members to contribute one article per month: this will take care of approximately 1/2 your news requirements.
5. Cross post all news to Facebook and other social media channels.
6. Expand the Main menu in the top including the new 'Products/Services' section.
7. Make the title of each product as the link. Improve navigation adding the second little link leading the visitor to the other product's description.
8. Add as many services as possible. Expand the services by adding sub-pages, thus increasing the number of pages on the site.
9. Include and emphasize all applications and brand names the Cluster is working with. This is crucial both for SEO as well as for Cluster credibility. Expand this into a separate category, with sub-pages for each application / brand name.
10. Include the list of certifications such as Agile, Microsoft, Oracle and others that that Cluster has been certified to use. This is important for SEO and credibility.
11. Include more text in the footer.
12. Expand the 'About Us' section. Make vision, mission and objectives as separate subpages.
13. Expand 'Our Team' by adding the short profiles with photos of each team member and the links to their LinkedIn profile (at least for the Management and Board members).
14. Include 'Join us', or 'Join the Cluster' as one of the main messages in the home page (repeating it in every sub page if possible).
15. Expand the text within Industries' section up to 200 words per each at least. Include sentences about the products per industry.
16. Include Project Management as a service, and include opportunities to apply for the EU funded projects and national grants as a key section, including on the home page.
17. Include E-banking section within Cluster's activities. This is crucial.
18. Include Case Studies section. Both the Cluster and also the Cluster members should contribute Case Studies, indicating how they have helped their clients succeed. This is critical. Use a standard format, and remember to follow SEO guidelines. View the Navigator Consulting project experience as an example, or that of any major consultancy.
19. Update the Member section by adding one missing member.
20. Add the links to each member's web page in the Members' descriptions. Make it open in the new web browser's window.

7. Keyword Optimisation

1. Add keywords to site text. Remember the SEO guidelines.
2. Add meta tags and page titles for marketing and SEO purposes.
3. Increase text / content on each page to 200 words, if possible / feasible (or at least 100 words). Use main keywords 3 times per 100 words.
4. Change the word "Home" in the meta tag title of the homepage to keyword otiomised-text. The example we developed during the meeting was: "IT consulting services for energy, agriculture and Finance: Smart IT Cluster" in the meta tag title of the web page. This would look better and more descriptive in Google search.

8. Social Media Network



1. Create Facebook, LinkedIn, Google+ profiles and update information once per week at least.
2. Cross-post each news item to social media network.
3. Ask your members to create Facebook and LinkedIn profiles for their Companies or do it for them asking to update information once per week.
4. Set the links between members' profiles on Facebook and LinkedIn to the Cluster's profile

9. Other

1. Ask members of the Cluster to include Cluster's logo and short profile to their webpage with the link to Cluster's page.
2. You may want to consider the option to hire one person to work only on Cluster's and all Cluster members' websites.
3. Consider using Mail Chimp or another programme for sending newsletters, and target 1 newsletter per month.

10. Calls to Action

Each page should have a "call to action" (CTA). This is a direct invitation for the viewer to contact Smart IT. The objective of the CTA is to generate leads, or business opportunities. The idea of a free consultation might also work.

11. Online Marketing Monitoring Framework

Smart IT needs to develop an online marketing monitoring framework to track its results. We recommend using the following metrics (which can be expanded as needed). Smart IT should check its existing website statistics, and develop a forward plan for 2013-2014.

Agrosmart <http://www2.agrosmart.lt/en/home.html>

Additional recommendations were made for Agrosmart. In addition to the principles for the business cluster, some additional points are:

1. Include some content at the bottom of the webpage. You can repeat the main menu there.
2. Make sub pages from separate paragraphs in the 'About us' section – mission, vision, achievement, Management. Expand these to 200 - 300 words each.
3. Include all staff members in the web page.
4. Consider splitting Products section into two subpages. One – AgroSmart for Farmers, other - AgroSmart for elevators.
5. Make the titles of each product as a link.
6. Improve navigation adding the second little link leading the visitor to the other product's description.
7. Add as many services as possible making separate sub page per service.
8. Make separate subpages per each AgroSmart Partner providing the description and only then linking to their page. Make their web pages open as a new web browser window.
9. Include Case studies section.
10. Expand News section, updating news at least once per week.
11. Make a News stream.
12. Make a 'Work with us' or 'Working with us' section in the navigation bar.
13. Include the number of installations, users and etc.