Projects and Products Portal for Leonardo da Vinci

Stärkung der Business Performance Management in ökonomischen Netzwerken

2011-1-PL1-LEO05-19900

http://www.adam-europe.eu/adam/project/view.htm?prj=9625

Projektinformation

Titel:	Stärkung der Business Performance Management in ökonomischen Netzwerken
Projektnummer:	2011-1-PL1-LEO05-19900
Jahr:	2011
Projekttyp:	Innovationstransfer
Status:	abgeschlossen
Land:	PL-Polen
Marketing Text:	Mit diesem Projekt erwartet man das es voraussichtlich zu einer großen Zusammenarbeit kommt und dass das Engagement der Organisationen /Gemeinden in ihren Aktivitäten gefördert wird. Soweit Manager und Netzwerkadministratorenvermittler betroffen sind, sollten sie ihre Verwaltungs-Fachkunde und Leistungsfähigkeit bei der Verwaltung der Unternehmens, die kommunikativen und Sprachlichen Kenntnisse erweitern. Es wird auch erwartet ,dass der Austausch von Erfahrungen und Information die Konzeption der vielfältigen Informationen Methoden und Strategien sowie die Erprobung und Anwendung, wird sie motivieren innovative und kreative Management-Praktiken zu verwenden. Die wichtigsten und neuesten Verbindungen sind die zwischen Unternehmen in Polen, Litauen und Großbritannien. Die Zusammenarbeit soll eine Verbesserung Business Performance der Netzwerke bringen.
Zusammenfassung:	Economic networks, like cluster or cluster initiatives play crucial role in economic reality (The initial observations of the European Cluster Observatory). It can be assumed that roughly 38% of all European employees work in enterprises that are part of the cluster sector [Innovation Clusters in Europe…, EC, 2007]. Next observations suggest a positive correlation between the strength of regional portfolios (human resources, patent applications, employment in medium - and high-tech manufacturing) and regional innovation performance. The existing economic networks in Poland and Lithuania have several problems with performance management as well as business animation. They have to be equipped with tools and analytical process that enable to achieve preselected goals. The objectives of the project were: • To assess the actual competence of the selected trainers in business performance management • To train 20 trainers on managing and animation the business networks • To develop 20 Plans of business performance management • To develop 1 managerial "tool kit" • To amend the 20 Plans according to the feedback after the pilot testing implementation phase • To develop the textbook and an article on business performance management in European networks • Disseminate results of the project in 2 international conferences. Target groups of the project were: direct - managers and facilitators dealing with business performance management in economic networks. Indirect target group were entrepreneurs. The beneficiaries were: enterprises, companies, trainers, educators, managers, society. Partners by their professional experience represented: Navigator Consulting Partners, UK – field strategic management consulting, as well as representative of the enterprises for contributing to the development and piloting Plans, Human Capital Research and Development Institute involved in development and implementation of different training programmes for adults for their professional development, Wielkopolska Chamber of Commerce and Industry as well as Kaunas Chamber of Commerce, Industry and Crafts for bridging consultants and business in Poland and Lithuania. Partners have professional trainer training, management education, as well as dissemination experience and are proficient in project management. The project results are: 20 trained trainers, 20 Plans and "1 tool kit" of performance management and business animation, textbook on management in European networks, one article, as well as 2 international conferences. The project duration was 24 month.

Projektinformation

Beschreibung: According the initial European Cluster Observatory, economic networks, like cluster or cluster initiatives play crucial role in economic reality. It can be assumed that roughly 38% of all European employees work in enterprises that are part of the cluster sector [Innovation Clusters in Europe…, EC, 2007]. Next observations suggest a positive correlation between the strength of regional portfolios (human resources, patent applications, employment in medium - and high-tech manufacturing) and regional innovation performance. The development of economic networks like clusters and cluster initiatives, is seen as one of the most important drivers for spurring innovation and competitiveness among companies. But as a network develops over time, so does the role of the facilitator. Therefore, the skills and competencies needed to work as a strategic change agent increase as a network grows and matures. The existing economic networks in Poland and Lithuania have several problems with performance management as well as business animation. They have to be equipped with tools and analytical process that enable to achieve preselected goals.
Europe needs to better mobilize the innovative potential of its companies, especially its SMEs. At its core, the European Cluster Excellence Initiative provides the access to a European Cluster Collaboration Platform (launched in September 2010) rich in information and services that enables better and more targeted interaction between cluster organizations and their members. The objective was to improve their performance and increase their competitiveness through stimulation of European and international cluster collaboration required. This project was oriented on the same goals. Networking is more and more important, but as always, the crucial role to play is business facilitator in the specific network. These business facilitators need a training.
Overall aim of the project was to transfer innovative methods of business performance management and business animation in economic networks as well as contribute to social and economic cohesion.
Specific aim was to increase managerial skills of managers and facilitators in clusters and clusters initiatives in Poland and Lithuania through delivering them special training and equipping them with required analytical tools.
Project shall have helped managers and business facilitators in the economic networks acquire skills that increase their efficiency, improve performance management and enable achieving better economic and social cohesion.
The nature of the projects results was very innovative. First step, was an assessment of the network managers needs. The survey has deliver description of the following issues:
- Characteristics of clusters and cluster initiative in Poland and Lithuania,
- Characteristics of the networks manager,
- Tasks of the networks manager,
- Required areas of competence,
- Interests in training/skills development
- Training measures and methods,
- Preferences and conditions regarding training measures and methods.

On the basis of the survey results, the specific training was prepared. Experts from Navigator have transferred innovative management techniques and methods used in United Kingdom. The training was divided into 5 modules and included elements, like: strategy building, fiance management, n-line marketing, members services and internationalisation.
Every network manager had to prepare his own Plan how to increase business performance of the given network, economic and social capacity, how to attract more companies to the network, how to improve level of collaboration etc.
The whole training was based on experiential, interactive training methods - action based learning, cases, etc.
The managerial tool kit was also delivered, composed of commonly used management techniques, adjusted to the perspective of the Central East European Countries.

Themen: *** Lebenslanges Lernen
*** Berufsorientierung und -beratung
*** Unternehmen, KMU

Projektinformation

	** Interkulturelles Lernen
Sektoren:	*** Erbringung von Sonstigen Wirtschaftlichen Dienstleistungen *** Erbringung von Freiberuflichen, Wissenschaftlichen und Technischen Dienstleistungen ** Erziehung und Unterricht
Produkt Typen:	Module Lehrmaterial Homepage
Produktinformation:	R.1. Results of competencies analysis in business performance management in economic networks in Poland and in Lithuania R.2. Business Performance Management Plan for economic networks R.3. Managerial tool kit for managers of economic networks R.4. Report - assessment of the quality of developed products R.5.Revised Business Performance Management Plan for economic networks R.6. Revised Managerial tool kit for managers of economic networks R.7. Textbook on business performance management in economic networks in Poland and in Lithuania R.8. Article in International Journal
Projektwebseite:	http://www.partners.org.pl/leonardo

Vertragnehmer

Name:	Foundation “Partners for Local Government”
Stadt:	Pozna
Land/Region:	Wielkopolskie
Land:	PL-Polen
Organisationstyp:	Verband/nicht regierungsgebundene Organisation
Homepage:	http://www.partners.org.pl

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Land/Region:	Wielkopolskie
Land:	PL-Polen
Organisationstyp:	Verband/nicht regierungsgebundene Organisation
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Partner

Partner 1

Name: Navigator Consulting Partners LLP
Stadt: London
Land/Region: Inner London
Land: UK-Vereinigtes Königreich
Organisationstyp: andere
Homepage: http://www.navigator-consulting.com

Partner 2

Name: Human Capital Research and Development Institute
Stadt: Kaunas
Land/Region: Lietuva
Land: LT-Litauen
Organisationstyp: andere
Homepage: http://www.humancapital.lt

Partner 3

Name: Wielkopolska Chamber of Commerce and Industry
Stadt: Pozna
Land/Region: Wielkopolskie
Land: PL-Polen
Organisationstyp: andere
Homepage: http://www.wiph.pl

Partner 4

Name: Kaunas Chamber of Commerce, Industry and Craft
Stadt: Kaunas
Land/Region: Lietuva
Land: LT-Litauen
Organisationstyp: andere
Homepage: http://chamber.lt

Projektdateien

Activities of E-business cluster 13 11 21 KTU.pdf

http://www.adam-europe.eu/prj/9625/prj/Activities%20of%20E-business%20cluster%2013%2011%2021%20KTU.pdf

Final Conference - presentation from Lithuanian eCluster

Agenda Conference Poland Septemeber 2013.doc

http://www.adam-europe.eu/prj/9625/prj/Agenda%20Conference%20Poland%20Septemeber%202013.doc

Agenda Interim Conference Leszno, Poland 2013

ICT CLuster Conference presentation Kaunas 2013.pdf

http://www.adam-europe.eu/prj/9625/prj/ICT%20CLuster%20Conference%20presentation%20Kaunas%202013.pdf

Final Conference - presentation from ICT Cluster

LdV Project Maciej Pietrzykowski EN.pptx

http://www.adam-europe.eu/prj/9625/prj/LdV%20Project%20Maciej%20Pietrzykowski%20EN.pptx

Interim Conference presentations: Maciej Pietrzykowski

Managing clusters in Poland, Leszno 27th Sep 2013.ppt

http://www.adam-europe.eu/prj/9625/prj/Managing%20clusters%20in%20Poland%2C%20%20Leszno%2027th%20Sep%202013.ppt

Interim Conference presentations: Maciej Pietrzykowski no. 2

Navigator Presentation on Internationalisation .pptx

http://www.adam-europe.eu/prj/9625/prj/Navigator%20Presentation%20on%20Internationalisation%20.pptx

Interim Conference presentations: Navigator

Preconference programme.pdf

http://www.adam-europe.eu/prj/9625/prj/Preconference%20programme.pdf

Final Conference - Program

Presentation KTU Clusters 2013.pdf

http://www.adam-europe.eu/prj/9625/prj/Presentation%20KTU%20Clusters%202013.pdf

Final Conference - presentation from KTU cluster

SeBPEN_Kaunas_112013 WCK.pptx

http://www.adam-europe.eu/prj/9625/prj/SeBPEN_Kaunas_112013%20WCK.pptx

Final Conference - presentation from WCK cluster

SEBPEN Module 1 Strategy - Part 1 Training.pdf

http://www.adam-europe.eu/prj/9625/prj/SEBPEN%20Module%201%20Strategy%20-%20Part%201%20Training.pdf

Training Presentation - Module 1

SeBPEN Module 1 Strategy Part 1 Workbook.pdf

http://www.adam-europe.eu/prj/9625/prj/SeBPEN%20Module%201%20Strategy%20Part%201%20Workbook.pdf

Module 1 - Training Workbook

Projektdateien

SEBPEN Module 2 Finance Training Presentation.pdf

http://www.adam-europe.eu/prj/9625/prj/SEBPEN%20Module%202%20Finance%20Training%20Presentation.pdf

Training Presentation Module 2

SEBPEN Module 3 Online Marketing Poznan.pdf

http://www.adam-europe.eu/prj/9625/prj/SEBPEN%20Module%203%20Online%20Marketing%20Poznan.pdf

Training Presentation - Module 3 Online marketing

SeBPEN Module 4 training presentation.pdf

http://www.adam-europe.eu/prj/9625/prj/SeBPEN%20Module%204%20training%20presentation.pdf

Training presentation - Module 4 Member Services

SEBPEN Module 5 Internationalisation - training presentation.pdf

http://www.adam-europe.eu/prj/9625/prj/SEBPEN%20Module%205%20Internationalisation%20-%20training%20presentation.pdf

Training presentation - Module 5 Internationalisation

Produkte

1 The clusters managers competence analysis

2 Individual Development Plan - revised versions

3 Managerial Tool Kit - revised versions

4 Textbook about clusters

5 Article for the Interdisciplinary Studies Journal

6 Report - assessment of the quality of developed results

7 DRAFTS of Individual Development Plans

8 DRAFT of Managerial Tool Kit

Produkt 'The clusters managers competence analysis'

Titel:	The clusters managers competence analysis
Produkttyp:	andere
Marketing Text:	This result contributed directly to an achievement of the first of specific objectives of the project: to assess the level of the actual competence of trainers from selected network as far as management of business activity is concerned. This product supported achievement of the overall aim of the project, which is – transfer the innovative management tools to enhance business activity and business activities in economic networks as well as to the specific aim which is to increase management skills of managers and leaders within clusters and cluster initiatives in Poland and Lithuania by providing them special training, and equipping them with the necessary analytical tools.
Beschreibung:	The collected information about managerial competencies are to be used to develop a dedicated training program that prepares trainee to develop individual Network Management Plans. This study, therefore, is not to be scientific, or contain statistically significant analysis, due to the fact that research are not eligible under the Leonardo da Vinci program. The Foundation "Partners for Local Government" has recruited representatives of clusters and cluster initiatives with the assistance of project partners from the Chamber of Commerce in Poland and Kaunas Chamber of Commerce, Industry and Craft in Lithuania. Up to 15 August 2012, 21 people were recruited primarily representing clusters constituted in the furniture industry, ICT and renewable energy. All trainees were questioned using a questionnaire prepared by a consortium comprising the various fields of management. The questionnaire itself has been attached to this report.
Zielgruppe:	Direct group: Managers, trainers, business facilitators from economic networks in Poland and Lithuania. Indirect group: entrepreneurs, managers, local authorities, society.
Resultat:	Results are very complex - all recommendations and conclusions are included in the attached file.
Anwendungsbereich:	Clusters, business networks
Homepage:	
Produktsprachen:	Englisch

product files

Result no 1

The Competence Analysis October 10th 2012 _final.docx

http://www.adam-europe.eu/prj/9625/prd/1/2/The%20Competence%20Analysis%20October%2010th%202012%20_final.docx
The purpose of the analysis is to identify managerial competencies defined by the different areas of management. The description of these competencies is important while it is vital to prepare a dedicated training programme that will best suit the needs of recruited managers. The collected material will be used by trainers from the UK to the analysis of both training content and level of difficulty.

Produkt 'Individual Development Plan - revised versions'

Titel:	Individual Development Plan - revised versions
Produkttyp:	andere
Marketing Text:	Owing to the indicators used in the Plan it is possible to monitor the manager or facilitator's work and to measure their performance efficiency. These indicators constitute a kind of a roadmap for the managers/facilitators as well as a work milestone plan, just as in the case of project management. The detail in the Plans differs according to the extent to which the cluster is organised, its material and financial resources, as well as to the manager's competence level. Moreover, the level of cooperation, or rather coopetition, in the cluster is not always so developed as to allow broad activity planning.
Beschreibung:	The structure of the Individual Management Plan prepared by the project partners referred to the training modules. During methodical construction of the Plans, the partners decided to use Key Performance Indicators (henceforth referred to as KPI) as a tool exploited by the organisation in the process of measuring the extent to which its goals are achieved.
Zielgruppe:	Cluster managers and animators, organisations managing business networks
Resultat:	13 Individual Development Plans from Poland delivered in English and Polish languages,8 Individual Development Plans from Lithuania delivered in English and Lithuanian languages
Anwendungsbereich:	Business networks management
Homepage:	http://www.partners.org.pl/leonardo/pl/
Produktsprachen:	Polnisch Englisch Litauisch

product files

IDP from Lithuania (EN versions)

eCluster Individual_development plan_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/2/eCluster%20Individual_development%20plan_amended.pdf
eCluster

Individual_development plan_Design friends_GB_final_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/2/Individual_development%20plan_Design%20friends_GB_final_amended.pdf
Industrial Design Cluster - GB

Individual_development plan_Design friends_MANAGER_final_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/2/Individual_development%20plan_Design%20friends_MANAGER_final_amended.pdf
Industrial Design Cluster - Manager

Individual_development plan_Design friends_PRM_final_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/2/Individual_development%20plan_Design%20friends_PRM_final_amended.pdf
Industrial Design Cluster - PRM

Individual_development plan_smartITCluster_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/2/Individual_development%20plan_smartITCluster_amended.pdf
SmartIT Cluster

KTU_CIE_Individual_development planAdminF_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/2/KTU_CIE_Individual_development%20planAdminF_amended.pdf
KTU Cluster - Admin

product files

KTU_CIE_Individual_development plan_PRMF_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/2/KTU_CIE_Individual_development%20plan_PRMF_amended.pdf
KTU Cluster - PRM

KTU_CIE_Individual_development plan_TTfunction_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/2/KTU_CIE_Individual_development%20plan_TTfunction_amended.pdf
KTU Cluster TT

IDP from Lithuania (LT versions)

eCluster Individual_development plan_LT_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/3/eCluster%20Individual_development%20plan_LT_amended.pdf
eCluster

Individual_development plan_Design friends_GB_final_LT_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/3/Individual_development%20plan_Design%20friends_GB_final_LT_amended.pdf
Industrial Cluster Design - GB

Individual_development plan_Design friends_MANAGER_final_LT_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/3/Individual_development%20plan_Design%20friends_MANAGER_final_LT_amended.pdf
Industrial Cluster Design - Manager

Individual_development plan_Design friends_PRM_final_LT_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/3/Individual_development%20plan_Design%20friends_PRM_final_LT_amended.pdf
Industrial Cluster Design - PRM

Individual_development plan_smartITCluster_LT_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/3/Individual_development%20plan_smartITCluster_LT_amended.pdf
SmartIT Cluster

KTU_CIE_Individual_development planAdminF_LT_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/3/KTU_CIE_Individual_development%20planAdminF_LT_amended.pdf
KTU Cluster - Admin

KTU_CIE_Individual_development plan_PRMF_LT_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/3/KTU_CIE_Individual_development%20plan_PRMF_LT_amended.pdf
KTU Cluster - PRM

KTU_CIE_Individual_development plan_TTfunction_LT_amended.pdf

http://www.adam-europe.eu/prj/9625/prd/2/3/KTU_CIE_Individual_development%20plan_TTfunction_LT_amended.pdf
KTU Cluster - TT function

Produkt 'Managerial Tool Kit - revised versions'

Titel: Managerial Tool Kit - revised versions

Produkttyp: Lehrmaterial

Marketing Text: There are extensive references between the chapters. A common theme running through the Tool Kit is internationalisation: how business networks can organise themselves for successful internationalisation. Additional content on this subject is provided in Chapter 1. Each chapter is based on an action learning programme implemented during the SeBPEN project. This comprised a 4-hour general training programme, followed by action learning sessions and individual training and counselling in participating business clusters.
As a result, this Tool Kit is intended for practitioners. Each chapter contains content-specific resources, methods, and tools intended for application by managers of business clusters and networks. A list of supporting references is included to provide further conceptual and methodological development.
The reader of this Tool Kit is invited to use either the entire Tool Kit, or to focus on specific chapters as needed.

Beschreibung: This Management Tool Kit provides a brief guide for management of business clusters and networks. It was developed within the framework of the Strengthening Business Performance of Economic Networks (SeBPEN) project, which occurred in Poland and Lithuania between 2012-2014. The SeBPEN project was supported by the EU's Leonardo da Vinci programme, and was implemented by four project partners, including Partners for Local Government (Poland), the Wielkopolska Chamber of Commerce and Industry (Poland), the Kaunas Chamber of Commerce and Industry (Lithuania), the Lithuanian Human Capital R&D Institute (Lithuania), and Navigator Consulting Partners (United Kingdom).

Zielgruppe: This Tool Kit is applicable to a diverse audience concerned with the operations of business clusters and networks:
a. Business cluster and network managers, including general managers as well as functional positions, e.g. marketing and sales managers, training managers, etc. This includes managers of chambers of commerce and sectoral or functional associations who very often must decide on whether to develop business clusters.
b. Policy-makers and national, regional and municipal officials responsible for national, regional and sectoral initiatives involving business clusters and networks. These may include national development programmes, funding programmes or evaluations of clusters and networks.
c. Staff of academic and research institutions involved in studying or supporting business clusters and networks through research and development programmes or participation.
d. Consultants, trainers and other knowledge workers providing services to business clusters and networks.

Resultat: The Tool Kit is developed around 4 Chapters:
1. Strategic Analysis and Management.
2. Financial Management and Monitoring.
3. Marketing, with a focus on Digital Marketing.
4. Services to Members.

Anwendungsbereich: Business networks, clusters.

Homepage: http://www.partners.org.pl/leonardo/pl/

Produktsprachen: Englisch
Litauisch
Polnisch

product files

English version

Managerial Tool Kit result no 6 EN.pdf

http://www.adam-europe.eu/prj/9625/prd/3/2/Managerial%20Tool%20Kit%20result%20no%206%20EN.pdf
Managerial Tool Kit EN

Lithuanian version

Managerial Tool Kit result no 6 LT.pdf

http://www.adam-europe.eu/prj/9625/prd/3/3/Managerial%20Tool%20Kit%20result%20no%206%20LT.pdf
Managerial Tool Kit LT

Polish version

Managerial Tool Kit results no 6 PL.pdf

http://www.adam-europe.eu/prj/9625/prd/3/4/Managerial%20Tool%20Kit%20results%20no%206%20PL.pdf
Managerial Tool Kit PL

Produkt 'Textbook about clusters'

Titel:	Textbook about clusters
Produkttyp:	Lehrmaterial
Marketing Text:	This publication discusses the main problems faced by network managers and facilitators, as well as more general rules and principles resulting from the cluster policy at the regional, national and European levels. The research team involved in the Leonardo da Vinci project hopes that the publication will be useful to anyone involved in cluster activities across Europe because it not only presents the current trends with regard to cluster policy, but it also summarises the fundamental problems which need to be solved in order for clusters to be able to play the role for which they are perfectly suited: generators of innovation, technology transfer and the commercialization of knowledge, serving to improve the competitiveness of the European economy.
Beschreibung:	This book, which is a summary of the work of the team involved in the Strengthening business performance management in economic networks project implemented within the framework of the Leonardo da Vinci Transfer of Innovation programme, describes the transfer of innovative methods for managing business networks in the UK to two countries of Central and Eastern Europe – Lithuania and Poland. In both these countries similar problems can be encountered. Clusters and business networks are a relatively new phenomenon in their economic reality and they often face competence barriers on the part of managers and facilitators.
Zielgruppe:	Cluster managers and animators, scientist dealing with business networks, academic teachers, trainers.
Resultat:	A book,double reviewed consisting of 6 chapters.
Anwendungsbereich:	Business networks and clusters management as well as animation of business activities.
Homepage:	http://www.partners.org.pl/leonardo/pl/
Produktsprachen:	Englisch

product files

Textbook Clusters -result no. 7 ENG.pdf

http://www.adam-europe.eu/prj/9625/prd/4/1/Textbook%20Clusters%20-result%20no.%207%20ENG.pdf
Textbook: Towards greater
economic competitiveness:
Business clusters and cluster policy
in Lithuania and Poland

Produkt 'Article for the Interdisciplinary Studies Journal'

Titel: Article for the Interdisciplinary Studies Journal

Produkttyp: Lehrmaterial

Marketing Text: It is obvious, that clusters do have a positive impact on regional prosperity and well-being. The results of the survey as well as an analysis of the materials obtained from clusters indicate however, that clusters do not possess adequate resources for the fulfilment of their tasks. This relates mostly to financial and infrastructural resources, though also to human. The above leads one to the conclusion that adequate instruments need to be created to support human resource management, the financial standing of clusters and the infrastructure accessible to their members.

Beschreibung: Abstract:
The positive impact of clusters on regional prosperity and well-being is an undeniable fact. For clusters to meet the many challenges of a globalised world they require professionalism in their management. The aim of this article is to analyse the level of competencies of cluster coordinators in Lithuania and Poland. These competencies influence cluster performance and thus also regional economic outcomes. The survey results along with an analysis of available cluster materials revealed the scale of the gap between the existing and desired competencies of cluster managers in both countries. The survey was also an opportunity to compare clusters in both countries in terms of their capacities and possessed resources. The chapter ends with a set of recommendations for cluster coordinators with the aim of strengthening cluster performance.

Zielgruppe: Cluster managers and animators, business networks coordinators, scientists and academic teachers dealing with cluster topics.

Resultat: An article published in Interdisciplinary Journal issued by Laurea University of Applied Science in Finland

Anwendungsbereich: Clusters management and animation, business networks coordination and management.

Homepage: http://www.partners.org.pl/leonardo/pl/

Produktsprachen: Englisch

product files

Result no 8 Clusters Pietrzykowski Finnish Journal Jan 2014.pdf

http://www.adam-europe.eu/prj/9625/prd/5/1/Result%20no%208%20Clusters%20Pietrzykowski%20Finnish%20Journal%20Jan%202014.pdf
Article: Strengthening cluster performance by upgrading managerial competencies. Selected cases from Poland and Lithuania

Produkt 'Report - assessment of the quality of developed results'

Titel:	Report - assessment of the quality of developed results
Produkttyp:	andere
Marketing Text:	Clusters arise because they increase the productivity with which companies can compete. The development and upgrading of clusters is an important agenda for governments, companies, and other institutions. Cluster development initiatives are an important new direction in economic policy, building on earlier efforts in macroeconomic stabilization, privatization, market opening, and reducing the costs of doing business. Fast growing cluster initiatives require special agent responsible for sustainability of this development. They need qualified cluster managers and animators. Results, as well as achievements and level of development of clusters in Poland and Lithuania reflect the necessity of intensive training for networks actors. Project Strengthening business performance management in economic networks responds to the needs of the cluster managers and animators and with this regard it can be considered as a very beneficial and innovative.
Beschreibung:	The report has been developed to assess the quality of the developed materials. It gives some hints how to improve materials, as the Consortium was before the revision stage. Evaluation covers the assessment of the presented results, as well as delivered training and dissemination activities.
Zielgruppe:	SeBPEN Projects coordinators, authors of Individual Development Plans, as well as several dissemination activities and documents.
Resultat:	Evaluation covers the assessment of the presented results, as well as delivered training and dissemination activities.
Anwendungsbereich:	Project management, development of key products in the project
Homepage:	
Produktsprachen:	Englisch

product files

Report - assesment of the quality of developed products.pdf

http://www.adam-europe.eu/prj/9625/prd/6/1/Report%20-%20assesment%20of%20the%20quality%20of%20developed%20products.pdf
Report - Assessment of the quality of developed products

Produkt 'DRAFTS of Individual Development Plans'

Titel:	DRAFTS of Individual Development Plans
Produkttyp:	andere
Marketing Text:	Owing to the indicators used in the Plan it is possible to monitor the manager or facilitator's work and to measure their performance efficiency. These indicators constitute a kind of a roadmap for the managers/facilitators as well as a work milestone plan, just as in the case of project management. The detail in the Plans differs according to the extent to which the cluster is organised, its material and financial resources, as well as to the manager's competence level. Moreover, the level of cooperation, or rather coopetition, in the cluster is not always so developed as to allow broad activity planning.
Beschreibung:	The structure of the Individual Management Plan prepared by the project partners referred to the training modules. During methodical construction of the Plans, the partners decided to use Key Performance Indicators (henceforth referred to as KPI) as a tool exploited by the organisation in the process of measuring the extent to which its goals are achieved.
Zielgruppe:	Cluster managers and animators, organisations managing business networks
Resultat:	DRAFTS of 13 Individual Development Plans from Poland delivered in English and Polish languages,8 Individual Development Plans from Lithuania delivered in English and Lithuanian languages These are draft versions before revision.
Anwendungsbereich:	Business networks management
Homepage:	
Produktsprachen:	Polnisch Englisch Litauisch

product files

DRAFTS of IDP from Lithuania (EN versions)

eCluster Individual_development plan_b.pdf

http://www.adam-europe.eu/prj/9625/prd/7/2/eCluster%20Individual_development%20plan_b.pdf
eCluster Draft of IDP

Individual_development plan_Design friends_GB_final_b.pdf

http://www.adam-europe.eu/prj/9625/prd/7/2/Individual_development%20plan_Design%20friends_GB_final_b.pdf
Cluster of Industrial Design - GB - DRAFT of IDP

Individual_development plan_Design friends_MANAGER_final_b.pdf

http://www.adam-europe.eu/prj/9625/prd/7/2/Individual_development%20plan_Design%20friends_MANAGER_final_b.pdf
Cluster of Industrial Design - Manager - DRAFT of IDP

Individual_development plan_Design friends_PRM_final_b.pdf

http://www.adam-europe.eu/prj/9625/prd/7/2/Individual_development%20plan_Design%20friends_PRM_final_b.pdf
Cluster of Industrial Design - PRM - DRAFT of IDP

Individual_development plan_smartITCluster_b.pdf

http://www.adam-europe.eu/prj/9625/prd/7/2/Individual_development%20plan_smartITCluster_b.pdf
Smart IT cluster - DRAFT of IDP

KTU_CIE_Individual_development planAdminF_B.pdf

http://www.adam-europe.eu/prj/9625/prd/7/2/KTU_CIE_Individual_development%20planAdminF_B.pdf
KTU Cluster - Admin- DRAFT of IDP

product files

KTU_CIE_Individual_development plan_PRMF_b.pdf

http://www.adam-europe.eu/prj/9625/prd/7/2/KTU_CIE_Individual_development%20plan_PRMF_b.pdf
KTU Cluster - PRM - DRAFT of IDP

KTU_CIE_Individual_development plan_TTfunction_B.pdf

http://www.adam-europe.eu/prj/9625/prd/7/2/KTU_CIE_Individual_development%20plan_TTfunction_B.pdf
KTU Cluster - TTfunction-DRAFT of IDP

DRAFTS of IDP from Lithuania (LT versions)

eCluster Individual_development plan_LT.pdf

http://www.adam-europe.eu/prj/9625/prd/7/3/eCluster%20Individual_development%20plan_LT.pdf
eCluster - DARFT of IDP in LT

Individual_development plan_Design friends_GB_final_LT.pdf

http://www.adam-europe.eu/prj/9625/prd/7/3/Individual_development%20plan_Design%20friends_GB_final_LT.pdf
Industrial Design Cluster - GB-DRAFT of IDP in LT

Individual_development plan_Design friends_MANAGER_final_LT.pdf

http://www.adam-europe.eu/prj/9625/prd/7/3/Individual_development%20plan_Design%20friends_MANAGER_final_LT.pdf
ndustrial Design Cluster - Manager -DRAFT of IDP in LT

Individual_development plan_Design friends_PRM_final_LT.pdf

http://www.adam-europe.eu/prj/9625/prd/7/3/Individual_development%20plan_Design%20friends_PRM_final_LT.pdf
ndustrial Design Cluster - PRM -DRAFT of IDP in LT

Individual_development plan_smartITCluster_LT.pdf

http://www.adam-europe.eu/prj/9625/prd/7/3/Individual_development%20plan_smartITCluster_LT.pdf
Smart IT Cluster - DRAFT of IDP in LT

KTU_CIE_Individual_development planAdminF_LT.pdf

http://www.adam-europe.eu/prj/9625/prd/7/3/KTU_CIE_Individual_development%20planAdminF_LT.pdf
KTU Cluster - Admin - DRAFT of IDP in LT

KTU_CIE_Individual_development plan_PRMF_LT.pdf

http://www.adam-europe.eu/prj/9625/prd/7/3/KTU_CIE_Individual_development%20plan_PRMF_LT.pdf
KTU Cluster - PRM - DRAFT of IDP in LT

KTU_CIE_Individual_development plan_TTfunction_LT.pdf

http://www.adam-europe.eu/prj/9625/prd/7/3/KTU_CIE_Individual_development%20plan_TTfunction_LT.pdf
KTU Cluster - TTfunction - DRAFT of IDP in LT

Produkt 'DRAFT of Managerial Tool Kit'

Titel: DRAFT of Managerial Tool Kit

Produkttyp: Lehrmaterial

Marketing Text: There are extensive references between the chapters. A common theme running through the Tool Kit is internationalisation: how business networks can organise themselves for successful internationalisation. Each chapter is based on an action learning programme implemented during the SeBPEN project. This comprised a 4-hour general training programme, followed by action learning sessions and individual training and counselling in participating business clusters. As a result, this Tool Kit is intended for practitioners. Each chapter contains content-specific resources, methods, and tools intended for application by managers of business clusters and networks. A list of supporting references is included to provide further conceptual and methodological development. The reader of this Tool Kit is invited to use either the entire Tool Kit, or to focus on specific chapters as needed.

Beschreibung: This Management Tool Kit provides a brief guide for management of business clusters and networks. It was developed within the framework of the Strengthening Business Performance of Economic Networks (SeBPEN) project, which occurred in Poland and Lithuania between 2012-2014. The SeBPEN project was supported by the EU's Leonardo da Vinci programme, and was implemented by four project partners, including Partners for Local Government (Poland), the Wielkopolska Chamber of Commerce and Industry (Poland), the Kaunas Chamber of Commerce and Industry (Lithuania), the Lithuanian Human Capital R&D Institute (Lithuania), and Navigator Consulting Partners (United Kingdom).

Zielgruppe: This Tool Kit is applicable to a diverse audience concerned with the operations of business clusters and networks:
a. Business cluster and network managers, including general managers as well as functional positions, e.g. marketing and sales managers, training managers, etc. This includes managers of chambers of commerce and sectoral or functional associations who very often must decide on whether to develop business clusters.
b. Policy-makers and national, regional and municipal officials responsible for national, regional and sectoral initiatives involving business clusters and networks. These may include national development programmes, funding programmes or evaluations of clusters and networks.
c. Staff of academic and research institutions involved in studying or supporting business clusters and networks through research and development programmes or participation.
d. Consultants, trainers and other knowledge workers providing services to business clusters and networks.

Resultat: This Draft of the Tool Kit is developed around 4 Chapters:
1. Strategic Analysis and Management.
2. Financial Management and Monitoring.
3. Marketing, with a focus on Digital Marketing.
4. Services to Members.

Anwendungsbereich: Business networks, clusters.

Homepage:

Produktsprachen: Englisch
Polnisch
Litauisch

product files

product files

DRAFT Managerial Tool Kit results no 3 PL.pdf

http://www.adam-europe.eu/prj/9625/prd/8/1/DRAFT%20Managerial%20Tool%20Kit%20results%20no%203%20PL.pdf
DRAFT of Managerial Tool Kit - Polish version

DRAFT of Managerial Tool Kit result no 3 EN.pdf

http://www.adam-europe.eu/prj/9625/prd/8/1/DRAFT%20of%20Managerial%20Tool%20Kit%20result%20no%203%20EN.pdf
DRAFT of Managerial Tool Kit - English version

Tool Kit LT DRAFT-Astos knyga.pdf

http://www.adam-europe.eu/prj/9625/prd/8/1/Tool%20Kit%20LT%20DRAFT-Astos%20knyga.pdf
DRAFT of Managerial Tool Kit - Lithuanian version

Veranstaltungen

Final conference

Datum	28.10.2013
Beschreibung	The Title of the conference is "Local hubs in global networks". Conference consists of two parts: preconference "Strengthening business performance management in economic networks" on 21st November, as well as the main conference on 22nd November.At the conference over 350 guests are expected from various countries, including those from US Berkeley and Stanford University. Conference shall be braodcasted by local television in Kaunas, Lithuania.
Zielgruppe	Scientists, cluster animators and managers, chambers of Commerce, Industry and Crafts, local, regional and national politicians, entrepreneurs, innovators.
Öffentlich	Öffentliche Veranstaltung
Kontaktinformation	violeta.kauneliene@ktu.lt
Zeitpunkt und Ort	21-22 November 2013, Kaunas, Aula of Kaunas Universiyty of Technology, A.Mickeicus St. 37, Karaliaus ave 50, Kaunas, Lithuania

Interim conference

Datum	02.09.2013
Beschreibung	The Title of the conference is "Development of SMEs through International Cluster Cooperation. The Knowledge Exchange, Best Practices, Partnerships".It is an international conference on English language.
Zielgruppe	Cluster managers, animators, scientists dealing with cluster issues, entrepreneurs, local leaders.
Öffentlich	Öffentliche Veranstaltung
Kontaktinformation	mpietrzykowski@partners.org.pl
Zeitpunkt und Ort	27th September, 2013, Leszno, ul. Geodetów 1, Poland