



## Toolbox v 1.0 – Innovation Support Measures



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# 1. How to use the catalogue

The catalogue is presented as a cookery book which you can consult to seek inspiration and find the recipe for your next matchmaking efforts. The catalogue is aimed at experienced matchmakers as well as someone planning their first match.

Initially we will take a look at matchmaking: what it includes, what it actually means to make a match, and what skills are essential for a good matchmaker.

Before trying out one of the methods of the catalogue, or any other method, there are a number of considerations to bear in mind. Apart from the experiences of the networks, we want to illustrate basic considerations for entering national as well as international activities.

The central focus of the catalogue is the method collection. Here you can read what each method is about, and what each requires in terms of preparation, practical execution and follow-up.

The catalogue has been developed with inspiration from and collaboration with Cluster Excellence Denmark. In addition to their thorough work with a round of interviews among members of Innovation Network Denmark and partnerships,

the Northern Connections partners have selected their top picks from the Handbook for Matchmakers and added their own favourite innovation measures.

If you are interested in learning more about a particular method, you are welcome to contact Netmatch or the networks or partnerships which have gained experience with the method.

*Enjoy yourself!*

[www.northsearegion.eu/northern-connections/](http://www.northsearegion.eu/northern-connections/)  
[www.clusterexcellencedenmark.dk](http://www.clusterexcellencedenmark.dk)

Handbook for Matchmakers (in Danish):

<http://www.clusterexcellencedenmark.dk/Admin/Public/DWSDownload.aspx?File=%2fFiles%2fFiler%2fpublikationer%2fH%c3%a5ndbog+for+matchmakere+August+2017.pdf>

## 2. Matchmaking & innovation

*Through their services, projects and matchmaking activities, the networks make a great effort to create frameworks which encourage and strengthen cooperation between industry and knowledge institutions.*

*The networks act as bridge builders and contribute to coordinate research and development efforts between research institutions, technological services and companies, in areas that are crucial for Danish business.*

### MATCHMAKING – A CORE SERVICE

The pan-European benchmark study of 2011 shows that active network secretariats which offer a wide range of services, including matchmaking, are very effective.

Matchmaking is a core service among the networks. Matchmaking is an umbrella which covers the actual match, whereby two or more parties who are in need of each other's expertise are brought together to build up relationships.

The term also covers ideation, which is considered part of, or the result of, matchmaking. Knowledge sharing is also to be found under this umbrella. In networks knowledge is shared between the companies and knowledge institutions or among the companies themselves. As a result, knowledge can flow both ways.

Matchmaking can take place at many levels and with many methods, and actually includes the processes which constantly arise during interaction among people. However, there is often a need to make it more organized and structured.

What defines a good match is individual, as it is based on the specific task and on the resources, that are available. For each service supplied, it is important how the matchmaker plans, carries out and follows up on the activity.

### THE ROLE OF THE MATCHMAKER

The role of a matchmaker is to help to find the right collaboration partners and create the framework so that they can meet, understand each other and have a good chance of initiating the cooperation.

It requires a variety of competences to fill this role. It is essential to possess empathy and to be able to understand and engage in others' projects and ideas. A matchmaker must be outgoing, have significant knowledge of the sector and preferably have an extensive network. At the same time, a matchmaker must be able to coordinate, structure and plan events or long-term initiatives in detail. Facilitation is also described as core competence of a good matchmaker.

It can be a challenge for a matchmaker to find the right collaboration partners, identify them using the correct competence, and facilitate a match. Some of the key words for matchmaking success are good chemistry and mutual trust, and in addition a good deal of patience is essential.

Altogether, a good matchmaker must possess a variety of skills. For this reason, most networks share out the tasks, giving some to an expert within the specific field, and some to a good coordinator.

# 3. General Considerations

*Before selecting a method and before planning anything, it can be very helpful to begin with some general considerations.*

## DEFINE THE TARGET GROUP

It is important to be clear about who you want to match. Be aware that both the companies and the knowledge institutions should benefit from participating, and they must be able to see the immediate value of the input. Furthermore, you need to look at the target group before deciding whether to arrange a broad technical event or course, or whether to choose one which is more narrow and specific.

## CHOOSE THE TOPIC AND THE PURPOSE

Even if your focus is on the matchmaking part, your event or course must be combined with something which is relevant for the sector. It takes technical content and relevant headlines to attract people, and it also helps in justifying the participation to the manager or the company. A striking title, a relevant theme and a specific topic often help to attract attention in invitations and headlines.

It is recommended that you ask the target group about their wishes and needs, and plan events accordingly. This could be done through a media group such as LinkedIn or by preparing questionnaires or evaluation forms, etc.

## TIME FOR NETWORKING

The professional focus for the participants and your focus on matchmaking can be combined by arranging workshops which have technical relevance, dating sessions, etc. in connection with an event. Icebreakers which interrupt the events are also welcomed warmly, as they give the participants a chance to talk to each other. Always remember to set aside plenty of time for breaks between the planned activities, and also over lunch or other meals.

## THE RIGHT SETTING

Choosing the physical environment for an event should support the theme and title of the event. It can be an unexpected site, with some edge to it, but it should still match the activities which will take place. If you are arranging a big event with workshops, café meetings and lectures, you need to look for a venue with a common café area, small rooms for group work, and a lecture hall. It is important that there is space and a set-up for informal chatting outside of the program. Direct meetings between companies and universities can be held where the companies wish this, giving consideration to their time or wish for discretion.

Generally, it is important that you ensure that both the planned meetings and the informal talks take place in settings which encourage talk and networking.

## COLLABORATORS

It is worth considering whether your matchmaking event or course could become even better, be endorsed or perhaps have a better success rate, if you carry it out in collaboration with others. These could be another network, a trade organization, a foreign network or a public authority.

## TIME AND RESOURCES

The time you have available for the actual matchmaking naturally influences which methods you can apply, and whether you will combine several of them. The resources you have available before and after the event also have an impact on your choice of method. The number of participants influences the time consumption of a matchmaking method. While individual talks typically take a lot of your time, big events require more of the participants' time. It is important to understand that if you are planning on having a large number of participants, even a small and relatively simple setup can become complicated and require many resources.

## FOLLOW-UP

Before starting up, it is recommended that you consider whether you want to evaluate the process on an ongoing basis or whether you want to do it at the end. An evaluation can give you an indication of what went well, what should be changed and whether the process had the intended effect.

In addition to evaluation, you should also follow up on whether your participants met potential partners or and whether they need further matchmaking efforts or follow-up meetings to get the collaboration started. This way you will find out whether a match has been made and whether it can become a success story. Such success can help to emphasize the difference that your network can make.

## 4. Ten Good Advices

- 1. Visit your members** with the outset in a list of priorities. An example of this: Core members (Priority 1), potential members (Priority 2), and 'hang arounds' (Priority 3).
- 2. Be focused on the target group:** An advantage for you and the participants is to stay focused on the target group. In relation to any invitations, it is an advantage to be concrete and specific. This increases the likelihood to achieve the right members.
- 3. The CRM-system is indispensable!** The knowledge of the members is stored, saved and shared in the CRM-system. Furthermore, it is also here you draw down lists, search on professional qualifications, interests etc.
- 4. Use existing enrollment/dating systems.** This makes the administrative work and matchmaking more simple.
- 5. Never neglect provision** – Remember to locate it at a place, which supports the creation of network.
- 6. Breaks are essential.** Even though, there might be important and interesting subjects on the agenda, always remember to add in breaks for the unformal networking.
- 7. Networking dinners and morning meetings** should not be underestimated. Specially a morning meeting can reduce the amount of a "no-show". Just make sure that there is coffee for everyone and the outline for the matchmaking is ready before the meeting starts.
- 8. Mark your participants to the meetings and events.** You can mark your participants with name tags in different colors or with colored stickers, so other people can see, who they are representing. As an example, a yellow sticker can show that you are from a municipality etc. This makes it easier to talk to the "right ones" during the break.
- 9. Remember to place the participants strategically** to events. Additionally, seating arrangements can be created with help from numbers on the tables written on the name tags.
- 10. Always evaluate** meetings, events, projects etc. This gives you an overview if any matches were created – and a perception of which ones should be followed up on. This can be seen as a service to help them, while it also can function as a good story about the output of the matchmaking.



# 5. Events

## INNOVATION CHALLENGE

The purpose of arranging an innovation competition is to get good ideas out of the drawer, whether it be technologies, products or processes from researchers, entrepreneurs, companies or others. The good ideas are sometimes lying there waiting to be realized, and an innovation competition can often be just the motivating factor or the pat on the back that is needed.

The method is a concentrated innovation process in which companies and knowledge institutions are matched, based on the companies' need for new knowledge or product portfolio. For instance the company draws up a theme which is related to its product strategy. The students are then divided into teams which have to solve the given task through an intensive innovation process. The project is held at the educational institution in question.

Scope	
Regional	National

Principle		
Speakers/Presentations	Brainstorming	Product and idea development
Workshop	Student Collaboration	Ideation
Knowledge brokering		

Target group	
Large Companies	SMEs
Students	Entrepreneurs
Consultants	

Participation (min/max #)	
10	500

Optimal Participant Breakdown
* 1 SME
* 1-2 Knowledge Institutions
* 20 students
This can be scaled up.

<b>Level of difficulty</b>	1
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<b>Skills needed</b>		
Facilitation	Project Management	Domain specific knowledge and insight
Cross sector knowledge	Specialist Knowledge	

<b>Materials</b>		
Invitations	AV Equipment	White board
Brochure	Information material	

<b>Total time consumption</b>		<b>200</b>
Time consumption breakdown		(Before   During   After)
120	50	30

<b>Output</b>
<ul style="list-style-type: none"> <li>* New business opportunities</li> <li>* Matching students and companies</li> <li>* Improving collaboration between knowledge institutions and SME</li> </ul>

Reference cluster: External Cluster

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## ANNUAL CONFERENCE

Strategic event bringing together senior level decision makers from industry, policy makers and officers from municipality, regional and national level.

An annual summit can be used to gather participants from various sectors who can all benefit from the expertise found in the network. Activities take place in workshops with relevant themes and dynamic exciting workshop leaders.

The participants have the chance to read about a variety of speakers and workshop leaders in an eye-catching invitation. This could be in the form of a newspaper. Based on this, they sign up for various presentations and workshops. An exhibition prepared by network partners gives the participants a good insight into other sectors, and they can identify possible cooperation options across sectors.

There is a lot of different ways to do the set up but it can include:

- High Level Key Note speaker
- Dissemination activities from running projects
- Ideation workshops focused on matchmaking
- Status on the outputs from the cluster in the last year
- Concrete examples on how SMEs can be involved in different services

Make sure to shift between different formats during the day in order to keep the attention level of the participants at a high level.

A structured approach to 1:1 matchmaking among members, led by the cluster personnel, makes the benefit of cluster participation more apparent and boosts the reputation of the cluster. A good idea is to outline which members would have benefit in meeting each other before the event.

Scope	
Regional	National

Principle		
Workshop	Speakers/Presentations	Brainstorming
Product and idea development	Knowledge sharing	Matchmaking
Ideation	Challenge Identification	Knowledge brokering
End user involvement	Debating forum	Panel debate
Informal networking (fx Dinner)		

Target group	
Knowledge Institutions	Public Institutions
Triple Helix	Large Companies
SMEs	Entrepreneurs
Start Ups	Consultants
Investors	Trade associations
Researchers	

Participation (min/max #)	
100	300

### Optimal Participant Breakdown

Representatives from all sections of the Triple Helix:

50 % SMEs

20 % large companies

20 % knowledge institutions

10 % public institutions: regions, municipalities, agencies

### Level of difficulty

6

### Skills needed

Facilitation	Domain specific knowledge and insight	Personal Network
Project Management	Indepth knowledge about and relations with members	

### Materials

Invitations	Brochure, information material etc.	CRM Database
AV Equipment	Evaluation	Cookery Book
Matchmaking software		

### Total time consumption

500

Time consumption breakdown		(Before   During   After)
300	100	100

### Output

- \* Involvement and ownership of core stakeholders
- \* Visualising the value creation of the cluster
- \* Status materials
- \* New partnerships among members

Reference cluster: CLEAN (DK), Falkirk Council (UK)

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## MEET THE BUYER EVENT

The SCALE-UP partners offer transnational business support services. Central are the tailor-made Meet the Buyer events. These events are designed to match large enterprises (buyers) to cleantech suppliers (innovators).

The Meet the Buyer events bring large customers with cleantech innovation needs together with SMEs with innovative cleantech products, services and solutions.

### As a CORPORATE BUYER you can:

- Get the right partner and solution for your cleantech buying need
- Access SME innovations from across
- Gain insight into emerging technologies and sector
- Benefit from dedicated resources to support collaboration and partnership with the innovators

### As a CLEANTECH INNOVATOR you can:

- Increase your turnover
- Get access to international networks
- Receive dedicated business support for matchmaking in five countries
- Build an active international network for you products and services

The Meet the Buyer event is invite only. Start-ups and scale-ups are subject to certain criteria as well as a review process in order to qualify. Matched companies will have 1-on-1 meetings (15 min.) with their selected corporate buyers.

Scope		
International	National	Regional

Principle		
Workshop	Speakers/Presentations	Product and idea development
Matchmaking	Company visit	Challenge Identification
Cross Sector Innovation		

Target group	
Large Companies	SMEs
Start Ups	

Participation (min/max #)	
4	25

Optimal Participant Breakdown
1-3 Big corporates
3-20 SMEs (Startups or scale ups)

Level of difficulty	8
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Skills needed		
Facilitation	Project Management	Cultural understanding/intelligence

Materials		
Invitations	Brochure, information material etc.	CRM Database
AV Equipment	White board	Cookery Book
Evaluation		

Total time consumption		400
Time consumption breakdown		(Before   During   After)
Dialogue with buyer, screening of incoming SMEs and training of SMEs: <b>200</b> hours Screening of partners SMEs: <b>80</b> Hours	Facilitation and practical preparation: <b>40</b> hours	Follow up on leads: <b>80</b> hours

Output
<ul style="list-style-type: none"> <li>* Transregional and -national collaboration and B2B sales</li> <li>* Partnership creation</li> <li>* Innovation capacity for buyers</li> </ul>

Reference cluster: iCleantech Vlaanderen (BE), CLEAN (DK)

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Reference web site:

<http://www.northsearegion.eu/scale-up/what-we-do/>

## INTERNATIONAL STUDY TOUR

An international study tour to a larger organization in foreign countries, who may have the interest to enter contracts with Danish SME's and maybe even larger companies, that creates profitable contacts and matches. Based on the Danish companies own description and webpages, they are the ones, who should get the organizations buyers and technicians to want the individual meetings. The meeting will give the Danish SME's the opportunity to present their competencies and acquire knowledge of the opponent's needs. Then the door is open: This often clears the way for inquiries and subsequently a potential contract and a subcontractor deal.

Scope		
International		

Principle		
Company visit	Knowledge sharing	Knowledge brokering
Ideation	Demonstration project	Matchmaking

Target group	
Large Companies	SMEs
Entrepreneurs	Knowledge Institutions
Triple Helix	Start Ups
Students	Investors
Researchers	

Participation (min/max #)	
10	20

Optimal Participant Breakdown
Note: The number of participants depend on the set up. There cannot be too few, however, there can be too many, because then it can be a challenge to handle.

Level of difficulty	10
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Skills needed		
Specialist Knowledge	Personal Network	Indepth knowledge about and relations with members

Materials		
Brochure, information material etc.	Matchmaking software	Invitations

Total time consumption		290
Time consumption breakdown		(Before   During   After)
Preparation: Prepare a year ahead. The planning takes about 6 months, and it demands approximately 250 hours.	During: 2 days with nothing but work.	Approximately 5 hours.

Output
In contrast to e.g. a fair, the companies know in advance that they gain some relevant meetings. Furthermore, these meetings have a certain guarantee of professional and pertinent outputs for the companies.

Reference cluster: External Cluster

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## EXCLUSIVE NETWORK MEETINGS

Closed, exclusive network meetings for a chosen group of decision-makers from the business life and institutions of knowledge, which gives the participants the opportunity to meet under professionally, but also unformal circumstances. As an example, it could be an event in the evening with dinner followed by a presentation from a key note speaker.

Scope		
Regional	National	International

Principle		
Brainstorming	Knowledge sharing	Matchmaking
Mapping/analysis	Debating forum	Interview
Informal networking (fx Dinner)	Speed dating	Product and idea development
Workshop		

Target group	
Knowledge Institutions	Large Companies
SMEs	Start Ups
Consultants	

Participation (min/max #)	
20	60

Optimal Participant Breakdown
40% SME's
40% Large Companies
10% Knowledge Institutions
10% Public Stakeholders
 Note: If there are too many participants, the meetings will turn into a conference instead of exclusive network meetings.

<b>Level of difficulty</b>	7
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<b>Skills needed</b>		
Facilitation	Domain specific knowledge and insight	Personal Network
Specialist Knowledge	Indepth knowledge about and relations with members	

<b>Materials</b>		
CRM Database	Invitations	AV Equipment

<b>Total time consumption</b>		52
Time consumption breakdown		(Before   During   After)
Preparation: 30 hours	During: 12 hours	After: 10 hours

<b>Output</b>
The participants have advantages and gain outputs by networking and exchanging experiences in a closed forum. The combination of a professional and relevant content, but also a program, which accommodates the social parts, is valuable to the busy decision-makers.

Reference cluster: External Cluster

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# 6. Services

## COOPERATION AGREEMENT - INNOVATION CONTRACT

Energy Valley has a commitment, in the context of the Northern Innovation Agenda (policy) towards its stakeholders on the governmental level, in this case the three northern Provinces, to support a minimum required number of SME's or larger companies with their innovation activities. This can be for example advice, help to find partners, support in the design of a project etc

The Cooperation Agreement document is a format (tool) which is used to define the scope of a project and formulate the required/desired support service performed by a Cluster Organisation. At Energy Valley we use this document on the one hand to make sure that it is clear for both the company as well as the cluster organisation what activities and services we envision to conduct for and together with our members. This helps to prevent any future ambiguities in terms of expectation management. Also helps to better understand what the company is precisely looking for. On the other hand it provides an administrative overview of which services and activities have been carried out with and for individual companies which is helpful for accountability towards stakeholders.

The status of each cooperation agreement is at a later stage evaluated to monitor progress and outcomes.

Scope		
Regional	National	International

Principle		
Challenge Identification	Brainstorming	Product and idea development
Ideation		

Target group	
SMEs	Large Companies

Level of difficulty	3
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Skills needed		
Facilitation	Specialist Knowledge	Indepth knowledge about and relations with members
Personal Network	Domain specific knowledge and insight	Project Management

Total time consumption		8
Time consumption breakdown		(Before   During   After)
Preparation: 3 hours	During: 3 hours	After: 2 hours

## Output

A reference document both for the cluster actor and the company to relate to.  
Clear understanding of expected activities and relevant fields of interest for further and deeper engagement.

Reference cluster: Stichting Energy Valley (NL)

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## MEMBER DIALOGUE AND VISITS

In House of Energy we have at least 200 physical visits to our members a year. This helps us get a better understanding of what the companies need and it is essential to build up a relation to them. When the relation is established, companies will normally tell more 'intimate' challenges they have and that way it is easier for us to provide the exact help they need. When you have a close professional relationship with the SMEs it is much easier to set up a meeting, invite them to conferences, involve them in projects etc.

Visiting our members is one of the key elements in House of Energy and more or less unique for a cluster in North Denmark. The companies also value for their money so a physical visit once a year is a high priority for our cluster.

Scope	
Regional	National

Principle		
Company visit		

Target group	
SMEs	Large Companies
Triple Helix	Entrepreneurs
Consultants	Researchers

Participation (min/ max #)	
200	200

Optimal Participant Breakdown
We have a specific target of visiting minimum 200 of our members a year. So far, we have visited more each year to inform the members about House of Energy (as it is a collaboration of 3 original projects)

Level of difficulty
5

Skills needed		
Personal Network	Indepth knowledge about and relations with members	

Materials		
CRM Database		

Total time consumption		800
Time consumption breakdown		(Before   During   After)
1	2	1
Depending on the geographical location of the company it is normally 1 hour in preparation, 2 hours on meeting and 1 on follow-up pr. visit.		

Output
Closer relationship with our members and giving them value for their money.

Reference cluster: House of Energy (DK)

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## WEB CRAWLER FOR A DATA WAREHOUSE

The basis of the technology is IP of the university of Ghent, whom we pay a license (and also have to involve to set up the exercises). It structures unstructured info.

Our license makes it possible to follow general websites, RSS feed, patent offices (EPO), specific data on websites and scientific articles. Within our license it is quite easy to install a generic website crawler and one crawler on EPO. To retrieve specific data on company websites and the different open access scientific (lab related) sites and RSS feeds, one has to set up ('program') specific crawlers, which is very efficient but still time consuming. When you also want the latter, it is better to go for a separate license.

To create a generic crawler on local websites (companies, universities, ...) to characterise the activities of the companies, the 'assets' you have to provide is:

- a list of cleantech concepts, to define your view on cleantech. For the Belgian exercise, we use approx. 3000 Dutch and 2000 english 'words' / 'concepts' to search for. In the Clean Tech Delta (CTD) case we only used 213 UK words (Kachan library) and 121 Dutch words (their own words to define cleantech).
- a list of companies, whom websites are to be followed. In Belgium we follow 1200 websites, in CTD 350 sites.

As a result you receive a datawarehouse and a link to NEO4G amazon driver (including continued scanning), where you can easily analyse/access the warehouse (you can access the warehouse directly, but than you need to use SQL queries, NEO4G is easier). In the meantime we are improving the way to

search the database and we developed an other tool to search and visualize big data with ontoforce.

Scope		
Regional	National	International

Principle		
Matchmaking	Challenge Identification	Mapping/analysis
Knowledge brokering		

Target group	
Triple Helix	Large Companies
SMEs	Entrepreneurs
Investors	Trade associations
Knowledge Institutions	

Participation (min/ max #)	
10	10000

Level of difficulty	8
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Skills needed			
Cross sector knowledge	Personal Network	Domain specific knowledge and insight	

Materials		
Matchmaking software	CRM Database	

Total time consumption		750
Time consumption breakdown		(Before   During   After)
3 months to set up the database	1 day a month to follow up the results of the crawlers	2 hours for a specific match making search

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## ACCOUNT MANAGMENT

Relationship management approach used by Scottish Enterprise as a vehicle to deliver business support directly to businesses. Typically this service is for established businesses with projected turnover of £1 Million over 3 years. "Account Managers" establish a growth strategy for each business and use an intervention framework (financial and in kind support) to achieve the growth set out in that strategy.

Scope	
National	

Principle		
Product and idea development	Company visit	Student Collaboration
Challenge Identification	Mapping/analysis	Funding

Participation (min/max #)	
2000	2500

Optimal Participant Breakdown
High growth businesses with an ambition for exponential growth.

Level of difficulty
7

Skills needed		
Sales competencies	Project Management	Specialist Knowledge
Facilitation		

Materials		
CRM Database;	Process consultants;	AV Equipment

<b>Total time consumption</b>	<b>1800</b>
Time consumption breakdown	(Before   During   After)
Around 60 full time account managers are employed within SE who work with a number of businesses each. They will have businesses at various stages of development.	

<b>Output</b>
Business Growth for Scottish Businesses.

Reference cluster: Scottish Enterprise (UK)

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# 7. Long term initiatives

## DEMAND DRIVEN INNOVATION

Demand Driven Innovation denotes finding a suitable match for an innovation network target group with big public investments. Thus, the method consists of a thorough analysis of interested parties, a one-day event and follow-up projects.

First, the project must have the right preparation. Begin six months beforehand by carrying out a screening and analysis of public bodies and funds. Then, carry out a target-oriented screening based on persons and contact the public players directly to identify needs and to give information about the role of the network. To finish of the preparation, complete a program and the invitations, based on the above analysis.

Second, the implementation part begins with arranging a one-day event with various talks, international video presentations, workshops and sector-related case studies. Followed by selecting and grouping the participants beforehand, and make sure to manage the day carefully. Furthermore, be sure to have a team of helpers to facilitate the day. Then, the tasks are developed by the innovation network and they can help to manage the creativity of the workshops. Finally, hand out a contact sheet that allows the participants to indicate their interest in participating in later development, including possible project

Lastly, here comes the post implementation. The post implementation should consist of a follow up on declarations of interest, and contact those who want to participate in activities and projects. The way ahead requires involving the network secretariat and partner organizations to ensure that the ideas are converted into actual projects.

Scope		
International	National	Regional

Principle		
Workshop	Brainstorming	Product and idea development

Target group	
Knowledge Institutions	SMEs
Large Companies	Public Institutions

Participation (min/ max #)	
50	130

Optimal Participant Breakdown
40 % SMEs
10 % large companies
20 % knowledge institutions
20 % public players
5 % business advisers and consultants
5 % students

Level of difficulty	9
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Skills needed		
Facilitation	Indepth knowledge about and relations with members	Cultural understanding/intelligence
Specialist Knowledge; Domain specific knowledge and insight		

Materials		
Invitations	Brochure, information material etc.	White board
AV Equipment	Evaluation	Matchmaking software

Total time consumption	250
Time consumption breakdown	(Before   During   After)

Reference cluster: External Cluster

Northern Connections contact information:

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## GROWTH INITIATIVE FOR HIGH POTENTIAL SCALERS

Scale-Up Denmark's Centre for Energy Efficient Technologies aims to accelerate your company by adding ideal growth conditions.

Scale-Up Denmark's Centre for Energy Efficient Technologies connects the industry's complex challenges with your innovative solutions

Program content:

- A tailor made individual scale-up program of more than 180 hours based on activity plans and milestones
- Access to industry experts providing insights and advice on all aspects of your business: strategy, business model, go-to market, implementation, organisation and competence development
- 6 camps providing new learning and networking opportunities
- Access to investor network

Participation cost/Value of the program: 250.000 DKK. – Program fee is free for the top selected companies!

Scope	
International	

Principle	
Product and idea development;	Matchmaking

Target group	
SMEs	Start Ups
Large Companies	

Participation (min/ max #)	
5	30

Optimal Participant Breakdown
50% Scale Up Companies (more than 2 years old, SME)
30% Start Ups (Less than 2 years old)
20% Corporates (Large Companies)

Level of difficulty
7

Skills needed		
Personal Network	Domain specific knowledge and insight	Facilitation
Indepth knowledge about and relations with members	Sales competencies	Cross sector knowledge
Project Management	Specialist Knowledge	Cultural understanding/intelligence

Materials		
CRM Database	Process consultants	

Total time consumption		5250
Time consumption breakdown		(Before   During   After)
1000	4000	250
(3 year period)		

Output
<ul style="list-style-type: none"> <li>* 10 companies goes through an intensive 5 months programme that is focusing on scaling the product development and sales in collaboration with Danish Corporates</li> <li>* Scaling of the participating companies (&gt;50 % meassured on growth)</li> <li>* Corporates recieve innovation capacity</li> </ul>

Reference cluster: CLEAN (DK)

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Reference web site:

[www.nextstepchallenge.com](http://www.nextstepchallenge.com)

## WORKING GROUPS OR ACTIVITY GROUPS

Trade-related interest groups and sub-networks are forums for matchmaking, knowledge sharing and idea generation. By meeting three to four times a year to discuss topics of common interest, the participants are brought closer together. The participants can exchange helpful hints and experiences, and create a platform for knowledge sharing and the establishment of short- or long-term cooperation.

*\* In House of Energy we use working groups for guidance and discussions regarding the content and direction of the cluster. The members of the working groups are from the industry and knowledge institutions (University) so they know what need to be focused on, They meet 4 times a year where we discuss everything from project ideas to seminars and delegation trips. It is a key element for House of Energy as the members of the working groups are very committed to their industry and therefore knows what we as a cluster needs to focus on. So it is both a forum for knowledge-sharing and debating different topics.*

Currently we have two working groups one with focus on wind energy and one focusing on district heating. both of them were established more than 5 years ago.

\* In CLEAN we use the working groups (we call it Activity Group) as a tool to ensure continued feedback from highly dedicated members in the cluster.

The task of the Activity Committee is to give direction to the cluster in certain specialised focus areas (this is mostly focused on bigger clusters that are not extremely specialised already). The AC meets 3-4 times annually and dives into defining the areas in which there is a high potential for the cluster members to focus.

An important part of the AC structure is that they are Triple Helix and the scope is clearly defined (E.g. Surplus Heating, Industrial Energy fluctuations, Smart City). This process combines input from the needs of the market and the solutions of the cluster members.

The AC is a central place to gather information for road maps, input on new tendencies and feedback towards activities in the cluster (e.g. ongoing R&D projects or collaboration projects).

Scope	
Regional	National

Principle		
Product and idea development	Knowledge sharing	Knowledge brokering
Workshop	Ideation	Funding
Debating forum		

Target group	
Knowledge Institutions	Large Companies
SMEs	Triple Helix

Participation (min/max #)	
5	12

Optimal Participant Breakdown
Private: 70% (SME and Large Companies)
Public: 20%
Knowledge: 10%

Level of difficulty	7
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Skills needed		
Facilitation	Domain specific knowledge and insight	Specialist Knowledge
Indepth knowledge about and relations with members		

Materials		
Brochure, information material etc.	AV Equipment	White board
CRM Database		

Total time consumption		250
Time consumption breakdown		(Before   During   After)
20	10	20
Per meeting: Scale up depending o number of Working groups for the total.		

Output
* Strategy input and legitimacy
* Engaged members, ownership
* Higher probability of funding (strong consortia)
* Know about the latest news/challenges for the companies and industry.

Reference cluster: House Of Energy (DK), CLEAN (DK)

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## WORKSHOP PROCESS FOR DEVELOPING A CLIMATE ACTION PLAN

Example of an "open source" proces in terms of defining a Climate Action Plan for a city where local stakeholders were successfully involved across the triple helix. The approach was to involve key stakeholders across companies, trade organisations, knowledge institutions, key employees from the municipality and politicians.

The approach was to create an output based seminar structure where the key stakeholders were invited to come up with concrete solutions and partnerships within the 4 year period (2016--2020) that the Climate Action Plan will be running. Especially by inviting the private sector to co-create for the future of Aarhus, the Climate Secretariat managed to involve a broad range of stakeholders, that would normally not participate in such events.

The Climate Secretariat partnered up with relevant actors (process consultants, CLEAN and local business representatives) and thereby managed to mobilise critical mass.

By openly communicating the challenges of the municipality as a driver for commitment, the city became an attractive partner.

Process:

1. Interviews with internal stakeholders
2. Interviews with external stakeholders
3. Analysis based on input
4. Forecast and preparation for the workshops based on scenarios
5. Theme workshops (4 different workshops; Transportation, Buildings, Industry and Energy)
6. Common seminar on the outputs from the workshops
7. Developing the Climate Action Plan
8. Policy involvement and ratification
9. Launch, marketing and dissemination

Scope	
Regional	National

Principle		
Workshop	Speakers/Presentations	Brainstorming
Product and idea development	Knowledge sharing	Matchmaking
Ideation	Challenge Identification	Knowledge brokering
Mapping/analysis	End user involvement	Informal networking (fx Dinner)
Cross Sector Innovation		

Target group	
Knowledge Institutions	Public Institutions
Triple Helix	Large Companies
SMEs	Entrepreneurs
Start Ups	Consultants
Researchers	

Participation (min/max #)	
30	100

Optimal Participant Breakdown
Municipal actors: 20%
Private sector: 65%
Knowledge: 15%

Level of difficulty
7

Skills needed		
Facilitation	Domain specific knowledge and insight	Personal Network
Cross sector knowledge	Project Management	Indepth knowledge about and relations with members

Materials		
Invitations	CRM Database	Brochure, information material etc.
Process consultants	AV Equipment	Evaluation

Total time consumption		5600
Time consumption breakdown		(Before   During   After)
Preparation for workshops (involvement internally and externally): 3000	During workshops: 280 Making the Climate Action Plan: 560	Follow up: 1200 Launch and dissemination: 560

Output
Involvement:
* Energy: 41 participants (15 companies, 3 knowledge institutions, 1 interest groups)
* Transport: 30 participants (10 companies, 3 knowledge institutions, 3 interest groups)
* Industry: 36 participants (14 companies, 2 knowledge institutions, 5 interest groups)
* Buildings: 63 participants (21 companies, 4 knowledge institutions, 3 interest groups)
Concrete ideas:
* Energy: 12
* Transport: 16
* Industry: 8
* Buildings: 12

Reference cluster: Aarhus Municipality

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Reference web sites:

<https://www.aarhus.dk/~media/eDoc/3/0/0/3004833-4800337-1-pdf.pdf>

<http://reader.livedition.dk/aarhuskommune/748/html5/>

<http://reader.livedition.dk/aarhuskommune/749/html5/>



# 8. Tools

## CRM SYSTEM+

A Podio platform that is based on the European Cluster Excellence indicators. By following this approach it is possible, provided that it is implemented in the proper manner among employees, to take out all information on collaboration with the members of the cluster.

Following functions:

1. CRM system (the core) with basic information on all members; active collaborations, dialogues, projects, participation in events, pipeline initiatives etc.
2. Internal knowledge sharing
3. Event management
4. Workspaces for project collaboration

The development proces has been long (5 years), but the platform is fully developed and implementable for other clusters as well. A strong CRM system is paramount in dealing with members in a structured way. The benefits are many, but the most important outputs are a lean administration that can save the cluster personel time and resources.

Scope		
International	National	Regional

Principle		
Knowledge sharing	Knowledge brokering	Matchmaking
Mapping/analysis		

Target group	
All relevant customers and partners	

Participation (min/ max #)	
100	10000

Optimal Participant Breakdown
* Should be used internally in the cluster organisation or between different cluster organisations.
* Probably only makes sense for cluster organisations with more than 10 employees.

Level of difficulty
8

Skills needed		
Specialist Knowledge;	Project Management	

Materials		
CRM Database	Matchmaking software	

Total time consumption		1200
Time consumption breakdown		(Before   During   After)
Development: 500 hours	Implementation: 300 hours (depending on numbers of employees and scale)	Operation: 400 hours pro anno (depending on numbers of employees and scale)

Output
<ul style="list-style-type: none"> <li>* Agile internal management system</li> <li>* Lean proces management</li> <li>* Professional CRM outreach EE</li> <li>* Making impact more tangible</li> <li>* Documentation of value towards member companies</li> </ul>

Reference cluster: External Cluster

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Reference web site:

[www.podio.com](http://www.podio.com)



Total time consumption		200
Time consumption breakdown		(Before   During   After)
120	50	30

Output
<ul style="list-style-type: none"> <li>* New business opportunities</li> <li>* Matching students and companies</li> <li>* Improving collaboration between knowledge institutions and SME</li> </ul>

Reference cluster: Business Region Göteborg (SE)

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