



EUROPEAN
FOUNDATION
for **CLUSTER
EXCELLENCE**

Fundació Clusters i Competitivitat

**A Guide to the
2013-2014 ECEI Train-the-Trainers
Course on Cluster Management
Excellence in Europe**

Prepared by

the European Foundation on Clusters and Competitiveness

For respondents to the Call for Proposals

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Towards world-class clusters: Promoting Cluster Excellence

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1. Introduction

The Call for proposals specifies that the activities to be undertaken in response to this call shall build on and increase the return on the assets such as the tools and methodologies developed under the European Cluster Excellence Initiative (ECEI).

The Foundation Clusters and Competitiveness is the sole supplier of the complete Train-the-Trainers course for Cluster Management Excellence which is designed to train instructors on using the cluster management training materials developed in the European Cluster Excellence Initiative (ECEI). The 2013-2014 course is primarily aimed at the teams proposed by the consortia participating in the CIP Call (2013).

The ECEI was built on its European partners' experiences to promote local competitiveness through better cluster management. It developed a standardised set of training materials: Six weeks in-class curriculum with a 7-8 months field project.

2. Programme Content

2.1 In-class training

The course curriculum for Trainers of Cluster Management Excellence is based on the materials developed by the ECEI and is taught by many of the professors who developed it. The programme includes 10 learning modules organised around 6 weeks of in-class training sessions spread across the 8 months training period.

The curriculum aims to develop expertise in 10 key areas ranging from Cluster Economics, Industry Analysis & Segmentation and Value Chain analysis to Cluster Policy Evaluation.

2.2 Field Project

The participants are required to carry out a practical field project in a real sector/industry of their region based on the theory modules leading to the design of a common competitiveness and innovation roadmap leading to the formulation of a strategic plan (per region or per cluster). The field projects will be closely monitored and guided by the Foundation's tutors (Assistant Professors).

The tasks and the workload for field projects have been designed to be carried out by a team. The recommended time dedication required is around 1.8 full-time equivalent (FTE) over the duration of the project. It cannot be effectively achieved by an individual. We urge participants to form teams of 3, perhaps across regional borders where language and geography are not barriers, in order to carry out the field project. During the field project a reference / study trip will be required.

In some cases, the field project may be carried out by two participants provided they can still dedicate the recommended time to the delivery of the project. Naturally, the time commitment required per individual participants would be significantly higher.

2.3 Certification

After full participation in the classroom-based training sessions and successful completion of their field project the participants will be awarded Cluster Management Excellence Associate certification. The candidates will be evaluated individually, but in order to qualify for their Certificates they will need to complete their field project in teams of up to 3 people.

The Associates must then successfully complete the delivery of their first training programme to cluster managers in their regions to achieve the Cluster Management Excellence Instructor certification. Once achieved this level the Instructors must deliver one training programme to cluster managers at least once every three years in order to

maintain their skills relevant in a changing environment. If three lapses without having run their own training course, Instructors can renew their certification by attending a one week refresher course in order to familiarise themselves with any new modules and case studies that may have been introduced in the intervening period.

3. Programme Calendar

The following calendar is proposed by the Foundation as an indicative timetable only. The dates and venues will be finalised after the successful bidding consortia are known.

Wk 1: 1st Week In-class Training - Barcelona

Wk 5: Last day for Field Projects Kick offs

Wk 6: 2nd Week In-class Training - Barcelona

Wk 12: 3rd Week In-class Training - Barcelona

Wk 13: Last day for Field Project Phase I

Wk 20: 4th Week In-class Training - Brussels

Wk 22: Last day for Field Project Reference Trip

Wk 25: Last day for Field Project Phase II

Wk 27: 5th Week In-class Training - Linz

Wk 34: Last day for Field Project completion

Wk 35: 6th Week In-class Training - Barcelona or Online

4. The Faculty

The classes will be led mainly by experienced professors who developed the training materials of the European Cluster Excellence Initiative. The Foundation also continues to build a register of certified professors who specialise in teaching specific modules. The Field Projects will be supervised by Assistant Professors, who will act as tutors to each Field Project team. Tutors will be available, in person during the in-class trainings and online the rest of the time.

4.1 Selection of the Faculty

The Faculty will be selected on the basis of objective criteria that build upon the initial ECEI project, following an open and non-discriminatory selection mechanism. Faculty members who have not been directly involved with the cases will be trained in teaching specific cases. Where required and following the Foundation's internal procedures, a Faculty Supervisory Board could be established. The winning consortia will be invited to nominate two senior managers/directors from their sponsoring organisations to represent all participating consortia on this Board.

The list of selected Faculty will be published in advance of the start of the training.

5. Entry Requirements for Participants

Each consortium member (typically a national / regional economic development institution) should propose a team of 3 local professionals. The candidates could be selected from academic, policy, practice or consulting communities. There is no requirement for candidates to be directly employed by the consortium member (See the

Call for proposals specifications). It is recommended that the candidates fulfil the following requirements:

- Strong background in Management and Economics
- Two years experience in working with clusters
- Advanced command of English language
- Good knowledge of the local economic environment
- Previous experience of teaching / lecturing would be an advantage
- Letter of endorsement from a regional or national authority, responsible for cluster programmes, recommending the candidate and guaranteeing all logistic support necessary to carry their field project.

6. Budgetary and other Considerations

In preparing their proposals applicants must take the following important consideration into account particularly when drawing up their budgets.

6.1 Travel and Subsistence for participants in training

The Cluster Management Excellence training programme will require attendance in up to six weeks (5 days per week) of class room-based training sessions. The venues for these weeks are likely to be in Barcelona, Brussels and Linz. The proposed budget should accommodate the travel, accommodation and subsistence expenses of teams of three for these training weeks.

6.2 Material Resources for Field Projects

- **Event organisation capabilities:** Every participating team will require the collaboration of their sponsoring institutions in hosting at least 3-4 cluster wide meetings and up to 9 small workshops, during each of the field projects;
- **Local travel and fieldwork:** The teams should have their own means to conduct field interviews locally (30 to 50 in depth visits per field project). The regional development institutions should cover the cost of at least one international trip to visit advance buyers or other reference clusters needed for the field project (approximately 1 week per field project);
- **Office and administrative facilities:** The regional development institution should provide workspace for their local teams even those who are not directly employed by them as well as providing facilities such as reliable Internet access.

6.3 Tuition Fees

For this Call, for project consortia, the tuition fees have been set to €18,000 (eighteen thousand Euro) per participating team. Teams may include up to three people who will work on the same field project. Tuition fees include the use of the ECEI cases for the course purposes and not the use once the course is finished. The later use is regulated by the Foundation's procedures.

7. Application and Contracting Procedure

The course is designed for the teams proposed by the consortia partners (regional and national economic development institutions) who are the successful bidders to the Call.

Soon after the notification of the results of the evaluation process by the Commission, the successful consortium leaders should contact the Foundation (registrar@clustercompetitiveness.org) for a full training programme proposal and to start the formal process for registration of their teams.

Further details can be obtained by contacting the Foundation at info@clustercompetitiveness.org or

via our website at <http://www.clustercompetitiveness.org>.

7.1 Payment Terms

The full programme fees become due and payable at registration. Should due to procurement restrictions participants need to pay in instalments, the payment of fees will be according to the following timetable:

- 40% of all fees on registration and no later than two weeks before the start of the course;
- 40% after the 3rd in-class training week and the final;
- 20% on completion of the field project.

7.2 Contracting

Applicants should include the total cost of the training in their submissions in response to the call. These include the tuition fees payable to the Foundation, travel and subsistence costs for participations as well as the costs associated with carrying out the field project.

The tuition fee must be shown as a sub-contracting activity to be included in the budget of the Lead Partner of the consortium who shall contract with the Foundation on behalf of all partners of that consortium.

Lead partners (contracting authorities) should fulfil the requirements of their organisation's procurement procedures before approaching the Foundation. Should a tendering process be necessary, the foundation will provide any required submissions in English only.

The contracting authorities will be required to sign the Foundation's standard service delivery agreement that is drawn up under the laws of the Kingdom of Spain, the registration country of the Foundation.

7.3 Limitations

The course is limited to a maximum of 20 teams. If the number of registered teams does not reach a minimum of 12 by two weeks before the planned start date, the Foundation reserves the right to postpone and reschedule the course or combine with another course later in the year.

Although the course is primarily designed for the participants proposed by the CIP Call consortia, the Foundation may offer some places to participants from elsewhere.