



CLUSTERS3 PROJECT

“Leveraging Cluster Policies for successful implementation of RIS3”

ACTION PLAN OF HAJDÚ-BIHAR COUNTY COUNCIL



Part I – GENERAL INFORMATION

Project: [CLUSTERS3 - Leveraging Cluster Policies for successful implementation of RIS3](#)

Partner organisation: [HBCC – Hajdú-Bihar County Council](#)

Other partner organisations involved (if relevant): -

Country: [Hungary](#)

NUTS2 region: [Észak-Alföld](#)

NUTS3 county: [Hajdú-Bihar](#)

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Part II – POLICY CONTEXT

The Action Plan aims to impact:

Investment for Growth and Jobs programme

European Territorial Cooperation programme

Other regional development policy instrument

Name of the policy instrument addressed:

Economic Development and Innovation Operational Programme (EDIOP/GINOP)

As defined in the project's Application Form, EDIOP/GINOP aims to stimulate the economies of the less developed regions in Hungary and at the same time, this OP is one of the most important resources available for the implementation of the National Smart Specialization Strategy of Hungary (RIS3). Its most important priorities are the competitiveness of SMEs, research & innovation, employment while supporting the development of tourism industry, enterprises' energy efficiency as well as information and communication technologies grouped around the following priorities:

- ✓ increasing the competitiveness and productivity of SMEs
- ✓ RTDI
- ✓ info communication developments
- ✓ energy
- ✓ employment
- ✓ competitive labour force
- ✓ tourism
- ✓ financial instruments.

Focusing on Priority 1 - Improvement the competitiveness of SMEs especially the establishment of a marketable and cooperative SME sector, the most urging issues are to enhance the willingness to cooperate and the efficiency of collaborations as well as creating the conditions to enter international markets. Considering clusters as significant tools to reach the above mentioned goals as well as contributing to the implementation of RIS3 objectives is a must have. Although clusters and/or networking are included in several sectoral strategic documents/operational programmes, the lack of a cluster development framework at national or regional level makes it difficult to successfully apply.

Hajdú-Bihar County is defined as “knowledge region” by the national RIS3: in terms of the GDP-proportionate R&D expenditures, the performance of Hajdú-Bihar county exceeds the national average; as knowledge region, its vision is defined in the strategy as follows: “the knowledge regions of Hungary will become dominant players of the macro-region and Europe in the specialization directions in the selected areas, and gain a competitive advantage through the strengthening of the knowledge centres and the involvement of the business sector which raise the knowledge and the products produced in selected specialization



directions to the international level. The forward effect of smart growth at the domestic level will trigger the rise of the other regions as well.”¹

To achieve this ambitious vision, the county needs to transform its current economic structures in a new path along innovation and the specialisation directions in accordance with the wider national goals defined in the EDIOP focusing on the specific potentials it has. To realize this, the cooperation and supportive approach of the local, regional and national stakeholders are essential including the internationally recognized academic background provided by the University of Debrecen and related research basis; clusters as determining forms of triple/quadruple helix cooperation and innovation leaders can be the champions of RIS3 implementation not only at county but national level; they are strongly expected to

- ✓ accelerate innovation
- ✓ to encourage SMEs to co-operate
- ✓ to increase their competitiveness

To create a reliable frame, a clear political commitment is required

- ✓ to provide an advantageous business ecosystem
- ✓ to make it easier to develop new value chains
- ✓ to reach high-level performance generating a significant economic impact

In general, cluster development has been an important issue in Hungary when it is about economic development but the level of networking and common activities of enterprises is still below the level required for international competitiveness. The country has a history of about two decades in supporting cluster efforts; start-up, emerging and accredited clusters have been financed through different Operational Programmes resulted in long-term vision of cooperation issues, differentiation of clusters, formulation of dedicated cluster policy organisation, specific calls supporting business co-operations and providing advantage for co-operating business actors. Success on one hand, but on the other hand the long-term boosting impact of clusters is still missing.

Learning from the failures of recent years concerning the financing of cluster co-operations, focusing professional clusters instead of start-up ones, there is a clearly defined new direction of cluster related policy for the upcoming years:

- ✓ concentration of accredited clusters
- ✓ implementing market oriented projects
- ✓ strengthening international visibility

CLUSTERS3 project was expected to provide potential good practices and solutions to be applied/learned from for the following challenges to efficiently improve the policy addressed by Hajdú-Bihar County Council and to create more up-to-date, appropriate and demand driven calls within EDIOP:

¹ National Smart Specialisation Strategy of Hungary



- ✓ aim to have a dedicated and well-structured policy to improve the required ecosystem providing the frames of cluster development
- ✓ optimizing the number of several frittered cluster initiations
- ✓ lack of actual, long-term cooperation
- ✓ low level of internationalisation
- ✓ need for stronger regional cluster coordination
- ✓ demand for successful information flow/exchange of experiences platforms/forums
- ✓ lack of cluster management skills

Finding answers for the above issues can have a promising and long-term effect on

- ✓ selective cluster policy (supporting clusters with proved operation and promising potential)
- ✓ enhancing knowledge transfer and joint training activities
- ✓ interconnecting parallel projects – promoting cross-cluster co-operations both at national and international level
- ✓ strengthening cluster internationalisation.



Part III – DETAILS OF THE ACTIONS ENVISAGED

ACTION 1. DEVELOPMENT OF REGIONAL CLUSTER CONCEPT

1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

Main findings of the Peer Review, Debrecen, April 2017 - Emanuela Todeva, Örjan Sölvell, Elwira Rycaj

During the preparation phase for the project proposal and even in the project implementation phase it was clearly defined that the lack of a national or a regional cluster concept or strategy framework is seen as a significant barrier when it comes to a solid policy framework laying down the vision, goals, required actions, stakeholders and instruments of clustering in Hungary and particularly in Hajdú-Bihar county.

The internationally recognized experts formulated a comprehensive report including the most significant weaknesses; the first one is named as the lack of cluster policy/cluster strategy.

Discussing the necessity of such type of framework document with regional stakeholders as well as regional and national policy makers including the Managing Authority responsible for the policy instrument addressed by Hajdú-Bihar County Council, it has been decided to elaborate the Cluster Concept of Hajdú-Bihar County in order to create the strategic frames of cluster policy at regional level but at the same time providing a significant input for national level policy making as well.

The Cluster Concept helps to optimize the recent policy mix linked to clustering, RIS3 as well as improves the currently limited cross-sectoral/cross-ministerial working on clusters and innovation.

2. **Action** (please list and describe the actions to be implemented)

- ✓ A1.1 Elaboration of Cluster Concept of Hajdú-Bihar County in cooperation with the Managing Authority creating an overall strategic framework for cluster related interventions with specific focus on smart specialization issues and supporting the future creation of a national strategic framework
- ✓ A1.2 Official approval of Cluster Concept of Hajdú-Bihar County by the General Assembly of Hajdú-Bihar County

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

- ✓ Managing Authority of EDIOP – act as the national policy maker body to help designing the concept according to national needs as well



- ✓ Chamber of Commerce and Industry of Hajdú-Bihar County – as a representative of county SMEs and the operator of Enterprise Europe Network, their huge knowledge and experience have been serving as a solid base to create and implement the concept with specific focus on economic development and SME needs
- ✓ Hajdú-Bihar County Development Agency – as a representative of county developments, economic regards are strongly contributed by them during the concept development
- ✓ Regional Innovation Agency – as a determinant actor of regional innovation, their contribution to RIS3 regards and county specialization themes was essential during the concept formulation
- ✓ MSE Hungarian Sport & lifestyle Development Cluster – brings cluster experience and the definition of existing and future needs
- ✓ Pharmapolis Debrecen Innovative Pharmaceutical Cluster - brings cluster experience and the definition of existing and future needs
- ✓ Pharmapolis Innovative Food Cluster - brings cluster experience and the definition of existing and future needs
- ✓ Silicon Field IT Cluster - brings cluster experience and the definition of existing and future needs
- ✓ Thermal-Health Industrial Cluster - brings cluster experience and the definition of existing and future needs
- ✓ University of Debrecen – provides a solid and internationally recognized knowledge and research base as well as experience and failures in triple/quadruple helix collaborations
- ✓ Hajdú-Bihar County Foundation for Enterprise Promotion – brings experience in funding SMEs and defining supporting needs of enterprises
- ✓ General Assembly of Hajdú-Bihar County – official body of the county to approve the concept

4. Timeframe

- ✓ April 2017 – April 2018

5. Costs (if relevant)

- ✓ there is no further specific cost of the implementation

6. Funding sources (if relevant):

- ✓ not applicable



ACTION 2 CREATING THE BASE FOR LONG-TERM NETWORKING: REGULAR CLUSTER PLATFORMS/CLUSTER CLUBS

1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

Interregional Workshop, Torino, 2016 – Lessons learnt from Invest NI, Northern Ireland *“Access to Best Practice Tools”*

The specification of Technical assistance provided by Invest NI for clusters:

- ✓ facilitated workshop per cluster group enabling members to scope out project pre-applications
- ✓ access to best practice tools in cluster facilitation, business modelling and internationalisation strategies
- ✓ series of masterclasses for cluster facilitators

There are several expected impacts that are relevant for Hajdú-Bihar County Government as well as Hungarian national cluster policy makers:

- ✓ to complement rather than duplicate other innovation-oriented interventions
- ✓ opportunity to encourage SMEs to engage in innovation
- ✓ potential to build capacity and capability of businesses by developing human, intellectual, market and social capital
- ✓ important building block in the construction of the innovation ecosystem

2. **Action** (please list and describe the actions to be implemented)

- ✓ A2.1 Establishment and regular sessions of Regional Cluster Platform/Club involving all stakeholders participating in clustering as well as those intend to join these networks
- ✓ A2.2 Organization of thematic workshops/platform events inviting other regions and national policy makers
- ✓ A2.3 Creating a thematic website including all good practices and lessons learnt within the CLUSTERS3 project serving as a “Good Practice Database” for all stakeholders, including the contact information of all project and project event participants

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

- ✓ Managing Authority of EDIOP - act as the national policy maker body to help defining the overall and theme-specific cluster needs
- ✓ SME representatives – contribute with the definition of real SME needs in relation with networking and clustering



- ✓ Chamber of Commerce and Industry of Hajdú-Bihar County – great contributor in the definition of networking needs, end user of Good Practice Database
- ✓ Chamber of Agriculture of Hajdú-Bihar County – helps to define networking needs in the agricultural/agri-innovation sector, end user of Good Practice Database
- ✓ Regional Innovation Agency – innovation related workshop needs, end user of Good Practice Database
- ✓ MSE Hungarian Sport & lifestyle Development Cluster – active participant in reviewing cluster practices and experience, cluster platform meetings and workshops
- ✓ Pharmapolis Debrecen Innovative Pharmaceutical Cluster - active participant in reviewing cluster practices and experience, cluster platform meetings and workshops
- ✓ Pharmapolis Innovative Food Cluster - active participant in reviewing cluster practices and experience, cluster platform meetings and workshops
- ✓ Silicon Field IT Cluster - active participant in reviewing cluster practices and experience, cluster platform meetings and workshops
- ✓ Thermal-Health Industrial Cluster - active participant in reviewing cluster practices and experience, cluster platform meetings and workshops
- ✓ University of Debrecen – as academic actor in clusters, brings its highly innovative approach and clustering experience as well as topics for thematic workshops
- ✓ Hajdú-Bihar County Foundation for Enterprise Promotion – helps to define cluster member SME needs in cooperations, helps to define how to overcome the lack of willingness to innovate

4. Timeframe

- ✓ January 2018 – October 2018

5. Costs (if relevant)

- ✓ only the catering fees for platform meetings, as the venue is provided by Hajdú-Bihar County Government and Platform/Club members free
- ✓ publication of Good Practice Database will be provided through the website of Hajdú-Bihar County Government

6. Funding sources (if relevant):

- ✓ own sources



ACTION 3 CAPACITY BUILDING OF CLUSTER MANAGERS

1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

Interregional Workshop Belfast, 2018 – Lessons learnt from Piedmont Region

“Forum for Sharing Experiences”

The organization of 7 meetings (one per regional cluster organization), as an interregional forum sharing experiences with other Italian regions focused on the following issues:

- role of the Cluster organization (and future perspectives)
- aim of the projects submitted by CMOs
- expected impact on the competitiveness
- key technologies
- cooperation between enterprises or other research institutions
- project timing (and main milestones)
- project responsible and partnerships
- methods for disseminating the results

Due to the organisation of these events it has been possible for both the region and the involved enterprises to face and discuss about ideas, synergies, projects' overlap.

Hajdú-Bihar County Government is ready to share experience and discuss emerging challenges and future ideas with other Hungarian regions in order to successfully contribute to the creation of a well-balanced and optimized cluster structure as well as experienced and skilled cluster managers for all clusters in Hungary.

2. **Action** (please list and describe the actions to be implemented)

- ✓ A3.1 Organisation of regular cluster manager meetings inviting all Hungarian regions/counties serving as a national forum for cluster and network capacity building; at least 2 meetings per year is planned
- ✓ A3.2 Compilation of “Inspirational catalogue” based on good practice provided by Cluster Excellence Denmark in Belfast to find the right collaboration partners, identify them using the correct competence, and facilitate a match

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

- ✓ Managing Authority of EDIOP - act as the national policy maker body to help formulating and implementing the most adequate support for cluster managers/cluster organisations



- ✓ SME representatives – large contribution to lay down exact cluster member SME needs, focusing on the introduction of capacity building failures and missing skills; end-users of Inspirational catalogue
- ✓ Chamber of Commerce and Industry of Hajdú-Bihar County – act as coordinating body through Enterprise Europe Network and provides experience in matchmaking efforts
- ✓ MSE Hungarian Sport & lifestyle Development Cluster – definition of cluster management needs, end user of manager meetings and Inspirational catalogue
- ✓ Pharmapolis Debrecen Innovative Pharmaceutical Cluster - definition of cluster management needs, end user of manager meetings and Inspirational catalogue
- ✓ Pharmapolis Innovative Food Cluster - definition of cluster management needs, end user of manager meetings and Inspirational catalogue
- ✓ Silicon Field IT Cluster - definition of cluster management needs, end user of manager meetings and Inspirational catalogue
- ✓ Thermal-Health Industrial Cluster - definition of cluster management needs, end user of manager meetings and Inspirational catalogue
- ✓ Clusters from other regions in Hungary - definition of cluster management needs, end user of manager meetings and Inspirational catalogue
- ✓ University of Debrecen – provides wide and solid experience in management skill improvement, collaborations and network capacity building in specialization themes

4. Timeframe

- ✓ March 2018 – December 2018

5. Costs (if relevant)

- ✓ only the catering fees for cluster manager meetings, as the venue is provided by Hajdú-Bihar County Government and stakeholders involved free
- ✓ publication of Inspirational catalogue will be an electronic version made available free to download

6. Funding sources (if relevant):

- ✓ own sources



ACTION 4 EXAMINATION OF THE POTENTIAL FOR SPECIFIC CLUSTER SUPPORT PROGRAMME

1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

Interregional Workshop Torino, 2016 – Lessons learnt from Basque Country, SPRI

“Clusters Support Programme funding the Cluster Associations’ Annual Action Plans”

To improve and make the Hungarian funding and supporting schemes updated, it was really interesting to see such type of support programme that provides financing

- ✓ for activities of facilitating cooperation with other clusters (cross-cluster)
- ✓ for cooperation in Joint International Projects

The above mentioned funding objectives are fully in line with the renewed Hungarian support scheme focusing on cross-cluster cooperations and making steps towards an improved internationalisation.

The idea of Annual Action Plans to be submitted for assessment with activities in the areas of internationalisation, technology R&D&I, Talent and Strategy seems to be also applicable for Hajdú-Bihar County Government.

The most significant impacts expected are:

- ✓ alignment of public-private efforts in R&D&I within RIS3
- ✓ strengthen clusters’ orientation towards SME
- ✓ stress the importance of critical mass

2. **Action** (please list and describe the actions to be implemented)

- ✓ A4.1 Examination of the potential to apply funding based on submitted Annual Action Plans with specific focus on cross-cluster cooperations; this means first to review the applicability of Annual Action Plans in the Hungarian systems than calculate the feasibility of a similar theme-focused funding opportunity

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

- ✓ Managing Authority of EDIOP - act as the national policy maker body to help reveal and examine the potential application of new/updated support scheme for clusters
- ✓ Hajdú-Bihar County Foundation for Enterprise Promotion – experienced partner in SME funding; helps to define concrete funding needs and application methods
- ✓ Chamber of Commerce and Industry of Hajdú-Bihar County – as experienced partner in organising and supporting network cooperations and partnering in



different themes, they have been an active and strong contributor both the action development and implementation

- ✓ Regional Innovation Agency – as responsible for the coordination of regional innovation, contribution has been provided to define innovation related (focusing on RIS3) funding needs and future ideas

4. Timeframe

- ✓ March 2018 – November 2018

5. Costs (if relevant)

- ✓ potential funding costs, depending on the EDIOP structure and schemes

6. Funding sources (if relevant):

- ✓ EDIOP and/or national sources if applicable



ACTION 5 ONLINE TRAINING TOOLS FOR INTERNATIONALIZATION

1. The background (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

Interregional Workshop, Riga, 2017 – Lessons learnt from Piemonte Region

Online training tools for the internationalization of life science SMEs

According to the presentation provided by the Italian partner, the purpose of the three projects introduced was to boost the competitiveness of SMEs in the Life Sciences sector, by producing, developing and making available international business culture resources. Tools, guides and publications were produced and seminars organised to favour and support company internationalisation. Through the creation of language & culture training resources, the three projects wanted to contribute to a successful increase in the global competitiveness of European small and medium-sized enterprises in the life science sector, with a focus on non-European target countries.

Hajdú-Bihar County Government is committed to find up-to-date and easily available methods and tools to support the internationalisation of SMEs participating in clusters or thinking about joining existing clusters. E-tools mean the most appropriate solution for those interested in taking steps towards an enhanced internationalisation activity.

2. Action (please list and describe the actions to be implemented)

- ✓ A5.1 Selected thematic webinars will be searched and recommended for SMEs in the focus themes of agri-innovation and thermal-health industries as two of the most determinant specialization and innovation fields in the county
- ✓ A5.2 Training e-materials about European/non-European business and scientific cultures: tools, guidelines, handbooks, publications will be provided free
- ✓ A5.3 Opportunities for language trainings will be published to support the language skill improvement of cluster members and other SMEs

3. Players involved (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

- ✓ Managing Authority of EDIOP - act as the national policy maker body committed to support clusters' internationalisation activities; helps defining training needs as well as implementation
- ✓ Chamber of Commerce and Industry of Hajdú-Bihar County – as the umbrella organisation representing county enterprises and operating the Enterprise Europe Network, their highly appreciated experience in trainings and specific methods are utilized during the action development and implementation



- ✓ Chamber of Agriculture of Hajdú-Bihar County - as the umbrella organisation representing county agricultural enterprises their wide range knowledge and experience in agricultural innovation related needs and development ideas are strongly utilized during the action development and implementation
- ✓ MSE Hungarian Sport & lifestyle Development Cluster – helps to define concrete training needs and end-user of newly developed tools
- ✓ Pharmapolis Debrecen Innovative Pharmaceutical Cluster - helps to define concrete training needs and end-user of newly developed tools
- ✓ Pharmapolis Innovative Food Cluster - helps to define concrete training needs and end-user of newly developed tools
- ✓ Silicon Field IT Cluster - helps to define concrete training needs and end-user of newly developed tools
- ✓ Thermal-Health Industrial Cluster - helps to define concrete training needs and end-user of newly developed tools; as representative of thermal-health industry actors, strong contribution to the appropriate needs assessment
- ✓ Clusters from other regions in Hungary - helps to define concrete training needs and end-user of newly developed tools
- ✓ University of Debrecen – knowledge/research base for agri-innovation as well as thermal-health industry issues
- ✓ County Association of Entrepreneurs and Employers – helps to compile demand-based training materials, other applicable tools

4. Timeframe

- ✓ March 2018 – December 2018

5. Costs (if relevant)

- ✓ no specific cost required; publication of e-tools/materials will be provided through existing websites of Hajdú-Bihar County Government and/or stakeholder institutions involved

6. Funding sources (if relevant):

- ✓ not applicable



ACTION 6 SELF-ASSESSMENT TOOL FOR CLUSTERS ON INTERNATIONALISATION

1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

Interregional Workshop Belfast, 2018 – Lessons learnt from Cluster Excellence Denmark

“Check list on Strategic Cluster Internationalisation”

During the Belfast event, the training session held by the director of Cluster Excellence Denmark provided the opportunity to learn about the widely applicable check list on Strategic Cluster Internationalisation - an easy-to-use tool for cluster managers. The tool was originally developed by ESCA as a self-assessment and learning tool for cluster managers to pre-check themselves.

The tool includes 5 Phases to discover:

- ✓ Understand your cluster
- ✓ Get a grip of the competences, stakeholders and finances
- ✓ Develop your international strategy
- ✓ Implement the strategy
- ✓ Sustain and develop network and services

This practice strongly contributes to the improvement of the internationalisation of clusters not only in the region but at national level as well.

2. **Action** (please list and describe the actions to be implemented)

- ✓ A6.1 Creation of a 3-page self-assessment tool to support clusters evaluating their willingness, capacity and understanding of internationalisation based on the evaluation method applied by ESCA for cluster qualifying

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

- ✓ Managing Authority of EDIOP - act as the national policy maker body bringing wide-spread experience in cluster evaluation and monitoring; helps to create and implement the tool
- ✓ Chamber of Commerce and Industry of Hajdú-Bihar County – helps to successfully create the tool and provides support to make the tool widely known and available
- ✓ University of Debrecen – helps to practically define the tool

4. **Timeframe**

- ✓ March 2018 – July 2018

5. **Costs** (if relevant)

- ✓ no specific cost required

6. **Funding sources** (if relevant):

- ✓ not applicable



Part IV – MONITORING PROCESS

Monitoring activities

Hajdú-Bihar County Council will monitor the implementation of the actions defined in this Action Plan to see the progress and determine the impact of the collaboration. HBCC will check how the measures introduced are actually implemented and what results are experienced when actions completed.

Partners will continue the mutual learning process during the implementation phase of the action plan. “Exporting” and “importing” regions will be in continuous contact in order to successfully implement the defined actions and adapt the selected lesson learnt to other regions’ context.

HBCC will stay active during the monitoring phase:

- ✓ regular check of the state-of-the art of different actions will take place in every 3 months
- ✓ regular contact and common work will be ensured with involved stakeholders in case of each action
- ✓ each event organized within an action will be documented (agenda, attendance list, minutes and photos)
- ✓ short evaluation report (max. 2 pages) will be compiled including the efforts done and the results achieved when an action is completed
- ✓ sample forms/questionnaires will be compiled to gain applicable data and information for monitoring, tracking the activities
- ✓ structured interviews will be applied with cluster managers, cluster members and SMEs interested in order to practically see the progress and to use monitoring information to adjust the implementation of actions for areas that are underperforming
- ✓ final monitoring report (5 pages) will be compiled by the end of Phase 2 including all actions completed, results achieved and impact on policy addressed in the AF
- ✓ at the end of each year HBCC will take part in interregional project meeting to discuss all regions’ achievements.



In order to efficiently monitor the implementation of the actions defined, the following indicators have been set up:

Action	Output indicator	Result indicator
A1.1		
Elaboration of Cluster Concept of Hajdú-Bihar County	Number of cluster strategy framework document	Number of SMEs joining existing clusters or collaboration networks
A1.2		
Official approval of Cluster Concept	Number of county decision makers getting acquainted with the Concept	Integration of cluster/network related objectives in municipal/sectoral strategic/operational documents
A2.1		
Establishment and regular sessions of Regional Cluster Platform/Club	Number of stakeholders joining the platform	Percentage of SMEs with increased willingness to take part in networking
A2.2		
Organization of thematic workshops/platform events	Number of participants of thematic events	Percentage of cluster member organisations with increased knowledge in themes concerned by the events
A2.3		
Creating a thematic website "Good Practice Database"	Number of sessions on the thematic website	Number of cluster members applying good practices provided in the database
A3.1		
Organisation of regular cluster manager meetings	Number of cluster managers participating in the meetings	Percentage of clusters with increased cluster management capacity
A3.2		
Compilation of "Inspirational catalogue"	Number of downloads of the catalogue	Percentage of cluster members with improved perception of motivating examples
A4.1		
Examination of the potential to apply funding cross-clustering	Number of discussion events on revealing the opportunities to apply new funding	Number of national decision makers adopting the idea of new funding opportunities
A5.1		
Gaining and promoting thematic webinars	Number of stakeholders participating in the webinars offered	Percentage of cluster members with improved internationalisation activities
A5.2		
Compilation and publication of training e-materials	Number of downloads of e-training materials	Rates of SMEs with increased knowledge on internationalisation
A5.3		
Gathering opportunities for language trainings	Number of stakeholders utilizing language training opportunities	Percentage of cluster members/SMEs with enhanced language skills
A6.1		
Creation of a 3-page self-assessment tool	Number of clusters applying the self-assessment tool	Number of clusters with improved willingness to step into international market



CLUSTERS3

Interreg Europe



European Union
European Regional
Development Fund

Date: 29 March 2018

Name: Péter KELLER, Ministry of National Economy, Managing Authority for EDIOP

Signature: 

Stamp of the organisation (if available):



Date: 29 March 2018

Name: Zoltán PAJNA, President, Hajdú-Bihar County Government

Signature:



Stamp of the organisation (if available):

