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# CLUSTER MANAGEMENT TOWARDS EXCELLENCE IN ADVANCED MANUFACTURING AND TEXTILE INDUSTRY

*Grant Agreement number 872862*

**Selection of offers for training**



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## 1. INTRODUCTION

CLAMTEX is a European Strategic Cluster Partnership composed of textile and advanced manufacturing clusters. CLAMTEX partnership is formed by 5 clusters from 3 European Member states (France, Portugal and Spain) and representing 4 regions: Catalonia and Valencia in Spain, Pays de la Loire in France and Norte in Portugal, with a joint strategy to facilitate the uptake of digitalization and the user-centered approaches, benefiting both advanced production suppliers and textile companies in a win-win approach.

One of the aims of CLAMTEX is to develop experience exchanges as another tool to the deepening cross-regional cooperation. The first step has been to define a common strategy and a roadmap of joint activities, addressing business needs of SMEs and clusters that are required to better adapt to trends, challenges and opportunities that come along with industrial changes. This goal can be fulfilled through a program of visits among different countries, regions and organizations.

The next step is to implement a capacity-building program to each of the clusters in order to overcome cluster management weaknesses and the different cross-sectoral and transversal opportunities identified in within CLAMTEX project.

The training will allow evaluating, raising and sustaining the competitiveness of regional economic clusters and to promote economic development of targeted regions.

The training will allow each of the partners:

- To develop the skills necessary for excellence in cluster management
- To uptake transversal facilitating skills for promoting high quality services to their members

## 2. SUMMARY OF THE TENDER PROCESS

On 5th October 2020 at 9am CEST we opened a tender of Training Programme for Capacity Building and the deadline to receive proposals was established on 28th October 2020 at 17h CET (Brussels time). The aim of the TOR was to receive training offers.

Subcontracts have to be awarded for the recruitment of qualified Expert(s) for training activities and methodologies for clusters, to deliver a training programme on the 7 modules identified in the lots below.

Training Lots:

**Lot 1 – Strategy and leadership:** in order to address the cluster value proposition, new business models uptake, tools for sectoral analysis, the uptake of design thinking tools to support strategy definition in participatory approaches, cluster leadership to improve the member engagement and to attract new members, as well as change management.

**Lot 2 – Data tools for management:** data analytics methodologies and visualization tools for KPI assessment and monitoring, usage of CRM programs to integrate data processing and management.

**Lot 3 – Communication tools:** particularly in terms of communication in times of crisis, digital communication strategies tools such as social media, lean communication skills. Additionally, the digital communication will also include approaches for facilitating virtual events such as webinars (camera setting, hosting, etc.) and virtual showcases to facilitate internationalization remotely now that traveling is restricted or limited.

**Lot 4 – Creative and interactive facilitation tools:** tools to encourage cooperation among members, innovative thinking methodologies (i.e. design thinking, creative thinking, thinking outside the box, session animation). The key aim is to facilitate business cooperation and stimulate innovative ideas of our members.

**Lot 5 – Innovation management and monitoring:** particularly on open innovation, and evaluation of impact of innovation projects

**Lot 6 – Facilitate circular economy:** tools for facilitating circular economy business models, global methodologies, facilitation tools to support matchmaking in circular approach and cross-sectoral opportunities.

**Lot 7 – Leadership for digital transformation and tools to implement digital transformation:** basics of digital transformation (concepts, technologies), support tools (road mapping, change management, etc.), support systematization, digital innovation hubs (how to establish them, animate them, tools).

All the information about the terms of references, evaluation and conditions was detailed in the tender **Terms of Reference**.

### 3. SUMMARY OF THE TENDER EVALUATION

In total 6 offers were received before the deadline of the tender.

The offers received were scored by each of the CLAMTEX partner following harmonized scoring procedure.

All proposals that were on budget were evaluated.

The proposal submitted by **CLAMTEX\_PROV\_3** for Lot 6 was automatically rejected and not evaluated as it did not meet the maximum budget per lot requirement.

With the overall results and final scores (average among all partners), we now award each lot to the provider with highest score.

#### Summary of total score per lots:

Provider \ Lot	Lot 1	Lot 2	Lot 3	Lot 4	Lot 5	Lot 6	Lot 7
CLAMTEX_PROV_1	67	71	63	69	69	61	62
CLAMTEX_PROV_2	86	81	85	80	79	72	72
CLAMTEX_PROV_3				73		Overpriced	
CLAMTEX_PROV_4	88			81	88		
CLAMTEX_PROV_5	90			75	86		93
CLAMTEX_PROV_6						57	

The lots will be allocated as follows:

- Lot 1- **CLAMTEX\_PROV\_5**
- Lot 2- **CLAMTEX\_PROV\_2**
- Lot 3- **CLAMTEX\_PROV\_2**
- Lot 4- **CLAMTEX\_PROV\_4**
- Lot 5- **CLAMTEX\_PROV\_4**
- Lot 6- **CLAMTEX\_PROV\_2**
- Lot 7- **CLAMTEX\_PROV\_5**