Deliverable D2.2:
Report on skill assessment

ACTION
European Cluster
Excellence
Programme

PROJECT
REgrouping MOBILIty
clusters to develop
Skills and Exchange

Report on skill assessment

GRANT AGREEMENT NUMBER
101037876

PROJECT COORDINATOR
Freek de Bruijn
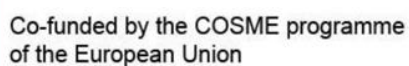Program Consultant
RAI Automotive Industry NL

D2.2

REMOBILISE

Table of Contents

List of Figures

List of Tables

Document Information

IST Project Number	101037876	**Acronym**		REMOBILISE	
Full Title	Regrouping Mobility Clusters to Develop Skills and Exchange				
Project URL	https://remobilise.eu/				

Deliverable	Number	D2.2	Title	**Report on skill assessment**
Work Package	Number	WP2	Title	**Enhancing cluster managers' skills**

Date of Delivery	Contractual	31/07/2022	Actual	29/07/2022
Status			Final	
Nature	report ■ demonstrator □ other □			
Dissemination level	Public ■ restricted □			

Authors (Partner)				
Responsible Author	Name	Anne Häner	E-mail	Anne.haener@techbase.de
	Partner	RTECH	Phone	+49 941 604889 62
Contributors	All Partners			
Reviewers	All Partners			

Abstract (for dissemination)	In the first three months of the project 27 consultations have been conducted to receive an overview of the cluster members needs but also to have a first rating of our cluster services and therefore skills. Taking the report D2.1 on these as a baseline we could now assess our skills and find gaps between the members needs and cluster skills. To not only find these gaps but also reveal the areas in which the clusters have their expertise and in which areas they can learn from each other a matrix was created. This report provides pathways for T2.3 in which a strategy will be defined to improve our cluster managers skills through mutual training and learning.
Keywords	Cluster SME's, needs, interviews, skills assessment, cluster managers skills, clusters expertise, cluster improvement potential

Version Log			
Issue Date	**Rev. No.**	**Author**	**Change**
27/07/2022	Version 1	RTECH	
28/07/2022	Version 2	RTECH	Annex added

Document History			
Version	**Date**	**Main Modification**	**Entity**
1st Draft	27/07/2022	First Draft	RTECH
1st Review	28/07/2022	Partners review	all
Final	29/07/2022	Final	RTECH

Abstract

This document puts forward the headlines of our cluster skills assessment regarding capabilities regarding the generation of added-value support services for SMEs. Therefore, we are taking the report D2.1 as a baseline in which we have identified the needs regarding the development of green and friendly technologies for city ecosystems of our cluster members, including SMEs, scaling-up support organizations, public/regional authorities, knowledge institutions and civil organizations. The 27 consultations analysis provide pathways for progress when it comes to cluster manager's skills assessment and improvement of cluster management capabilities to improve the member's skills to be more competitive and to be able to deliver innovative sustainable technologies for cities.

The steps that have been undertaken to assess our cluster managers skills are:

1. Consultations with rating of our cluster services/skills mapping of needs in D2.1
2. Development of a cluster managers skills assessment matrix
3. Skills assessment individually for each cluster using the matrix
4. Analysis of gaps between needs and skills, expertise levels and improvement potential

These activities as well as this report is the basis for T2.3 in which a strategy will be defined to improve our cluster managers skills through mutual training and learning.

Executive Summary

REMOBILISE (standing for REgrouping MOBILIty clusters to develop Skills and Exchange) is a 24-month project pursuing the overall objectives of strengthening cluster management excellence while facilitating strategic connections between our clusters and our specialized ecosystems and cities across Europe, in the sector of mobility. REMOBILISE takes input from the RECiPE4MOBILITY project from the ongoing generation of European Strategic Cluster Partnerships for Excellence (ESCP-4x).

The REMOBILISE consortium is composed of 5 European clusters, based on a fair balance between competences, expertise and maturity levels, both at organisational and regional levels: RAI Automotive Industry NL (Netherlands), Cluster Mobility & Logistics (Germany), Mobinov (Portugal), NextMove (France) and Zone Cluster (Hungary).

Under the mobility scope, the REMOBILISE partnership will focus its activities on the theme of safe and sustainable urban mobility in cities.

By developing new competences, innovative services, competitive networks and resource-efficient solutions, clusters will better support the scaling-up of European ecosystems and cities during the project and in the long run, notably by boosting the competitiveness of European SMEs.

The first months of REMOBILISE particularly focus on the enhancement of clusters' management skills to also improve the member's skills to be more competitive and to be able to deliver innovative sustainable technologies for cities. Therefore, the consortium reviews the cluster management processes and later develops the clusters' individual management processes further. The first action has been the analysis of the needs of cluster stakeholders, especially SMEs, with the aim to assess what they need to be able to connect to cites and to deliver better technologies in the field of green and climate friendly technologies to city ecosystems. The next step, this report is about, was about finding the gap between the SMEs' needs and the skills of the European cluster managers and therefore to align our upskilling activities for cluster managers with their needs

For this purpose, a matrix for cluster manager's skills assessment was created by task leader RTECH that can now be used by all clusters individually. By using the input from *D2.1 Analysis of the needs* of our cluster members and having a self-assessment per each cluster, gaps between the needs of cluster members and the offered services of clusters could be identified. Furthermore, the areas in which the clusters have their expertise and in which they can learn from each other could be revealed. Main expertise improvement potentials are in recruiting support and training activities. Each cluster was responsible for doing the self-assessment by their own.

Methodology

For the implementation of this task, the task leader RTECH created a matrix for cluster manager's skills assessment. The approach was to have an easy-to-use tool that can also be adapted to the individual services and skills of clusters as well as individual member's needs. Therefore, the well-known program MS Excel was used as underlying IT-tool. Furthermore, the matrix was designed in such a way that it can also be used by other clusters than the five within the REMOBILISE consortium. Overall, it is a combination of self-assessment, ratings of our members and some mathematical formula, which leads to a priority list, ranking of expertise level and improvement potential per clusters skill. To be precise we decided to define our cluster manager's skills also as our offered cluster services because they are kind of the mirror of our skills that we can provide our cluster members. The matrix template includes the assessment per one cluster. To do comparing the different matrixes can be looked at or the ratings itself compared as well self-assessment can be done again after some time to have a time series comparison.

To concretise which info have been put into the matrix before self-assessment: The question *"How important is the skill/service ranked by cluster members?"* was answered during the consultations in the first months of the project in "Part 3: Analysis of needs - cluster services" of the interviews. To receive the ranking from 1 to 5 (very low to very high) in the matrix column [C] the average of interviewees answers was taken rounded to the full number. The needs in line [20 & 21] have been taken from D2.1. The template of the matrix can be found below (Figure 1) and each assessment matric per cluster in the annex. Through desk research, we could define the following as common skills and services that REMOBILISE partners offer or are offered by other clusters in general. These seven categories could be defined and where used for the ratings and skills assessment:

1. Networking activities (e.g. ClusterXchange programme, Pitching events, Working Groups);
2. Initiating innovation networks/ platforms/ projects;
3. Info and consulting regarding R&D funding;
4. Trainings (e.g. soft skills, professional development, writing project proposals);
5. Participation in trade fairs and organisation of congresses;
6. Recruiting support;
7. Marketing & PR (e.g., Newsletter, Website, Social media, Press releases, Flyer, Podcasts).

For doing the self-assessments task leader RTECH provided all partners the skills assessment matrix already individually filled with their members needs and ratings of importance of each skill and with some guidelines on how to use by 6th July 2022. Beforehand partners already had the chance during the project meeting on the 4th July 2022 to give their feedback. After providing the matrix partners had time till the 13th July 2022 (internally set deadline) to finish their assessments. Afterwards, task leader RTECH was writing the report doing the overall analysis.

The activities so far in short:
1. Consultations with rating of our cluster services/skills mapping of needs in D2.1;
2. Development of a cluster managers skills assessment matrix;
3. Skills assessment individually for each cluster using the matrix;
4. Analysis of gaps between needs and skills, expertise levels and improvement potential.

REMOBILISE

	Description	How important is the skill/service ranked by cluster members?	Which need is covered by which of your skills/services?							How would you rank the impact, effort, benefit of the skill/service in general to fulfil the needs?			Priorization (low- light green high - strong green)	How would you rank your expertise in this skill/service field?	
Assessment per cluster		Rating taken from interviews with	Self-assessement by each cluster							Self-assessement by each cluster				Self-assessement by each cluster	
Cluster name		Skill/Service importance for members? ranked from 1 to 5 (very low to very high), take the average of the interview answers	Need 1	Need 2	Need 3	Need 4	Need 5	Need 6	...	Impact ranked from 1 to 5 (very low to very high)	Effort ranked from 1 to 5 (very low to very high)	Benefit ranked from 1 to 5 (very low to very high)		Expertise level (ranked from 1 to 5 very low to very high)	Improvement potential (ranked from 1 to 5 very low to very high)
Skills/Service	**Description**														
Networking activities	(eg. CXC, Pitching events, Working Groups)												0		5
Initiating innovation networks/ platforms/ projects													0		5
Info and consulting regarding R&D funding													0		5
Trainings	(eg. Softskills, professional development, writing project												0		5
Participation in trade fairs and organisation of congresses													0		5
Recruiting support													0		5
Marketing & PR													0		5

Figure 1 Cluster Managers Skills Assessment Matrix

8

Skills assessment

General analysis

Before going into detail with each clusters skills assessment we take the chance and give an overview of how cluster members have rated our services and skills in general. We had therefore some special "add-on" questions in the interviews to get a better understanding of

- how often the members have already used each of our services
    - never
    - rarely
    - occasionally
    - often
    - very often
    - no answer
- how they would rate the services regarding some specific indicators such as
    - efficiency
    - easy claimable
    - quick and flexible claimable
    - importance for developing green & climate friendly technologies
    - recognizable benefit
    - recognizable visibility
    - no answer (for those who have not known or used the service before)
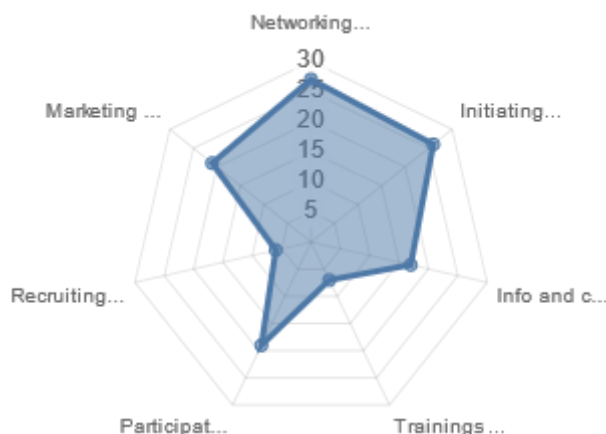
Figure 2 Number of answers to the question „What cluster service do you already know?"

Before asking how often cluster members used each service it was important to ask **whether they already know the service or not**. As you can see in figure 2 the majority of members (total of 27 interviews) know that REMOBILISE clusters have networking, marketing & PR services as well as support in initiating innovation networks/ platforms/ projects. On the other hand, it was new for most of interviewees that clusters also offer recruiting and training services. This is also displayed in the **frequency of how often each service was used by cluster members** rated from never to very often. It is clear to see that recruiting and training services are less popular than other services but also around 8 interviewees answered that they never used information and consultations of clusters regarding R&D funding as well as never participated in trade fairs or other congresses organised by clusters. In comparison, networking activities are used occasionally till very often by more than 70% of the interviewed cluster members and support with the initiation of innovation networks/platforms/projects as well as marketing & PR are used occasionally till very often by more

than 62%. Around 37% have also participated in trade fairs and congresses organised or supported by REMOBILISE clusters.
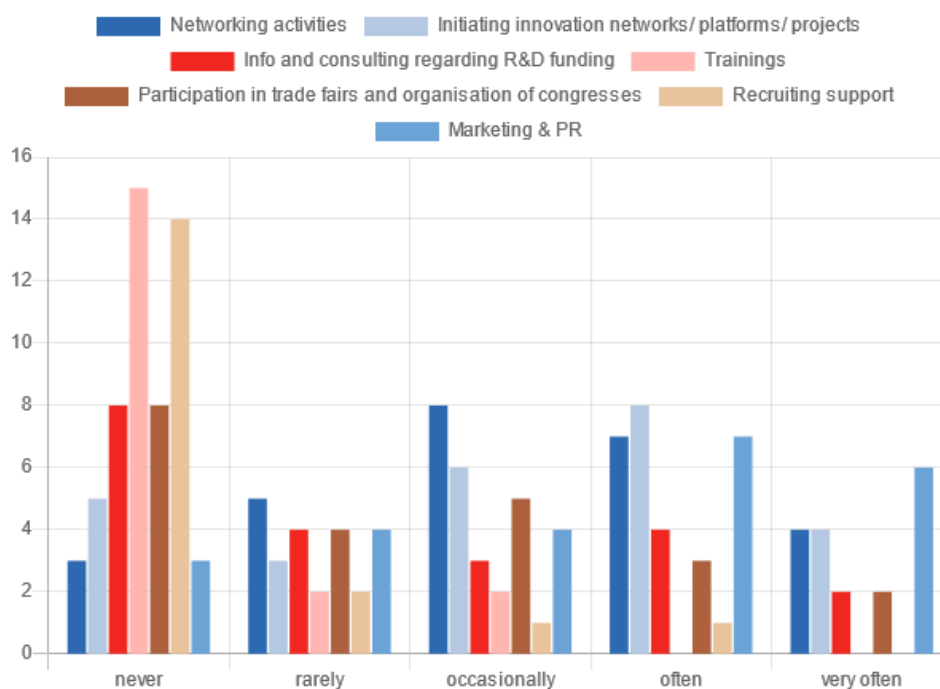
Figure 3 Number of answers to the question "How often has your organisation already used each service?"
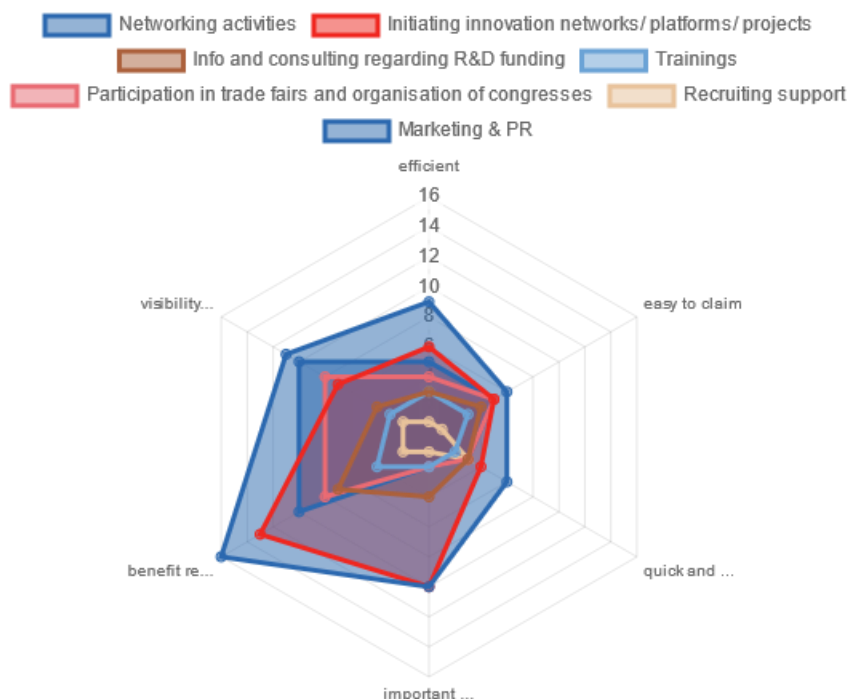
Figure 4 Number of answers to the question "Rate each service. Please tik the box of the rating indicator if you consider it as applicable!"

Regarding the next question about **how they would rate the services regarding some specific indicators** it was nice to see that most of our services are visible but also the benefit is recognizable for them. Especially our networking activities as well as the initiation of innovation networks/platforms/projects is rated as important for developing green & climate friendly

technologies which makes it to a very important part within the REMOBILISE framework. Finally the efficiency, easiness, quickness and flexibility to claim the different services where in maximum applicable for around 33% of the interviewed members. So, in these points we have some improvement potential for sure.

Using now the cluster management skills assessment matrix the outcome is a ranking of skills/services priority and improvement potential per each cluster. The deeper the colour the higher the priority (in green) and improvement potential (in red). A strong green and strong red would therefore mean that the skill is very important as it is important for members, covers a lot of needs, has a high impact, low effort, high benefit and simultaneously the cluster has a low expertise level. So, this would be a topic to focus our training activities on.

In the next chapters the priority levels, expertise levels and improvement potentials will be analysed per cluster.

RAI Automotive Industry NL

For RAI Automotive Industry NL the priority of services depending on the rated skills/services, covering of cluster member's needs, impact, benefit and effort is the following:

1. Initiating innovation networks/ platforms/ projects
2. Networking activities
3. Participation in trade fairs and organization of congresses
4. Marketing & PR
5. Trainings
6. Info and consulting regarding R&D funding
7. Recruiting support

As can be seen in table 1 RAI Automotive Industry NL already has a high expertise level in the most important two skills, which is very good. However, there is some improvement potential in nearly all skills (except for the participation in trade fairs and organisation of congresses), the highest in recruitment support. But, as recruiting support also doesn't fit to one of the needs of cluster members it should not be the major topic for them.

RAI NL	Prioritization (low- light green high - strong green)	Expertise level (ranked from 1 to 5 very low to very high)	Improvement potential (ranked from 1 to 5 very low to very high)
Skills/Service			
Networking activities	11600	4	1
Initiating innovation networks/ platforms/ projects	13750	4	1
Info and consulting regarding R&D funding	720	2	3
Trainings	1080	2	3
Participation in trade fairs and organisation of congresses	2160	5	0
Recruiting support	48	1	4
Marketing & PR	1200	3	2

Table 1 Cluster skill assessment: RAI Automotive Industry NL

Cluster Mobility & Logistics

For Cluster Mobility & Logistics the priority of services depending on the rated skills/services, covering of cluster member's needs, impact, benefit and effort is the following:

1. Networking activities
2. Initiating innovation networks/ platforms/ projects
3. Participation in trade fairs and organisation of congresses
4. Info and consulting regarding R&D funding
5. Marketing & PR
6. Trainings
7. Recruiting support

Comparing the priority level and improvement potential, it can be followed that Cluster Mobility & Logistics should gain a little bit more expertise in their networking activities to even better support their members. The same counts for the info and consulting services regarding R&D funding even though it is lower prioritized. For recruiting, there is some improvement potential. Trainings services have a high improvement potential and would meet the need of cluster members that do want Cluster Mobility & Logistics broaden their perspective. Therefore, the cluster should focus on having trainings also on a variety of solutions for a safer and more sustainable urban mobility. Historically conditioned Cluster Mobility & Logistics still has a special focus on E-Mobility as it is a merger of E-Mobility Cluster Regensburg and IT-Logistic Cluster.

Cluster Mobility & Logistics	Prioritization (low- light green high - strong green)	Expertise level (ranked from 1 to 5 very low to very high)	Improvement potential (ranked from 1 to 5 very low to very high)
Skills/Service			
Networking activities	19375	4	1
Initiating innovation networks/ platforms/ projects	12000	5	0
Info and consulting regarding R&D funding	2052	4	1
Trainings	240	1	4
Participation in trade fairs and organisation of congresses	7000	5	0
Recruiting support	144	3	2
Marketing & PR	1260	5	0

Table 2 Cluster skill assessment: Cluster Mobility & Logistics

Mobinov

For Mobinov the priority of services depending on the rated skills/services, covering of cluster member's needs, impact, benefit and effort is the following:

1. Networking activities
2. Initiating innovation networks/ platforms/ projects
3. Info and consulting regarding R&D funding
4. Participation in trade fairs and organisation of congresses
5. Marketing & PR
6. Trainings and Recruiting support

From that, you can see that recruiting and trainings are not prioritized at all for the cluster Mobinov. The reason behind is that both services do not meet their cluster member's needs. Therefore, also the impact and benefit would be low (table 3). Therefore, it is also no problem in first place that their expertise level is zero in these areas. But an interesting question that comes up is why have their members then rated trainings in average as moderate important and recruiting as low important. So, even not meeting one of the specific needs these activities still seem a little bit important. Learning from other clusters what to offer in this field might therefore be relevant even though priority is lowest. Probably, it would be helpful to ask cluster members again in detail to define in collaboration with them how to improve and where to focus on. Overall, Mobinov has great potential to learn from other clusters in the area of info and consulting regarding R&D funding. Slight improvements are also still possible in networking activities and initiating innovation networks/ platforms/ projects.

Mobinov	Prioritization (low- light green high - strong green)	Expertise level (ranked from 1 to 5 very low to very high)	Improvement potential (ranked from 1 to 5 very low to very high)
Skills/Service			
Networking activities	14000	4	1
Initiating innovation networks/ platforms/ projects	8400	4	1
Info and consulting regarding R&D funding	2700	3	2
Trainings	0	0	5
Participation in trade fairs and organisation of congresses	1920	4	1
Recruiting support	0	0	5
Marketing & PR	960	4	1

Table 3 Cluster skill assessment: Mobinov

NextMove

For NextMove the priority of services depending on the rated skills/services, covering of cluster member's needs, impact, benefit and effort is the following:

1. Networking activities
2. Initiating innovation networks/ platforms/ projects
3. Info and consulting regarding R&D funding
4. Trainings
5. Participation in trade fairs and organisation of congresses
6. Marketing & PR
7. Recruiting support

As can be seen in table 4 NextMove does not have the gold label of cluster excellence without reason. They have in all skills a high to very high expertise level. Some very low improvement potential is only in the areas of trainings, recruiting support and participation in trade fairs and organisation of congresses. In relation with a very similar priority level NextMove should first concentrate on improving their skills in trainings and participation in trade fairs and organization of congresses and then later on the very low prioritized recruiting support topic. Overall, NextMove will be more a cluster within the REMOBILISE partnership which can transfer their knowledge and train the other partners.

NextMove	Prioritization (low- light green high - strong green)	Expertise level (ranked from 1 to 5 very low to very high)	Improvement potential (ranked from 1 to 5 very low to very high)
Skills/Service			
Networking activities	15000	5	0
Initiating innovation networks/ platforms/ projects	9200	5	0
Info and consulting regarding R&D funding	5440	5	0
Trainings	2496	4	1
Participation in trade fairs and organisation of congresses	2304	4	1
Recruiting support	180	4	1
Marketing & PR	768	5	0

Table 4 Cluster skill assessment: NextMove

Zone Cluster

For ZONE Cluster the priority of services depending on the rated skills/services, covering of cluster member's needs, impact, benefit and effort is the following:

1. Networking activities
2. Initiating innovation networks/ platforms/ projects
3. Info and consulting regarding R&D funding
4. Trainings
5. Participation in trade fairs and organisation of congresses
6. Marketing & PR
7. Recruiting support

As marked in table 5 there is the highest improvement potential for ZONE Cluster in the section of trainings. However, what would be more important as it is ranked second place in the priority list is to gain experience and expertise in initiating innovation networks/ platforms/ projects. Especially meeting members needs such as facilitating a closer collaboration between the cluster and the university (networking and projects) and enhancing cooperation by bracketing out the conflicts that arise from political interests it would be a great opportunity to step up and upskill as cluster. In recruiting and marketing & PR there is also some improvement potential, but in the other areas ZONE Cluster already has a high expertise level. In case of marketing & PR we assume either way that ZONE Cluster will upskill as they are responsible for the outreach and dissemination work package in REMOBILISE. So, they will learn from others and also learn by doing.

ZONE	Prioritization (low- light green high - strong green)	Expertise level (ranked from 1 to 5 very low to very high)	Improvement potential (ranked from 1 to 5 very low to very high)
Skills/Service			
Networking activities	15500	4	1
Initiating innovation networks/ platforms/ projects	9600	3	2
Info and consulting regarding R&D funding	4864	4	1
Trainings	1620	2	3
Participation in trade fairs and organisation of congresses	1440	4	1
Recruiting support	64	3	2
Marketing & PR	768	3	2

Table 5 Cluster skill assessment: ZONE cluster

Conclusion

In conclusion, comparing the priorities, expertise levels and improvement potentials per cluster we can see that for all clusters the **networking activities** (eg. ClusterXchange, pitching events, working groups) and support in **initiating innovation networks/ platforms/ projects** are of highest priority. Therefore, it is not surprising that most clusters (especially those with high labels of cluster excellence) have a high expertise level with low or even no improvement potential. But as REMOBILISE partners are already very good in these activities, those who have still a low improvement potential such as ZONE Cluster, Mobinov, RAI Automotive Industry NL, Cluster Mobility & Logistics can profit from NextMove expertise throughout the project.

On third place of priority list it was either way the participation in trade fairs and organisation of congresses or info and consulting regarding R&D funding. For **participation in trade fairs and organisation of congresses** RAI Automotive Industry NL, Cluster Mobility & Logistics have great experience that Mobinov and ZONE Cluster can learn from. For the **service of providing info and consulting regarding R&D funding** NextMove has the most expertise closely followed by Cluster Mobility & Logistics and ZONE Cluster. This is especially important for Mobinov, which has it also on third place of priority, but also RAI Automotive Industry NL with a lower priority can benefit from the others knowledge. There is still the possibility that the R&D funding topic also becomes more important when the services are improved.

Marketing & PR as well as trainings (eg. Soft skills, professional development, writing project proposals) have won a place between 4th and 6th on the priority lists. **Marketing & PR** is of higher importance for cluster members and impact is rated in average quite high but the benefit especially related to specific needs is low to moderate. In comparison, **trainings** are of lower importance for cluster members and effort is rated quite high but with low to no impact as only few cluster members needs can be met. Therefore, as only limited needs can be covered by trainings and priority is low this is not the most important skill to improve even though it is a field where most of REMOBILISE clusters have a great and sometimes the highest improvement potential. So, one approach could be to search for specific topics that then really cover the needs and also ask for NextMoves and actually also external help to improve our training offers.

Finally, we come to the skill/service with the lowest priority: **recruiting support**. Nevertheless, it is one of the topics where ZONE Cluster, Mobinov and RAI Automotive Industry NL can learn from NextMove and Cluster Mobility & Logistics who have a high level of expertise in recruiting support activities.

Overall, each cluster has its own priority lists, needs to be covered and expertise levels. However, within this report there could be some skill and service areas outlined which can be improved and where REMOBILISE partners can learn from each other. For example, looking at some rating indicators we have some improvement potential in efficiency, easiness, quickness and flexibility to claim. As already known from the Grant Agreement we are a group of clusters with a fair balance between competences, expertise and maturity level at organizational but also regional level. But this will enable us to have a fruitful knowledge exchange and transfer in our future work in the project. Based on this assessment task leader T2.3 NextMove will now be able to define a strategy to improve our skills and learn/ train new skills by defining specific areas. This report is the baseline for our next steps in developing the clusters' individual management processes further to better fulfil the identified needs of cluster members.

Annex

RAI Automotive Industry NL

Skills/Service	Description	Importance (1-5, avg)	Need 1: long-term strategy/ political course	Need 2: focus on special topics and niche markets (eg. truck fleet)	Need 3: increase transparency & visibility	Need 4: concretize funding topics	Need 5: enlarge search for funding options to national level	Need 6: streamline funding process	Need 7: wisely investment choices by funding agencies/politicans	Impact (1-5)	Effort (1-5)	Benefit (1-5)	Priorization	Expertise level (1-5)	Improvement potential (1-5)
Networking activities	(eg. CXC, Pitching events, Working Groups)	5	yes	yes	yes	yes	yes	yes	yes	5	4	4	11600	4	1
Initiating innovation networks/ platforms/ projects		5	yes	yes	yes	yes	yes	yes	yes	5	5	5	13750	4	1
Info and consulting regarding R&D funding		5	yes	yes	yes	yes	yes	no	no	3	2	2	720	2	3
Trainings	(eg. Softskills, professional development, writing project proposals)		yes	no	no	no	no	no	no	3	4	3	1080	2	3
Participation in trade fairs and organisation of congresses		5	yes	yes	yes	yes	yes	no	yes	4	5	3	2160	5	0
Recruiting support			no	no	no	no	no	no	no	2	4	1	48	1	4
Marketing & PR		5	yes	yes	yes	no	no	no	no	5	4	5	1200	3	2

Column group notes:
- How important is the skill/service ranked by cluster members? (Rating taken from interviews with) — Skill/Service importance for members? ranked from 1 to 5 (very low to very high, take the average of the answers)
- Which need is covered by which of your skills/services? (Self-assessment by each cluster)
- How would you rank the impact, effort, benefit of the skill/service in general to fulfil the needs? (Self-assessment by each cluster) — Impact ranked from 1 to 5 (very low to very high); Effort ranked from 1 to 5 (very low to very high); Benefit ranked from 1 to 5 (very low to very high); Priorization (low - light green, high - strong green)
- How would you rank your expertise in this skill/service field? (Self-assessment by each cluster) — Expertise level (ranked from 1 to 5 very low to very high); Improvement potential (ranked from 1 to 5 very low to very high)

Cluster Mobility & Logistics

Skills/Service	Description	Skill/Service importance for members? ranked from 1 to 5 (very low to very high, take the average of the answers)	Need 1 Open mindsets of citizens	Need 2 increase political will	Need 3 increase transparency & visibility	Need 4 targeted networking of business, science, administration and citizens (establish common goal)	Need 5 urban mobility data hub	Need 6 strengthen the public relations work supraregional	Need 7 broaden the clusters' perspective (not only e-mobility)	Impact ranked from 1 to 5 (very low to very high)	Effort ranked from 1 to 5 (very low to very high)	Benefit ranked from 1 to 5 (very low to very high)	Priorization (low - light green high - strong green)	Expertise level (ranked from 1 to 5 very low to very high)	Improvement potential (ranked from 1 to 5 very low to very high)
Networking activities	(eg. CXC, Pitching events, Working Groups)	5	yes	yes	yes	yes	yes	yes	yes	5	5	5	19375	4	1
Initiating innovation networks/ platforms/ projects		4	no	yes	no	yes	yes	yes	yes	5	5	5	12000	5	0
Info and consulting regarding R&D funding		3	no	yes	no	yes	yes	no	yes	4	3	3	2052	4	1
Trainings	(eg. Softskills, professional developement, writing project proposals)	2	no	no	no	no	no	no	yes	1	4	2	240	1	4
Participation in trade fairs and organisation of congresses	eg. Degginger, IAA	4	yes	yes	yes	yes	no	yes	yes	5	5	5	7000	5	0
Recruiting support		2	no	no	yes	no	no	no	no	3	1	3	144	3	2
Marketing & PR		4	yes	yes	yes	yes	yes	yes	yes	5	3	3	1260	5	0

Mobinov

Skills/Service	Description	How important is the skill/service ranked by cluster members? — Skill/Service importance for members? ranked from 1 to 5 (very low to very high, take the average of the answers)	Which need is covered by which of your skills/services? (Self-assessement by each cluster)								How would you rank the impact, effort, benefit of the skill/service in general to fulfil the needs? (Self-assessement by each cluster)				How would you rank your expertise in this skill/service field? (Self-assessement by each cluster)	
			Need 1: open mindset for cooperation	Need 2: sharing culture (eg. data sharing)	Need 3: favourable legal frameworkand	Need 4: platforms with decision-making power	Need 5: Accessibility & Inclusion of all users	Need 6: efficient capacity building activities	Need 7: promotion of good practices	Need 8: stress also non technological innovation	Impact ranked from 1 to 5 (very low to very high)	Effort ranked from 1 to 5 (very low to very high)	Benefit ranked from 1 to 5 (very low to very high)	Priorization (low - light green, high - strong green)	Expertise level (ranked from 1 to 5 very low to very high)	Improvement potential (ranked from 1 to 5 very low to very high)
Networking activities	(eg. CXC, Pitching events, Working Groups)	5	yes	yes	no	yes	yes	yes	yes	yes	5	4	5	14000	4	1
Initiating innovation networks/ platforms/ projects		5	yes	yes	no	yes	yes	yes	yes	no	5	4	4	8400	4	1
Info and consulting regarding R&D funding		4	yes	yes	no	yes	yes	no	no	yes	5	3	3	2700	3	2
Trainings	(eg. Softskills, professional development, writing project proposals)	3	no	no	no	no	no	no	no	no	0	0	0	0	0	5
Participation in trade fairs and organisation of congresses		4	yes	yes	no	no	yes	no	yes	yes	4	3	4	1920	4	1
Recruiting support		2	no	no	no	no	no	no	no	no	0	0	0	0	0	5
Marketing & PR		4	yes	yes	no	no	no	yes	yes	yes	4	4	3	960	4	1

NextMove

Skills/Service	Description	Importance (1-5)	Need 1: navigation of various stakeholders (also different levels local-EU) in the ecosystem	Need 2: strengthen stakeholder relationship (old & new ones)	Need 3: resources allocation to support innovative and risky innovations	Need 4: Services to find suitable subventions and financial support	Need 5: sharing success stories	Need 6: need to inform and raise awareness on the importance for the public authorities to provide incentives to the users	Need 7: sufficient open data provision & data analysis	Impact (1-5)	Effort (1-5)	Benefit (1-5)	Priorization	Expertise level (1-5)	Improvement potential (1-5)
Networking activities	(eg. CXC, Pitching events, Working Groups)	5	yes	yes	yes	yes	yes	yes	yes	5	4	5	15000	5	0
Initiating innovation networks/ platforms/ projects		4	yes	yes	yes	yes	no	yes	yes	5	4	5	9200	5	0
Info and consulting regarding R&D funding		4	yes	no	yes	yes	no	no	yes	5	4	4	5440	5	0
Trainings	(eg. Softskills, professional development, writing project proposals)	3	yes	no	yes	yes	no	no	yes	4	4	4	2496	4	1
Participation in trade fairs and organisation of congresses		4	yes	yes	no	no	yes	yes	no	4	4	4	2304	4	1
Recruiting support		2	no	no	yes	no	no	no	no	3	2	3	180	4	1
Marketing & PR		4	no	yes	no	no	yes	yes	yes	4	4	3	768	5	0

Column context:
- *How important is the skill/service ranked by cluster members?* (Rating taken from interviews with) — Skill/Service importance for members? ranked from 1 to 5 (very low to very high, take the average of the answers)
- *Which need is covered by which of your skills/services?* (Self-assessement by each cluster) — Need 1 to Need 7
- *How would you rank the impact, effort, benefit of the skill/service in general to fulfil the needs?* (Self-assessement by each cluster) — Impact ranked from 1 to 5 (very low to very high); Effort ranked from 1 to 5 (very low to very high); Benefit ranked from 1 to 5 (very low to very high); Priorization (low - light green, high - strong green)
- *How would you rank your expertise in this skill/service field?* (Self-assessement by each cluster) — Expertise level (ranked from 1 to 5 very low to very high); Improvement potential (ranked from 1 to 5 low to very high)

Zone Cluster

Skills/Service	Importance (1-5)	Need 1: closer collaboration between the cluster and the university (networking and projects)	Need 2: collaboration based on market cases	Need 3: enhance cooperation by bracketing out the conflicts that arise from political interests	Need 4: change in attitude towards going to international markets	Need 5: change in attitude towards investment and funding	Need 6: change in mind-set in how people see entrepreneurship	Need 7: change in education to better support business ideas	Need 8: trainings (e.g. marketing non-profit sector)	Impact (1 to 5)	Effort (1 to 5)	Benefit (1 to 5)	Prioritization	Expertise level (1 to 5)	Improvement potential (1 to 5)
Networking activities (eg. CXC, Pitching events, Working Groups)	5	yes	yes	yes	yes	yes	yes	yes	no	5	4	5	15500	4	1
Initiating innovation networks/platforms/projects	4	yes	yes	yes	yes	no	yes	no	no	4	5	5	9600	3	2
Info and consulting regarding R&D funding	4	yes	yes	yes	yes	yes	yes	yes	no	4	4	4	4864	4	1
Trainings (eg. Softskills, professional developement, writing project proposals)	3	yes	no	no	no	no	yes	no	no	3	5	3	1620	2	3
Participation in trade fairs and organisation of congresses	4	yes	yes	yes	yes	no	yes	no	yes	3	4	3	1440	4	1
Recruiting support	2	no	no	no	no	no	no	no	no	1	4	2	64	3	2
Marketing & PR	4	yes	yes	yes	yes	no	no	no	no	3	4	4	768	3	2

Remobilise Partners

NextMove (France): Since 2006 NextMove brings together and supports mobility players in the Normandy and Paris area regions: manufacturers or service companies, SMEs, start-ups, public institutions, territories, research and training players. With more than 600 members, NextMove is one of the largest French communities in product and service innovation in the field of mobility. Their objective: foster the funding of R&I projects and collaborative business for their members and build the "Mobility Valley", a European and International reference of innovative and responsible mobility for the future.

Cluster Mobility and Logistics (Germany): In the age of electromobility and IT logistics, the cluster works with their partners and members to find intelligent answers to upcoming social and technological challenges. Through broad networking, mediation of project partners, contacts to international networks and the initiation and promotion of research projects, they sustainably shape the innovation fields of mobility and logistics. The Cluster Mobility & Logistics based in the TechBase Regensburg is managed by R-Tech GmbH, a subsidiary of the city of Regensburg.

Zone Cluster (Hungary): Created in 2018, Zone Cluster is a recent cluster which aims to become a significant European professional base for the future mobility solutions and infrastructures development. The activity of the cluster is focused on Hungary, but with involving regional (Hungary, Austria, Croatia, Slovenia) countries and European Union countries as well. It has encountered a major success being part of the EIT Urban Mobility.

RAI Automotive Industry NL (Netherlands): Created in 2011, since 2020 part of the RAI Association. Cluster organisation RAI Automotive Industry NL is the leading authority in Dutch automotive manufacturing and supply chain industry, focusing on global automotive and mobility solutions by joining forces with industry members and stakeholders and acting as a catalyst in the fields of innovation and education.

Mobinov (Portugal): Created in 2016, Mobinov is an automotive cluster aiming to foster the growth of the national automotive sector through mobilizing initiatives and projects that enhance competitiveness, innovation, and increased added value for its members. It has 69 members, including 32 SMEs.