

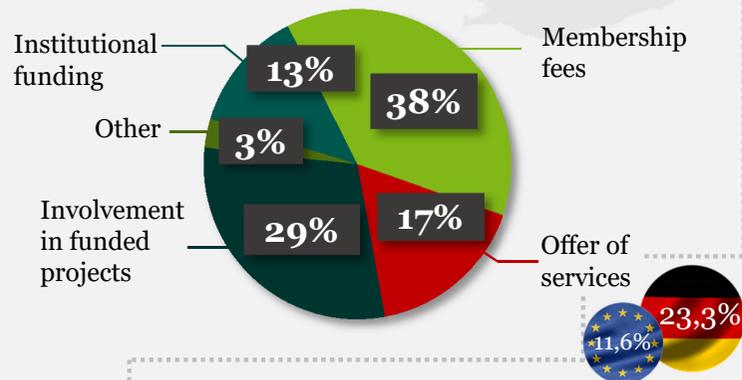
Business Model Development for Cluster Management Organisations

In the framework of a Master thesis, business model (BM) development for cluster management organisations (CMO) has been investigated by conducting a benchmarking among European CMOs.

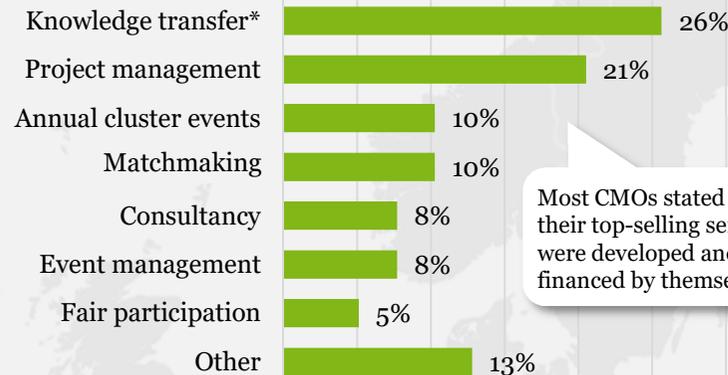
Respondents:

- Clusters of ICT and microelectronics sector
- Ø 85 paying members
- Ø 4.5 staff members

Financing of CMOs



Top-selling services



Most CMOs stated that their top-selling services were developed and financed by themselves.

*Knowledge transfer includes trainings, workshops, conferences and information sessions

Services

Services offered by more than 50 %



17/35

On average, clusters offer 17 different services out of the 35 listed in the questionnaire. All listed services were present in the responses.

Target groups for offered services

- 100% Members of cluster
- 76% Organisations inside cluster region
- 67% Organisations outside cluster region

CMOs offer most of their services free for members and charge external organisations.

Since all clusters share one value proposition, they have to differentiate their BM on a service level.

How to develop a BM for CMOs

1. Analyse your current BM: What value are you offering? What is your target group? How is the value delivered? And how is it captured (profit model)? You can use the *Business Model Canvas* to do so.
2. Compare yours to others: Check other CMO's websites for their services and profit models or talk to other cluster managers.
3. Generate ideas for your CMO: List first ideas and prioritise them.
4. Generate development approaches: Develop or generate new service options for your cluster and adapt them to the needs of your members.
5. Decision making: Decide for the best option(s) in terms of your strategy, the needs of your cluster members and regarding financial means.
6. Implementation: Implement the chosen approach. Pay also attention to your profit model and adapt it if necessary.
7. Monitoring and controlling: Determine KPIs to monitor the implemented approach.

The approach was developed based on reviewed literature adapted to the characteristics of CMOs.