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# CLUSTER MANAGEMENT TOWARDS EXCELLENCE IN ADVANCED MANUFACTURING AND TEXTILE INDUSTRY

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**Deliverable D2.1: Call for training experts**



**ATEVAL**



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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 LAUNCH

On 6th 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 is detailed in **ANNEX I Terms of Reference**.

CLAMTEX partners made extensive communication about the tender in the [project website](#), in the [ECCP](#), in the project social media and by each partner individually in their websites or social media.

### 3. SUMMARY OF THE TENDER EVALUATION

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

The offers received were shared among project partners with an evaluation template to score each of the proposals.

We held a meeting on 29<sup>th</sup> October and after the first discussion, doubts arose regarding the different proposals in areas such as the description and costs of the lots. Some proposals presented an aggregate offer in terms of budget and made comparison difficult.

We asked for clarifications about the following proposals:

- **CLAMTEX\_PROV\_2**: Breakdown of price per individual lot (total pricing was below the threshold).
- **CLAMTEX\_PROV\_4 and CLAMTEX\_PROV\_6**: Confirm online training to not surpass maximum amount per lot (pricing without traveling was already below threshold).

All provided us with the requested information on the proposed date. The offers and the further clarifications are included in **ANNEX II**.

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 (even without travel consideration).

With the updated information of the proposals, a new table was sent to project partners to score and finally choose the best proposals of each lot. We held a second meeting on 31<sup>st</sup> October and there the strengths and weaknesses of each proposal were shared, in some lots we only had 2 offers and in others we decided between 4 or 5 different possibilities.

With the overall results and final scores (average among all partners), we decided to award the different lots among three contractors with the highest score for each lot: **CLAMTEX\_PROV\_2, CLAMTEX\_PROV\_4 and CLAMTEX\_PROV\_5**.

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**

The evaluation sheets for the proposals are included in **ANNEX II**.

## ANNEX II. FINAL RESULTS OF EVALUATION PROCESS

**Lot 1 average scoring among the 5 partners for each score category:**

	Lot 1				
PROVIDER	Financial	Qualifications	Technical proposal	Multiple lots - Extra points	TOTAL
CLAMTEX_PROV_1	30	14	19	5	67
CLAMTEX_PROV_2	29	18	34	5	86
CLAMTEX_PROV_3					
CLAMTEX_PROV_4	29	18	37	5	88
CLAMTEX_PROV_5	<b>30</b>	<b>19</b>	<b>37</b>	<b>5</b>	<b>90</b>
CLAMTEX_PROV_6					

**Lot 2 average scoring among the 5 partners for each score category:**

	Lot 2				
PROVIDER	Financial	Qualifications	Technical proposal	Multiple lots - Extra points	TOTAL
CLAMTEX_PROV_1	30	14	22	5	71
CLAMTEX_PROV_2	<b>28</b>	<b>16</b>	<b>32</b>	<b>5</b>	<b>81</b>
CLAMTEX_PROV_3					
CLAMTEX_PROV_4					
CLAMTEX_PROV_5					
CLAMTEX_PROV_6					

**Lot 3 average scoring among the 5 partners for each score category:**

	Lot 3				
PROVIDER	Financial	Qualifications	Technical proposal	Multiple lots - Extra points	TOTAL
CLAMTEX_PROV_1	26	13	20	5	63
CLAMTEX_PROV_2	<b>30</b>	<b>17</b>	<b>33</b>	<b>5</b>	<b>85</b>
CLAMTEX_PROV_3					
CLAMTEX_PROV_4					
CLAMTEX_PROV_5					
CLAMTEX_PROV_6					

**Lot 4 average scoring among the 5 partners for each score category:**

	Lot 4				
PROVIDER	Financial	Qualifications	Technical proposal	Multiple lots - Extra points	TOTAL
CLAMTEX_PROV_1	30	13	21	5	69
CLAMTEX_PROV_2	29	15	31	5	80
CLAMTEX_PROV_3	28	14	27	5	73
CLAMTEX_PROV_4	<b>20</b>	<b>16</b>	<b>40</b>	<b>5</b>	<b>81</b>
CLAMTEX_PROV_5	22	16	33	5	75
CLAMTEX_PROV_6					

**Lot 5 average scoring among the 5 partners for each score category:**

	Lot 5				
PROVIDER	Financial	Qualifications	Technical proposal	Multiple lots - Extra points	TOTAL
CLAMTEX_PROV_1	30	14	20	5	69
CLAMTEX_PROV_2	28	16	31	5	79
CLAMTEX_PROV_3					
CLAMTEX_PROV_4	<b>28</b>	<b>17</b>	<b>38</b>	<b>5</b>	<b>88</b>
CLAMTEX_PROV_5	29	17	35	5	86
CLAMTEX_PROV_6					

**Lot 6 average scoring among the 5 partners for each score category:**

	Lot 6				
PROVIDER	Financial	Qualifications	Technical proposal	Multiple lots - Extra points	TOTAL
CLAMTEX_PROV_1	30	10	16	5	61
CLAMTEX_PROV_2	<b>28</b>	<b>13</b>	<b>26</b>	<b>5</b>	<b>72</b>
CLAMTEX_PROV_3					<b>Overpriced</b>
CLAMTEX_PROV_4					
CLAMTEX_PROV_5					
CLAMTEX_PROV_6	28	12	17	0	57

**Lot 7 average scoring among the 5 partners for each score category:**



PROVIDER	Lot 7				TOTAL
	Financial	Qualifications	Technical proposal	Multiple lots - Extra points	
CLAMTEX_PROV_1	30	11	16	5	62
CLAMTEX_PROV_2	29	13	25	5	72
CLAMTEX_PROV_3					
CLAMTEX_PROV_4					
CLAMTEX_PROV_5	29	19	40	5	93
CLAMTEX_PROV_6					

**Summary of evaluation process and assignment per lots:**

Provider	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	