



EUROPEAN STRATEGIC CLUSTER PARTNERSHIP FOR EXCELLENCE

AGRIFOODX5.0

D2.4 Monitoring Scoreboard



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1. REPORT IDENTIFICATION

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2. CONTEXT

This document is Deliverable 2.4., from Work Package 2 – *Cluster collaboration: boosting a joint partnership and cluster strategy for building up a comprehensive portfolio of services for cluster members*, Task 2.5 *Monitoring activities*.

The main goal of WP2 is to formulate a partnership strategy based on the common needs and complementary strengths of the partners, supported by a detailed implementation roadmap. This is a confidential deliverable developed by Lithuanian Innovation Centre with the contribution of all partners.

It was developed under the scope of AgriFoodX5.0 Project ID – 101037927, co-funded by the European Union through COSME Programme.

3. METHODOLOGY OF MONITORING SCOREBOARD

The primary objective of the monitoring scoreboard, equipped with verifiable indicators, is to assess the project's outcomes, Key Performance Indicators (KPIs), and their expected impact. These effects encompass a spectrum of results, including an increase in the percentage of turnover derived from international activities and employment in Europe for SMEs that have directly and indirectly benefited from the supported actions, in comparison to a similar group of SMEs not receiving such benefits, as measured through a survey. Furthermore, it encompasses the expertise employed to bolster these undertakings.

This deliverable consists of 2 parts:

- Impact measurements of SMEs that participated in the project compared to a similar group of SMEs not benefiting;
- Project KPIs.

In the first section dedicated to Impact Measurements, we delve into the comprehensive methodology of verifiable indicators. Consortium partners conducted measurements three times during the project's lifespan, enabling a thorough assessment of the impact on SMEs engaged in project activities, and compared them to the similar group of SMEs not benefiting from this project. These assessments encompass an evaluation of the effects of both financial and non-financial support provided to the participating SMEs.

The second section, dedicated to Project Key Performance Indicators (KPIs), outlines the methodology for tallying the KPIs established in the Grant Agreement throughout the project's duration, aligning with the predefined reporting intervals.

4. IMPACT MEASUREMENT OF SMES THAT ENGAGED IN AGRIFOODX5.0 ACTIVITIES

The first section of the Monitoring Scoreboard, focusing on the Impact Measurements of SMEs involved in the project, includes indicators categorized into four groups. These groups

align with the pillars identified in the AgriFoodX5.0 Partnership Strategy. The first part of the scoreboard comprises a total of 16 indicators, distributed across four key item groups:

- **Cooperation Environment**

Objective: Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths
- **Cluster Management Excellence**

Objective: Increase capacities, skills and knowledge of the partners’ staff about cluster management and members service provision, aiming to grow towards excellence
- **Industry Collaboration**

Objective: Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems
- **Industry Upskilling/Re-skilling**

Objective: Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles

The consortium partners established a matrix of data collection periods to analyze the growth of SMEs, taking into account the type of data, project activities, and project’s lifespan. The selection of these data gathering periods was significantly influenced by the availability of crucial data in official repositories, which includes information on annual revenue, export statistics, productivity, and other pertinent metrics.

	Base data	Mid-term data	Final data
Collecting time	February 1 2022 – January 2024	February 1 2023 – June 30 2023	October 1 2023 – January 15 2024

A part of the foundational data was acquired at the initiation of the project activities. Simultaneously, foundational data linked to supported entities underwent continuous updates, incorporating new SMEs benefiting from various project activities, such as

Hackathons, B2B events, ClusterXchange activities, or individual needs assessments. Given that the data collection period spanned until February 2022 - marking the closure of the 2021 fiscal year and while accountants were finalizing annual reports— consortium partners collectively decided to gather financial data from mid-2021.

For the midterm assessment, data collection extended from February 1, 2023, to June 30, 2023, with the reference year being 2022. Subsequently, the final data collection phase occurred between December 1, 2023, and January 15, 2024, with the reference year set as 2023, contingent upon data availability. This timing aligned with the completion of the majority of project activities, enabling a clear measurement of the project's impact on SMEs.

AgriFoodX5.0 partners collected data through a combination of official public repositories and surveys, conducted either physically or electronically using tools like Microsoft Forms. The aggregated data was then consolidated in the online repository established by AgriFoodX5.0, providing a centralized platform for data storage and retrieval.

The monitoring scoreboard for all partnering organizations is detailed in Annex 1, specifically focusing on the impact measurements of SMEs engaged in the project.

5. Results and impact

5.1. Cooperation Environment

1. **New Agreements:** We successfully established a **strategic and operational partners agreement**, laying the foundation for continuing our collaborative endeavors.
2. **C2C Collaborations:** one of the main goals was to secure **C2C agreements** among individual cluster in the partnership which will allow to deepen the collaboration on specific actions, such as: mutual B2B events, knowledge exchange events, cross-sectorial collaboration. These partnerships will facilitate mutual learning and resource sharing.

3. **External Requests:** Our cluster partnership received **three external cooperation requests**, indicating growing interest from other entities, this was achieved in help of active participation in the European level events organized by European commission or other prominent organisations. These requests validate our reputation and highlight the value we bring to the ecosystem.
4. **Networking Events:** In total we organized 4 **cross-sectoral matchmaking and networking events**, providing platforms for stakeholders to connect, share insights, and explore collaboration opportunities.
5. **Member Participation:** We managed to achieve an active cluster members participation in AgriFoodX5.0 actions, more than **30% of all cluster members** joint actions.

5.2. Cluster Management Excellence

1. **Member Support:** In total all clusters in the partnership expanded their services to **290 cluster members**, a significant increase from the initial 67. By actively assisting our members, we've fostered collaboration and knowledge sharing.
2. **Turnover Enhancement:** Despite challenges, **55% of our cluster members** have managed to increase their annual turnover in 2023, the target for this indicator was 13%. Our efforts to boost business growth and revenue have yielded positive results.
3. **Product Innovation:** We facilitated the launch or adaptation of **252 new products** through cluster support in 2023.
4. **High Satisfaction:** Remarkably, **94%** of old cluster members chose to stay—a testament to their satisfaction with our services. The strategic goal of AgriFoodX5.0 partnership is to continue to prioritize member needs and engagement.

5.3. Industry Collaboration

1. **B2B Agreements:** The number of B2B agreements among cluster members exceeded the target, reaching 44 agreements in 2023, compared to the goal of 5. These

agreements facilitate international cross-business and cross-sectoral collaboration, which strengthen ecosystems involved in the AgriFoodX5.0 project.

2. **Collaborative R&D and Innovation Projects:** In 2023 our efforts led to **81** cluster members participating in new collaborative R&D and innovation projects, surpassing the target of 10 projects. This was mostly facilitated by the introduction of new international funding opportunities, as well as introduction to green and digital technologies that could lead to more advanced products and services.
3. **Export Growth:** Almost half of all cluster members (49%) increased their export activities, which proves that international cooperation among cluster really create values for all members. This expansion into global markets enhances the competitiveness of our ecosystems.

5.4. Industry Upskilling/Re-skilling

1. **Number of Training Courses for Cluster Members:** AgriFoodX5.0 partnership successfully conducted **27 training courses** during the 2023. While we achieved our target as the partnership, however there were significant gaps between clusters, as Inovcluster was the most active cluster in organising training sessions to their members, while other clusters organised just couple of training sessions. This could be an area for cross-cluster learning and cooperation between partnership members.
2. **Number of Joint Training Activities on the Partnership:** We achieved the target by facilitating **2 joint training activities**, fostering collaboration and knowledge exchange among partners. Those session were held on funding opportunities and digital technologies.
3. **Average Productivity Among Cluster SMEs:** Due to the lack of official data, this indicator was measured only by LIC. The expectations were that cluster SMEs will grow 10% each year and will reach an average productivity of €159500/per FTE until 2024, encouragingly, the average productivity among participating SMEs have been achieved in 2023 and reached **€159,694/per FTE**. Our efforts in upskilling and re-

skilling have yielded promising results, contributing to the sustainable growth and competitiveness of our cluster members

6. PROJECT KPIs

The second part of Monitoring Scoreboard contains mandatory performance indicators that enable the comparison of results achieved across projects in the call COS-CLUSTER-2020-3-03-1. In total 52 compulsory performance indicators listed and described in the table below:

Title	Brief Description	Target (quantity)	Achieved (cumulated results)	Comments
Number of the kick-off meeting organized	Kick -of meeting will be hold in the beginning of the project implementation.	1	1	
Number of Progress reports	Technical progress reports covering 6 months.	3	3	
Number of Final report	Final technical and financial report, covering the entire project duration and linked to the request for the payment of the balance.	1	1	
Number of strategic analyses carried out in relation to the growth and innovation potential	Number of strategic analyses carried out in relation to the growth and innovation potential deriving from smart specialisation strategies.	5 (one per cluster)	5	
Number of strategic analyses carried out in relation to the value chain	Number of strategic analyses carried out in relation to the value chain of the cluster organisations.	6 (one per cluster and one cross-cluster)	6	
Number of strategic analyses carried out in relation to cross-sector opportunities and competitiveness	Number of strategic analyses carried out in relation to value chain, market and to cross-sector opportunities and competitiveness. One joint analysis identifying opportunities in the intersection of agrifood, digitalisation and circular economy.	1	1	
Number of strategic analyses carried for the identification of skill needs	Number of strategic analyses carried for the identification of skill needs.	5 (one per cluster)	5	
Number of service portfolio developed	Development/updating of a comprehensive portfolio of services.	5	5	

Title	Brief Description	Target (quantity)	Achieved (cumulated results)	Comments
Number of new individual support services	Number of new support services developed by each cluster organisation for their SME members.	>3 per cluster	3	
Number of partnership strategy developed	Number of partnership strategy developed or updated.	1	1	
Number partnership support services or actions	Number of support services or actions included in the partnership strategy.	5	5	
Number of mid-term strategy developed/updated	Development/updated of a mid-term strategy for the Partnership.	1	1	
Number of implementation roadmap for the portfolio of new services developed or updated	Number of implementation roadmap for the portfolio of new services developed or updated.	1	1	
Number of monitoring scoreboard created	Creation of monitoring scoreboard that will help to monitor the project results and expected impact of AgriFoodX5.0 partnership.	1	1	
Number of peer-reviewed publications	Peer-reviewed publication will be created within the duration of AgriFoodX5.0 project.	1	1	
Number of consortia staff benefitting from training activities	Number of cluster managers whose skills were improved through training and mutual learning, benefiting from the Co-learning interregional boot camp focused on developing cluster management skills towards creating more European world-class clusters.	10	10	
Number of trainings attended by cluster managers in view of enhancing their skills	Equipping activities for the clusters management team organized to foster the progress on (1) digital transformation, on (2) creative economy, on (3) sustainability and on (4) circular economy.	4	4	
Number of Empowerment the co-learning interregional boot camp	Empowerment the co-learning interregional boot camp will be organized to help to implement the Industry 5.0 concept in the agri-food sector by scaling-up support organisations in the cluster.	1	1	

Title	Brief Description	Target (quantity)	Achieved (cumulated results)	Comments
Number of members from clusters management team that benefit Empowerment the co-learning interregional boot camp	Number of members from clusters management team that benefit Empowerment the co-learning interregional boot camp and those skills were improved through skills upgrade on supporting scaling-up support organisations in the cluster (LIC/SDSC as technology centre).	10	10	
Number of the Charter signed	The Charter signed to uptake by the partnership cluster of the principles of the Pact of skills.	1	1	
Guidebook for the implementation of Pact for Skills	The guidebook prepared for the implementation of Pact for Skills. It will enhance awareness on and exposure to scaling-up support organisations, such as technology centres, start-up incubators, accelerators and risk capital in the region by cluster managers.	1	1	
Number of reports on the self-assessment to ESCA	This report will include the self-assessment process regarding ESCA's criteria for labelling Bronze, Silver or Gold, a Diagnosis of the clusters regarding the benchmarking process and the identification of the areas to be improved regarding the labelling criteria, review of cluster management processes, including in the light of and value chain innovation.	3	3	
Number of workshops organized	Workshops organized at C2C level with the aim of knowledge and expertise sharing about good practices of helping clusters organizations to team up at European level.	2	2	
Number of peer-learning and knowledge sharing workshop organized	Peer-learning and knowledge sharing workshop organized to increase knowledge about hackathons, its processes and organizations applied to agrifood sectors in terms of promoting internationalization, digitalisation and servitisation.	1	1	

Title	Brief Description	Target (quantity)	Achieved (cumulated results)	Comments
Number of cluster organisations, other business networks, technology centres and science parks from different COSME participating countries having benefitted directly and indirectly from the support actions	Cluster organisations, other business networks, technology centres and science parks that benefitted directly and indirectly from the support actions organized in Latvia, Lithuania, Spain and Portugal.	20	23	
Summary on lessons learnt	Summary and practical recommendations from workshops.	1	1	
Number of SMEs receives individual needs assessment	Number of SMEs received individual needs assessment carried out by advisor.	150	150	
Number of hackathon organized	Number of virtual hackathon organized	1	1	
Number of matchmaking events organized	Number of Business-to-business (B2B) matchmaking collaboration activities organized in hybrid way.	4	4	
Number of SMEs participated in matchmaking event	SMEs participated in each matchmaking event.	80	88	

Title	Brief Description	Target (quantity)	Achieved (cumulated results)	Comments
Number of SMEs challenges in hackathon	Number of challenges that will be addressed during the hackathon.	15 Indicative subdivision per partner : - Partner No.1 – 3 - Partner No.2 – 3 - Partner No.3 – 3 - Partner No.4 – 3 - Partner No.5 – 3	15	
Number of cooperation agreement signed	Number of cooperation agreement signed after C2C and B2B activities.	25	26	
Number of report of the follow -up activities	Number of report of the follow -up activities will be prepared.	1	1	

Title	Brief Description	Target (quantity)	Achieved (cumulated results)	Comments
Number of short-term exchanges organised	Total of short-term exchanges organised in the framework of the ClusterXChange Scheme.	Total 90 - No less than 55 SME - Up to 20 cluster organization; - Up to 5 public authorities - Up to 10 scaling-up support organization	94	
Percentage of SMEs participating in the programme	Total of SMEs participating in the short-term Exchanges.	50%	84.04%	
Percentage of exchange involved participants not being part of Partnership	Percentage of exchange involved participants not being part of Partnership.	25%	14.44%	The higher interest than expected among cluster members.
% of satisfaction of the participation in the clusterxchange visits	Level of satisfaction of the participation in the clusterxchange visits	>85%	98.94%	
Number of grant agreements signed and other commitments	Total of agreements signed among SMES, Clusters for new projects, business opportunities, etc.	10	10	
Number of appearances on mass media	Total of appearances related to the ClusterXChange programme on mass media.	20 (5 per country)	>20	

Title	Brief Description	Target (quantity)	Achieved (cumulated results)	Comments
Number of long-term cooperation agenda for the partnership	Preparation of a long-term cooperation agenda for the partnership and future joint activities.	1	1	
Number of development of the strategy plan for partnership development and sustaining	To ensure the partnership long-term activities, the strategy plan for partnership development and sustaining will be prepared.	1	1	
Number of new internationalization accelerators	New internationalization accelerator set up.	1	1	
Number of informed about AgriFoodX5.0 activities	SMEs informed about AgriFoodX5.0 activities.	4000	5830	
Number of dissemination and communication plan created	Dissemination and communication plan will be created for activities which is needed to be properly planned along the project in order to maximise the project resources and partners' efforts through a specific Plan that defines and monitoring these activities.	1	1	
Number of toolbox promotional material and communication methods created	Logo, social networks, e-newsletters, press article, leaflet, templates, promotional material pack (posters/ stickers/pens/ folders/ notepads for events and dissemination event set up for dissemination activities.	1	1	
Number of internet communication, visibility and dissemination profiles	Cluster Collaboration platform and Facebook, Twitter, and LinkedIn profiles set up for dissemination activities.	4	4	
Numbers of participating in awareness-raising events	Participating in awareness-raising events, workshops and seminars related to the agri-food sector. 4 thematic fairs or conferences on Agri-food and Digital solutions sector (one per each country).	4	4	
Number of posts published on the ECCP site relating to specific awareness-raising action undertaken by the partnership	2 posts will be published on the ECCP site relating to specific awareness-raising actions undertaken by the partnership.	2	2	
Number of partnering event organized by the European Commission services	Participation in the European events to share good practices and challenges faced.	4	5	

Title	Brief Description	Target (quantity)	Achieved (cumulated results)	Comments
Number of promotional events organized by the partnership	2 promotional events will be organized by the partnership to promote and attract more participants to participate in the project activities.	2	2	
Number of report on the activities undertaken	Report focusing on the activities undertaken (lessons learned).	1	1	
Number of policy brief	Policy brief targeting politicians and policymakers with tangible benefits of AgriFoodX5.0 project, adapted to the knowledge and interests of these target groups.	1	1	

5. CONCLUSION

The central focus of this monitoring scoreboard is the impact measurements of SMEs that participated in the project, as detailed in Annex 1. This scoreboard is organized into distinct sections, aligning with the pillars outlined in the Partnership strategy implementation roadmap. These include Cooperation Environment, Cluster Management Excellence, Industry Collaboration, and Industry Upskilling/Re-skilling. The indicators within each category contribute to a comprehensive assessment of SME growth and development throughout the project's lifespan. It is noteworthy that the data collection process has been methodically organized, the type of data, project activities, and the project's temporal evolution.

The second part of this monitoring scoreboard incorporates mandatory performance indicators tailored for comparisons with other projects participating in the Cluster Go International call COS-CLUSINT-2019-3-01. These indicators serve as a standardized benchmarking tool across various project initiatives within this call.

Given the advanced stage of the project nearing completion, the Monitoring Scoreboard introduced in this report serves as an initial measurement framework. It is acknowledge that, as the project concludes, certain adjustments might be necessary, particularly considering

that some data is yet to be collected. The finalization of accounting procedures by SMEs will provide the remaining missing data.

ANNEX 1 AGRIFOODX5.0 PARTNERSHIP MONITORING SCOREBOARD

Lithuanian Innovation Centre Monitoring Scoreboard

LIC					
Operational pillars	Strategic objectives	Name of the indicator	Baseline	Target for 2024	Result in 2023
1. Cooperation environment	Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths	1.1. Number of new strategic or operational partner agreements	0	1 per partnership	1
		1.2. Number of C2C agreements	0	1	1
		1.3. Number of external cooperation requests received by the cluster partnership	0	3 per partnership	3
		1.4. Number of matchmaking and networking events	1	1 per country	1
		1.5. Share of cluster organisation members involved in joint actions established by the cluster partnership	0%	30%	33%
2. Cluster management excellence	Increase capacities, skills and knowledge of the partners' staff about cluster management and members service provision, aiming to grow towards excellence	2.1. Number of cluster members supported by services	35	2	48
		2.2. The share of cluster members with increased turnover	74%	15%	71%
		2.3. Number of new/adapted products launched through cluster support	192	5	218
		2.4. Cluster membership satisfaction (% of old members that stayed in the cluster)	100%	80%	95%
3. industry collaboration	Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems	3.1. Number of B2B agreements by cluster members	12	5	44
		3.2. Number of new collaborative R&D and/or innovation projects among cluster members	27	2	24
		3.3. The share of all cluster members with increased export	56%	15%	77%
		4.1. Number of training courses for cluster members	0	2	1

4. industry upskilling/ re-skilling	Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles	4.2. Number of joint training activities on the partnership	0	2 per partnership	2
		4.3. Average productivity among cluster SMEs that participated in project activities (annual revenue/number of employees)	€132042	€159500 (10% yearly growth)	€159694
		4.4. Average productivity among cluster SMEs that didn't participate in project activities (annual revenue/number of employees)	€125101	€151000 (10% yearly growth)	€156182

CLUSAGA Monitoring Scoreboard

CLUSAGA					
Operational pillars	Strategic objectives	Name of the indicator	Baseline	Target for 2024	Result in 2023
1. Cooperation environment	Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths	1.1. Number of new strategic or operational partner agreements	0	1 per partnership	1
		1.2. Number of C2C agreements	0	1	1
		1.3. Number of external cooperation requests received by the cluster partnership	0	3 per partnership	3
		1.4. Number of matchmaking and networking events	1	1 per country	1
		1.5. Share of cluster organisation members involved in joint actions established by the cluster partnership	0%	30%	0%
2. Cluster management excellence	Increase capacities, skills and knowledge of the partners' staff about cluster management and members service provision, aiming to grow towards excellence	2.1. Number of cluster members supported by services	0	2	105
		2.2. The share of cluster members with increased turnover	0	15%	68%
		2.3. Number of new/adapted products launched through cluster support	0	5	20
		2.4. Cluster membership satisfaction (% of old members that stayed in the cluster)	100%	80%	90%
3. industry collaboration	Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems	3.1. Number of B2B agreements by cluster members	0	5	0
		3.2. Number of new collaborative R&D and/or innovation projects among cluster members	0	2	5
		3.3. The share of all cluster members with increased export	0%	15%	0%

4. industry upskilling/ re-skilling	Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles	4.1. Number of training courses for cluster members	0	2	3
		4.2. Number of joint training activities on the partnership	0	2 per partnership	0
		4.3. Average productivity among cluster SMEs that participated in project activities (annual revenue/number of employees)	0		
		4.4. Average productivity among cluster SMEs that didn't participate in project activities (annual revenue/number of employees)	0		

InovCluster Monitoring Scoreboard

InovCluster					
Operational pillars	Strategic objectives	Name of the indicator	Baseline	Target for 2024	Result in 2023
1. Cooperation environment	Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths	1.1. Number of new strategic or operational partner agreements	0	1 per partnership	1
		1.2. Number of C2C agreements	0	1	1
		1.3. Number of external cooperation requests received by the cluster partnership	0	3 per partnership	3
		1.4. Number of matchmaking and networking events	1	1 per country	1
		1.5. Share of cluster organisation members involved in joint actions established by the cluster partnership	0%	20%	65%
2. Cluster management excellence	Increase capacities, skills and knowledge of the partners' staff about cluster management and members service provision, aiming to grow towards excellence	2.1. Number of cluster members supported by services	0	2	100
		2.2. The share of cluster members with increased turnover	0	10%	
		2.3. Number of new/adapted products launched through cluster support	0	5	5
		2.4. Cluster membership satisfaction (% of old members that stayed in the cluster)	100%	80%	91%
3. industry collaboration	Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems	3.1. Number of B2B agreements by cluster members	0	5	0
		3.2. Number of new collaborative R&D and/or innovation projects among cluster members	0	2	0
		3.3. The share of all cluster members with increased export	0%	10%	0%

4. industry upskilling/ re-skilling	Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles	4.1. Number of training courses for cluster members	0	2	21
		4.2. Number of joint training activities on the partnership	0	2 per partnership	1
		4.3. Average productivity among cluster SMEs that participated in project activities (annual revenue/number of employees)	0		
		4.4. Average productivity among cluster SMEs that didn't participate in project activities (annual revenue/number of employees)	0		

FPQC Monitoring Scoreboard

FPQC					
Operational pillars	Strategic objectives	Name of the indicator	Baseline	Target for 2024	Result in 2023
1. Cooperation environment	Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths	1.1. Number of new strategic or operational partner agreements	0	1 per partnership	1
		1.2. Number of C2C agreements	0	1	1
		1.3. Number of external cooperation requests received by the cluster partnership	0	3 per partnership	3
		1.4. Number of matchmaking and networking events	1	1 per country	1
		1.5. Share of cluster organisation members involved in joint actions established by the cluster partnership	0%	20%	0%
2. Cluster management excellence	Increase capacities, skills and knowledge of the partners' staff about cluster management and members service provision, aiming to grow towards excellence	2.1. Number of cluster members supported by services	0	2	0
		2.2. The share of cluster members with increased turnover	0	10%	0
		2.3. Number of new/adapted products launched through cluster support	0	5	0
		2.4. Cluster membership satisfaction (% of old members that stayed in the cluster)	100%	80%	100%
3. industry collaboration	Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems	3.1. Number of B2B agreements by cluster members	0	5	0
		3.2. Number of new collaborative R&D and/or innovation projects among cluster members	0	2	0
		3.3. The share of all cluster members with increased export	0%	10%	0%

4. industry upskilling/ re-skilling	Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles	4.1. Number of training courses for cluster members	0	2	2
		4.2. Number of joint training activities on the partnership	0	2 per partnership	0
		4.3. Average productivity among cluster SMEs that participated in project activities (annual revenue/number of employees)	0		0
		4.4. Average productivity among cluster SMEs that didn't participate in project activities (annual revenue/number of employees)	0		0

LITMEA Monitoring Scoreboard

LITMEA					
Operational pillars	Strategic objectives	Name of the indicator	Baseline	Target for 2024	Result in 2023
1. Cooperation environment	Increase cooperation between the partner clusters towards the long-term, based on common interests and individual strengths	1.1. Number of new strategic or operational partner agreements	0	1 per partnership	1
		1.2. Number of C2C agreements	0	1	1
		1.3. Number of external cooperation requests received by the cluster partnership	0	3 per partnership	3
		1.4. Number of matchmaking and networking events	1	1 per country	1
		1.5. Share of cluster organisation members involved in joint actions established by the cluster partnership	0%	20%	20%
2. Cluster management excellence	Increase capacities, skills and knowledge of the partners' staff about cluster management and members service provision, aiming to grow towards excellence	2.1. Number of cluster members supported by services	0	2	25
		2.2. The share of cluster members with increased turnover	0	15%	65%
		2.3. Number of new/adapted products launched through cluster support	0	5	7
		2.4. Cluster membership satisfaction (% of old members that stayed in the cluster)	100%	80%	100%
3. industry collaboration	Implement joint activities that will result in fostering collaboration opportunities between stakeholders in the participant agrifood ecosystems	3.1. Number of B2B agreements by cluster members	0	5	0
		3.2. Number of new collaborative R&D and/or innovation projects among cluster members	0	2	2
		3.3. The share of all cluster members with increased export	0%	15%	85%

4. industry upskilling/ re-skilling	Implement activities with more added-value compared to those that partners can implement on their own, to promote SME's uptake of innovation, digitalisation and sustainability – towards Industry 5.0 principles	4.1. Number of training courses for cluster members	0	2	0
		4.2. Number of joint training activities on the partnership	0	2 per partnership	0
		4.3. Average productivity among cluster SMEs that participated in project activities (annual revenue/number of employees)	0		0
		4.4. Average productivity among cluster SMEs that didn't participate in project activities (annual revenue/number of employees)	0		0