Quality and Risk Management Plan

Deliverable 1.3

Grant Agreement 821989

Mulhouse, 2018

Version: final

ESCP.S³
EACN
Partnership

Project Consortium

Cluster Pôle Véhicule du Futur
Solutions for future vehicles & mobility

CEAGA
GALICIAN AUTOMOTIVE CLUSTER

ciac
Clúster de la Indústria d'Automoció de Catalunya

silesia automotive
& advanced manufacturing

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Dissemination level

Code	Access granted to	
PU	Public	x
PP	Restricted to other programme participants (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

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About the 'EACN for Joint Industrial Modernisation Investments' project

The EACN for Joint Industrial Modernisation Investment project (EACN project) has been submitted to the Call for Proposals COS-CLUSTPARTNS-2017-3-02 by six partner members of the European Automotive Cluster Network with the support of Automotive-bw and Bayern Innovativ (Germany). It has been selected for co-funding by the COSME programme of the European Union under the Grant Agreement 821989.

Project partners are Pôle Véhicule du Futur (coordinator, France), Galician Automotive Cluster Foundation CEAGA and Catalonian Automotive Industry Cluster CIAC (Spain), Silesia Automotive & Advanced Manufacturing Cluster SAAM (Poland), Automotive Cluster Bulgaria and Automotive Cluster Serbia, with the support of Automotive-bw and Bayern Innovativ (Germany). The project lasts from October 2018 to October 2020.

The project aims at initiating common R&D and Joint Investment projects between members from different European countries in the field of industrial modernization in the automotive industry, with emphasis on Virtualisation of planning processes, (2) Robotics and Artificial Intelligence, (3) Elasticity of production processes and (4) Skills and Competences.

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Revision history

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1.0	29/11/2018	Thomas RÖHR/Philippe GRASSER	Initial Draft
1.1	12/12/2018	All partners	Minor modifications
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Acronymes and abbreviations

BM	(Spontaneous) Bilateral meetings
GA	Grant Agreement
EACN	European Automotive Cluster Network
OEM	Original Equipment Manufacturer (car producers)
PL	Project leader
PTM	Project Team Meeting
QRMP	Quality and Risk Management Plan (this document)
SC	Steering Committee
SCM	Steering Committee Meeting
SME	Small and Medium enterprise
WP	Work Package
WPL	Work Package Leader
WPM	WP related meetings

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1   Introduction

1.1 Scope

This Quality and Risk Management Plan (QRMP) ensures a high quality of the work realised and the outcomes in the EACN project as proposed to the European Commission in the corresponding application in response to the COS-CLUSTPARTNS-2017-3-02 call, submitted on 6 March 2018: "EACN – European Automotive Cluster Network for Joint Industrial Modernisation Investments (SEP-210491776)" and co-funded by the COSME Programme of the European Union under the Grant Agreement 821989.

Quality assurance monitors the development of the project and procedures used to ensure high-quality deliverables by preventing mistakes and avoiding problems. It encompasses the entire process and includes identifying, evaluating and managing of potential risks. Selected indicators will help to reach the objectives.

This document is not treating financial issues.

1.2   About the project

The European Automotive Industry faces currently different challenges such as the need for cleaner and more sustainable vehicles offers, the arrival of connected and autonomous vehicles, the young generations with changed usages, and finally the digitalisation of development and production processes (Industry 4.0) inducing a huge need for industrial modernisation.

The automotive industry is working with very low margins, and the need for industrial modernisation can be a real problem especially for SMEs within the international automotive value network. SME leader are generally occupied with daily business, they often have no internal competences on industrial modernisation, work with different OEMs with different digital tools and are not allowed to make a bad or semi-good investment decision.

The EACN project aims at supporting SME leaders in starting their industrial modernisation. The hypothesis is that SMEs in different European countries faces the same difficulties, and that joint developments and investments can help to take better decisions and to share costs and risks.

The EACN project is also focussing on improving cooperation between the partner cluster and on professionalising the European Automotive Cluster Network to be prepared for a future with additional members.

The EACN consortium is based on a network of European Automotive clusters where key partners have direct access to Automotive SMEs, the main target group for the project. The project partners as well as their responsibilities and WP participations are listed in table 1.

Table 1: EACN project partners with their responsibilities and WP participation

Partner Number	Project partner	City Country	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7
1 (PL)	Pôle Véhicule du Futur (PVF)	Mulhouse France	L	X	L	X	X	X	X
2	Galician Automotive Cluster Foundation (CEAGA)	Vigo Spain	X	X	X	X	X	X	L
3	Automotive Industry Cluster of Catalonia (CIAC)	Barcelona Spain	X	X	X	X	L	X	X
4	Katowice Special Economic Zone SA (cluster coordinator) for Silesia Automotive & Advanced Manufacturing	Katowice Poland	X	L	X	X	X	X	X
5	Automotive Cluster Bulgaria	Sofia Bulgaria	X	X	X	X	X	L	X
6	Automotive Cluster Serbia	Belgrade Serbia	X	X	X	L	X	X	X

PL = Project Leader, L = WP Leader, X = participation in WP

To reach the striven goals, the EACN project is built around seven work packages (WP), table 2.

Table 2: EACN project work packages and WP Leader

WP-Number	WP-Name	WP Leader
1	Project Management	PV
2	Preparation phase : Joint EACN Partnership Strategy	SAAM
3	Implementation phase - Business & project development (B2B)	PVF
4	Implementation phase - Joint cluster activities (C2C)	ACS
5	Investment phase - Pilot projects	CIAC
6	A Partnership Agenda for long-term cooperation and business development strategy	ACB
7	Communication and Dissemination	CEAGA

2 The Quality and Risk Management Plan (QRMP)

2.1 Objectives

As an integral part of management planning, the QRMP provides the basis for successful, timely and quality implementation of the EACN project activities. It forms a common standard to be applied and followed throughout the entire project life. For that purpose, it defines the set of procedures to be followed in order to secure that:

- ❖ the Grant Agreement requirements and conditions have been fully applied and followed by all partners,
- ❖ all rights and obligations defined in the Grant Agreement and the Partnership Agreement are fulfilled;
- ❖ all project activities are implemented in accordance with the plan outlined in the Project Application.

2.2   Document building process

The writing of the present document obeyed to the following approach: After the writing of a first preliminary version of the document, it has been accepted by all project partners. Comments, suggestions and proposed modifications have been arbitrated by the Steering Committee Members.

Figure 1 shows the QRMP building and updating process.
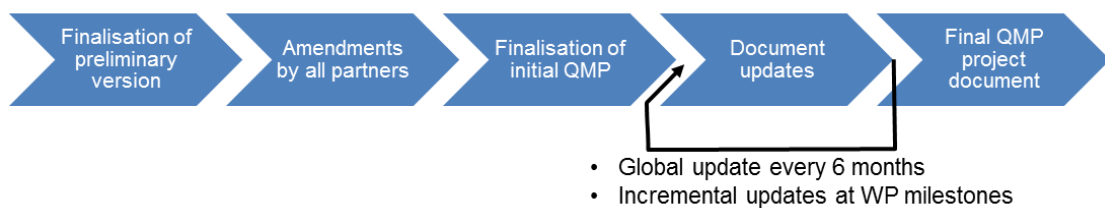
Figure 1: Quality Management Plan building and updating process

The present document will be updated before and discussed during each Steering Committee Meeting and checked during partner meetings (online or physical). Day to day quality management is done by the WPL.

All relevant dates for this building and updating process are listed in the "Document history" section at the beginning of this document.

Once approved by the Steering Committee, the QRMP will be used in daily and overall project management and quality control by all project partners, responsible for preparing and producing actions and deliverables.

2.3   Approach used for quality and risk assurance

Quality and risk assurance is a continuous process in projects. The present document describes the different aspects handled in this task in detail. The quality assurance approach is shown in figure 2.
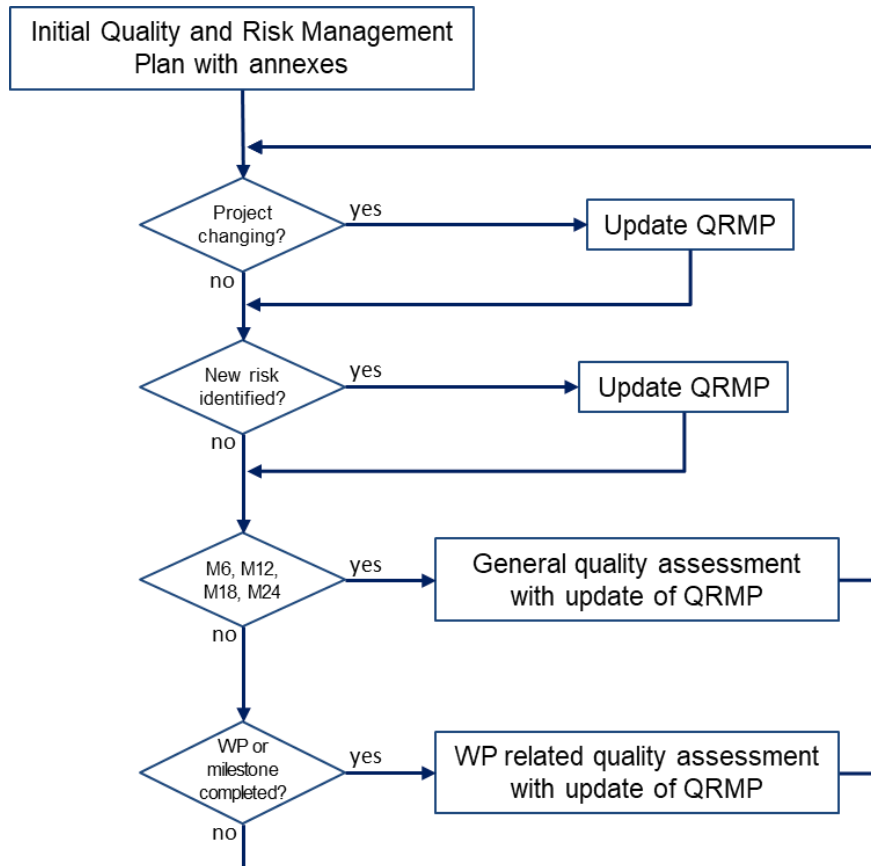
Figure 2: Quality assurance process in EACN project

3 Partner contact information

3.1 Pôle Véhicule du Futur (France)

Partner Number	1
Address	Pôle Véhicule du Futur Centre d'affaires Technoland 15 rue Armand Japy 25461 Etupes France
Website	www.vehiculedufutur.com

3.2 Galician Automotive Cluster Foundation (CEAGA)

Partner Number	2
Address	Av. Citroën 3 y 5 Edificio Zona Franca 1ª planta 36210 Vigo Spain
Website	www.ceaga.com

3.3 Automotive Industry Cluster of Catalonia (CIAC)

Partner Number	3
Address	Passeig de Gracia, 129 08008 Barcelona Spain
Website	www.ciac.cat

3.4 Katowice Special Economic Zone SA (cluster coordinator) for Silesia Automotive & Advanced Manufacturing

Partner Number	4
Address	ul. Wojewódzka 42 40-026 Katowice Pologne
Website	http://silesia-automotive.pl/

3.5 Automotive Cluster Bulgaria

Partner Number	5
Address	NDK Main building, floor 7 1, Bulgaria, Sq. 1407 Sofia Bulgaria
Website	www.automotive.bg

3.6 Automotive Cluster Serbia

Partner Number	6
Address	Majke Jevrosime 9 11000 Belgrade Serbia
Website	www.acserbia.org.rs

4 References and related documents

The following reference documents are basis for the QRMP:

- ❖ EACN Grant Agreement 821989:   EACN (2018) – Grant Agreement.pdf
- ❖ EACN budget: EACN (2018) – Project budget.xls
- ❖ EACN Communication and dissemination plan
          EACN (2018) - D7.1 Communication and dissemination plan (final).pdf

For planning, risks and Key Performance Indicators, MS Excel tables have been used to facilitate data handling and update:

- ❖ Planning & Checklist: YYMMDD EACN – Planning and Checklist (Vx.x).xlsx
- ❖ Risk management Register: YYMMDD EACN – Risk Management Register (Vx.x).xlsx
- ❖ Key Performance Indictors: YYMMDD EACN – KPI (Vx.x).xlsx

All documents, the QRMP and the related Excel table files shall always have the same version number. If one document is updated, version number is also changed for the other ones, even if there is no modification in.

5 Document management

5.1 Quality of documents and report

5.1.1 Visual identity

All documents and reports produced within the GIVE project are expected to satisfy the following quality criteria:

- ❖ To respond qualitatively to objectives set in the Grant Agreement and its Annexes;
- ❖ To be delivered within the time frame set in the Grant Agreement and its Annexes;
- ❖ To be approved by the SC;
- ❖ To satisfy the visual identity requirements, i.e. to be presented in corresponding templates provided in the "EACN (2018) - D7.1 Communication and dissemination plan.pdf" and use the EACN project logo.

5.1.2 File naming structure

All official documents related to the EACN project shall follow the naming structure shown in figure 3:

EACN (YYYY) – D1.3 – Quality and Risk Management Plan (V1.0).pdf

Document file extension

Comprehensible document title

Document version:
'Vx.x sfa' for version submitted for approval
'final' for final and published document version

Deliverable number (for official deliverables)
(omitted for non official documents)

Document date, format 'YYYY'
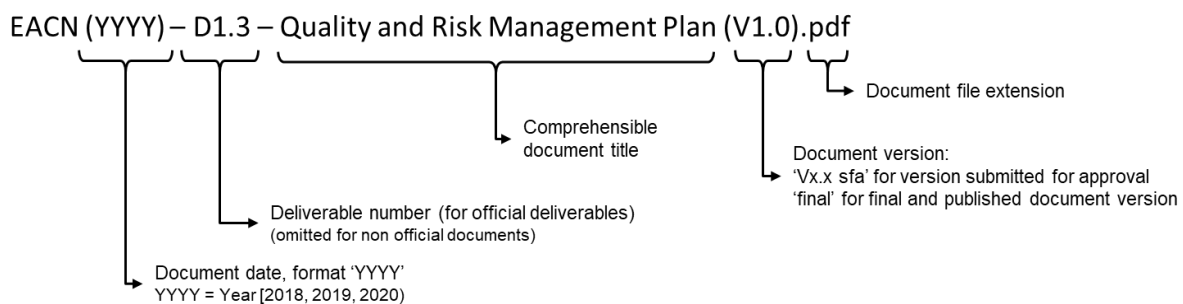YYYY = Year [2018, 2019, 2020)

Figure 3: EACN File naming structure (official documents)

5.1.3 Document style

All EACN deliverables and presentations use the corresponding EACN templates developed in WP7 and shared via the EACN Communication Kit to ensure a homogeneous presentation of the project to external persons:

- ❖ Reports: EACN Project Report Template.dotm
- ❖ Minutes and notes: EACN Notes template.dotm
- ❖ Presentations: EACN template.potx

Documents shall be optimised for double faced impression, with a larger frame on the inner side for better legibility.

5.2 Meetings

During the EACN project, several meetings are planned involving different stakeholders and partners. Meetings can therefore be categorised with regard to table 3.

Table 3: Organisation of meeting

	Meeting type	Responsible organiser	Invitation	Minutes
SCM	Steering Committee Meetings	PL	At least 4 weeks before	max. 14 days after
PTM	Project Team Meeting	PL	At least 14 days before	max. 14 days after
WPM	WP related meetings	WPL	At least 14 days before	max. 14 days after
BM	(Spontaneous) Bilateral meetings	All project members	No official invitation	Depending on discussed results, max. 14 days after

SCM, PTM and WPM are organised with an invitation to be send to all participants including

❖ The planned agenda
❖ The necessary annexes to prepare the meeting
❖ A list of known decisions to be taken

This allows that participants well prepare their participation and increase their efficiency.

PTM and WPM mandatorily need minutes to be shared with all participants within two weeks after the meetings maximum. All participants can request amendments and modifications within two weeks after the minutes have been shared. Without reaction within this delay, minutes are considered as accepted by the participant.

As BMs are spontaneous and bilateral, minutes are only requested if the subject is of importance for other project partners. If the decision taken impacts other tasks than the one the BM participants are working on, it must be confirmed by the WPL during the next PM or, if the decision is urgent, by an electronic information of the PL and all WPL with request of confirmation/refusal of the decision.

Whereas PTM, WPM and BM are mainly internal meetings, Steering Committee Meeting shall also serve for external expertise and dissemination of results. Therefore, stakeholders such as representatives from regions, other ESCP partnerships, technology centres and others shall be invited using the same conditions as for SC members (see table 3). A list with contact persons to be invited will be used to ensure homogenous and complete invitations.

5.3 EACN Conferences and other events

All events planned within the project need to be professionally organized. The organizer/host institution will be responsible for providing the smooth realization of the event, which includes all necessary arrangements and coordination, preparation of invitation packages (invitation letters, agendas, etc.), details on location, available accommodation and travel arrangements, etc. The deadline for completing necessary preparation activities depends on the event itself, but it must provide enough time for participants' registration and travel preparations. Additionally, the host institution will be responsible the elaboration of reports/minutes on the held event upon its completion. Every event planed within the EACN project must also meet the requirements regarding the structure and the number of target audience set in the Annex 1 Part A and B of the Grant Agreement.

Partners shall search for opportunities to promote the action to a broader public on external conferences and events in line with EACN's D7.1 "Communication and dissemination plan".

6   Planning

EACN project bases on seven (7) WP, each WP is divided into several tasks which can be continuous tasks for longer periods (e.g. project management) or tasks to be realised within restraint time frames. The global EACN planning for WPs and tasks is shown in Figure 4.

A more detailed version of the planning has been shifted to the "YYMMDD EACN – Planning and Checklist (Vx.x).xlsx" file for easier handling and updating. This version will be used during regular SCM and WPM to verify that the project is ongoing as planned and described in the Grant Agreement. Day to day verification is done by the respective WPL.

WP Name	WPL	Start	End
1 Project Management	PVF	1	24
Task 1.1: Consortium coordination and project management			
Task 1.2: Project start-up and kick-off meeting			
Task 1.3: Budget and financial management			
Task 1.4: Quality and risk management			
Task 1.5: Impact evaluation and KPI's monitoring			
Task 1.6: Recommendations			
2 Preparatory phase - Joint EACN Partnership Strategy	SAAM	1	6
Task 2.1: Drivers and motivators for industrial modernisation			
Task 2.2: EACN Strategy and roadmap development			
Task 2.3: Common elaboration of an homogeneous support service			
3 Implementation phase - Business & project development (B2B)	PVF	4	24+
Task 3.1: Audit reports on industrial modernisation opportunities for SMEs			
Task 3.2: Identification of joint projects issues			
Task 3.3: Business - "Innovation for industrial change" matchmaking event			
Task 3.4: Pipeline of project proposals and cooperation agreements			
4 Implementation phase - Joint cluster activities (C2C)	ACS	6	24+
Task 4.1: Best practices and success stories identification			
Task 4.2: Best practices study visits and cluster cooperation plans			
Task 4.3: Analysis of financial instruments			
Task 4.4: Initiation of cooperation between regional authorities in S3 policy			
5 Investment phase - Pilot projects	CIAC	12	24
Task 5.1: Tender for project preparation support experts			
Task 5.2: R&D project proposal / Investment project documents writing			
Task 5.3: DEMO-LAB days			
6 A Partnership Agenda for long-term cooperation and business development strategy	ACB	19	24
Task 6.1: SME feedback on Partnership and provided processes			
Task 6.2: Preparation of the EACN Partnership Agenda			
Task 6.3: Preparation of the EACN Policy Brief			
7 Communication & Dissemination	CEAGA	1	24
Task 7.1: Communication and dissemination plan			
Task 7.2: Promotional activities: media, channels and materials.			
Task 7.3: One information seminar/ cluster on the outcomes of the project			
Task 7.4: One high-level final conference			
Task 7.5: Best practices / success stories Award			

(Columns M1–M24 follow, showing a Gantt-chart schedule for each task.)

Figure 4: EACN overall planning

7   Risk management

7.1   Introduction

Risk management is one of the most important factors of project control processes and aims at ensuring the proper management of a project. It consists in the constant description, classification and discussion of the risks associated with the execution of the various activities. The objective of this section is to define the strategy to manage project-related risks such that there is acceptable minimal impact on costs and schedule, as well as on operational performance.

7.2   Definitions

The ISO 31000:2009 Risk management standard (ISO 31000:2009)[1] defines a risk and risk management as stated in Table 4.

Table 4: Definition of risk and risk management following ISO 31000:2009

Risk
Effect of uncertainty on objectives
Note 1 to entry: An effect is a deviation from the expected — positive and/or negative.
Note 2 to entry: Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product and process).
Note 3 to entry: Risk is often characterized by reference to potential events (2.17) and consequences (2.18), or a combination of these.
Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood (2.19) of occurrence.
Note 5 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of an event, its consequence, or likelihood.
[SOURCE: ISO Guide 73:2009, definition 1.1]
Risk management
Coordinated activities to direct and control an organization with regard to risk (1.1)

As stated in Note 2 of the ISO 31000:2009 definition of a risk, objectives can have different aspects and apply on different levels.

The risk management of the EACN project only applies on project level and does not consider potential risks during the long-term exploitation of the project results, especially on supported joint collaborative and investment projects or EACN enlargement.

7.3   Methodology

The purpose of this risk management (RM) section is the establishment of an approach allowing identifying, assessing, responding to, monitoring and controlling risks throughout the life of the EACN project.

RM is an ongoing process that continues through the life of the entire project, the EACN RM will therefore be regularly updated throughout the project lifecycle as new risks can be identified at any

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[1] https://www.iso.org/obp/ui/#iso:std:iso:guide:73:ed-1:v1:en

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time, and as they can change their criticality during project life time or becoming obsolete at a specific moment.

EACN RM is based on four steps:
1. Risk Identification
   An initial and continuous effort to identify, quantify and document risks.
2. Risk Assessment
   An initial and continuous operation to evaluate identified risks during the project life cycle.
3. Risk Response / Mitigation
   Establish an action plan/response actions to mitigate non-tolerable risks or to prepare actions to be conducted in case of occurrence of those risks.
4. Risk Monitoring and Control
   Define who checks and monitors the risk and when

7.4   Risk identification

Risk identification focusses on those impacting the three factors of the project management triangle, Figure 5. The building of the Risk Management Register (document in which Risk Analysis is done by partners) follows a multiple step process shown in Figure 6.
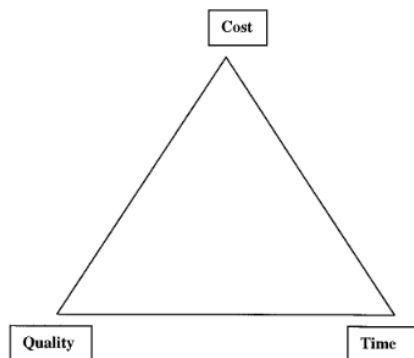
Figure 5: Project Management Triangle[2]
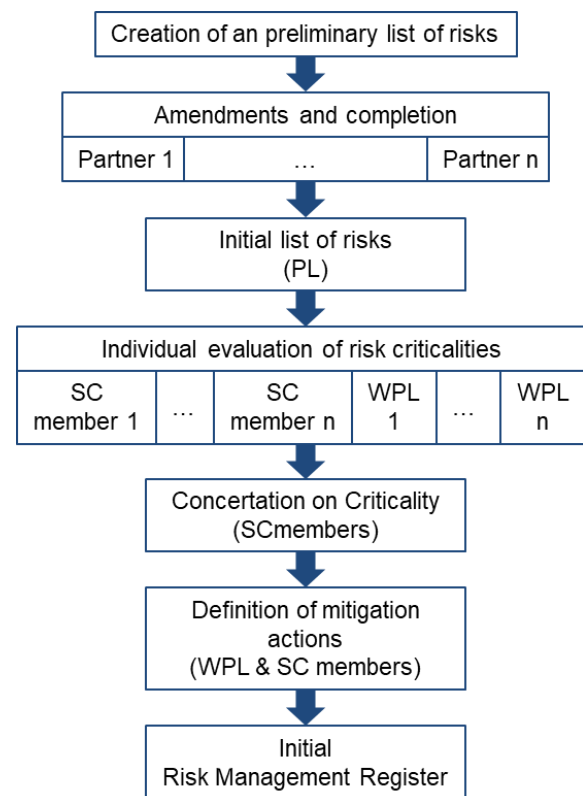
Figure 6: Risk management Register Building process

The first step includes an analysis of existing documents such as project description, grant agreement or budget to identify potential events/occurrences influencing the planned project. This analysis is

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2   Atkinson R. (1999), *Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria*, International Journal of Project Management, Vol. 17, No. 6, pp. 337-342

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completed by a global reflexion allowing determining other risks, e.g. linked but not restricted to human non-availabilities. This phase is ensured by the SCM as well as the WPL.

In a second step, the elaborated risk analysis is transferred to all SC members for completion and annotation. This second phase will permit to finalise the initial EACN risk list.

This list is then individually evaluated on Impact I and Probability of occurrence P by the SC members and all WPL. A concertation will allow a final attribution of a commonly accepted Criticality C.

The Risk Management Register is then completed by mitigation actions for those risks where mitigation is requested.

Within the Risk Management Register, each risk is described by the following information

- ❖ A unique Risk Identifier staying unchanged during the whole project duration
- ❖ A short Risk Description
- ❖ The related WP
- ❖ Responsible WPL
- ❖ Date of initial risk identification
- ❖ Impact on

  - Costs
  - Duration
  - Quality

- ❖ Date, impact category, probability of occurrence level and criticality at

  - First risk identification date (as average of SCM evaluations)
  - Periodic update dates
  - Event related update dates (e.g. when a WP is completed)

The third step consists of a continuous update of the list when new risks are identified by a partner during the project life cycle.

7.5 Risk Assessment

Risk Assessment is done using the qualitative approach of the Failure Modes, Effects and Criticality Analysis method (FMECA), allowing the classification of identified risks by criticality, and thereby the identification of non-tolerable risks.

The FMECA method foresees the attribution of two indicators to each risk:

- ❖ An impact category I
- ❖ A probability of occurrence level P

Each indicator consists of different categories/levels with related values. The product of the values of both indicators results in the Criticality C:

$$I * P = C$$

Each risk is evaluated to determine its impact and its probability of occurrence. Each risk is also examined to determine its relationship to other identified risks. The evaluation of impact and probability of occurrence are done by the SCM members as well as the WPL.

Impact categories in EACN

Within the EACN project the five impact categories shown in Table 5 are applied.

Table 5: EACN Impact categories

Impact value I	Impact category	Impact description
0	Not (anymore) existent	Exists not (anymore), only in combination with P = 0
1	Very low	Risk that has a little impact on the project cost and time
2	Low	Risk that has relatively little impact on the project cost, quality, scope, time
3	Medium	Risk that has the potential to slightly impact on the project cost, quality, scope, time
4	High	Risk that has the potential to greatly impact on the project cost, quality, scope, time
5	Very high	Risk that has the potential to generate a standoff situation on the project

EACN probability of occurrence levels

As for the impact categories, five probabilities of occurrence levels are applied within this project, Table 6.

Table 6: EACN Probability of occurrence levels

Probability of occurrence P	Probability of occurrence level	Probability of occurrence description
0	Not (anymore) existent	Exists not (anymore), only in combination with I = 0
1	Very low	<= 10% probability of occurrence
2	Low	> 10% and <= 30% probability of occurrence
3	Medium	> 30% and <= 50% probability of occurrence
4	High	> 50% and <= 80% probability of occurrence
5	Very high	> 80% probability of occurrence

Risk classification and presentation

Once an Impact category and a Probability of occurrence attributed to each risk, their criticality is calculated by using the above shown formula.

The Criticality C allows

❖ classifying all risks depending on their criticality,
❖ representing all risks in a 5 * 5 matrix for easily interpretation of their criticality

Figure 7: EACN Risk assessment matrix (example)

The four different risk categories as well as conducted actions where necessary are shown in Table 7.

Table 7: Risk categories

Values	Colour	Description
0		Risk does not exist anymore and is not anymore represented in the matrix.
1 – 5	green	Risks classified as acceptable without further mitigation, will be routinely tracked. Value '5' only if impact is very low and probability of occurrence is very low.
5 – 9	orange	Risks which may require mitigation. For these risks, alternative dispositions will be identified and trade-offs conducted to determine the mitigation required. Value '5' only when probability of occurrence is very low and impact is very high.
10 – 25	red	Items classified as red are considered primary risk drivers. For these items, mitigation options will be developed

For each identified risk worth of mitigation, a response/action is defined in concertation between the WPL and the SC members. This applies to all risks classified as orange or red following Table 7.

Mitigation activities are documented in the Risk Management Register, and reviewed as described in the following section.

7.6 Risk monitoring and control

The purpose of Risk Monitoring and Control is to regularly monitor the listed risks and to identify, analyse, and plan potential new risks, including their integration in the Risk Management Register. Risk monitoring and control ensures the execution of the risk plans, evaluates their effectiveness in reducing risks and, if needed, updates the organizational process assets.

Risk Monitoring and Control are conducted as follows:

1. WPL continuously monitor and control risks related to their WP. They immediately inform the SC members when events or risks occur, or when mitigation actions are considered as not sufficiently efficient.
2. The SC members monitors the entire Risk Management Register on a regular cycle of six months during the Steering Committee Meetings starting from the project start, meaning in M6, M12, M18, and M24 and updates Impact categories, probability of occurrence levels and thereby criticalities of all listed and still risks existing risks
3. The SC members and the corresponding WPL update the Risk Management Register event related when

- a new risk has been identified, including assessment and mitigation plan when needed,
- a WP has been completed, all WP related risks are set to I = 0 and P = 0, they are not anymore considered in further evaluations.

8 Deliverables, Milestones and Key Performance Indicators

8.1 Deliverables

Project deliverables are described in the EACN project description and listed again in Table 8. The dissemination levels are according to EASME reporting the following:

- ❖ **PU** = Public
- ❖ **PP** =Restricted to other programme participants (including Commission services and project reviewers).
- ❖ **CO** = Confidential, only for members of the consortium (including Agency and Commission services and project reviewers).

Deliverables are integrated in the detailed planning in the "YYMMDD EACN – D1.3 – Planning and Checklist (Vx.x).xlsx" file which will be used during the continuous and cyclic QRMP update sessions.

Table 8: List of EACN deliverables with deadline publishing manner

ID	Title	Deadline/ date	Publishing manner	Diss. level
D1.1	Signed grant agreement	16/11/2018	eReport	CO
D1.2	Project partnership agreement	16/11/2018	Paper document	CO
D1.3	Quality Management Plan	16/04/2019	eReport	PU
D1.4	1st Technical Progress Report	16/10/2019	eReport	CO
D1.5	2nd Technical Progress Report	16/04/2020	eReport	CO
D1.6	3rd Technical Progress Report	15/12/2018	eReport	CO
D1.7	Recommendations for other partnerships	15/10/2020	eReport	PU
D2.1	Drivers and motivators for industrial modernisation in the Automotive Industry	15/02/2019	eReport	PU
D2.2	EACN Strategy including Partnership Agreement, cluster collaboration opportunities, EACN roadmap and marketing plan	15/04/2019	eReport	PU
D2.3	Technical documentation of support service	15/04/2019	eReport/Data Sheets	PU

ID	Title	Deadline/ date	Publishing manner	Diss. level
D3.1	Collection of audits	15/06/2019	eReport	CO
D3.2	Report on thematic workshops' results	15/07/2019	eReport	PU
D3.3	Report on the outcomes of three matchmaking events	15/01/2020	eReport	CO
D4.1	Field report on best practices and success stories	15/06/2019	eReport	PU
D4.2	Report on financing instruments for innovation and investment projects	15/10/2019	eReport	PU
D4.3	Roadmap "The future of SMEs in automotive in Europe 2030"	15/01/2020	eReport	PU
D4.4	Collection of cluster cooperation plans	15/04/2020	eReport	PU
D5.1	Call for expression of Interest for experts	15/02/2020	eReport	PU
D5.2	Call for proposals on EACN thematic expert support	15/02/2020	eReport	PU
D5.3	Report on prepared projects	15/10/2020	eReport	CO
D5.4	Summary on DEMO-LAB days	15/10/2020	eReport	PU
D6.1	SME Feedback report	15/10/2020	eReport	PU
D6.2	EACN Partnership Agenda 2020+	15/10/2020	eReport	PU
D6.3	EACN Policy Brief	15/10/2020	eReport	PU
D7.1	Communication and Dissemination Plan	15/12/2018	eReport	PU
D7.2	EACN Website	15/04/2019	Website	PU
D7.3	Communication Activity Report	15/10/2020	eReport	PU
D7.4	Best practice reward report	15/10/2020	eReport	PU

Public deliverables will be published via the EACN project website.

8.2 Milestones

Project milestones are described in the EACN project description and listed again in Table 9.

Milestones are integrated in the detailed planning in the "YYMMDD EACN – D1.3 – Planning and Checklist (Vx.x).xlsx" file which will be used during the continuous and cyclic QRMP update sessions.

Table 9: List of EACN milestones with deadline

ID	Title	Lead partner	Deadline/ date	Description
MS1	EACN Strategy	SAAM	15/04/2019	EACN Strategy including Partnership Agreement, cluster collaboration opportunities, EACN roadmap and marketing plan accepted by the Partnership.
MS2	EACN Partnership Profile on ECCP	CEAGA	15/11/2018	Description of the Partnership and profiles of the participating cluster organisations registered on the dedicated section of the European Cluster Collaboration Platform Profile ready to be updated with information on project activities.
MS3	EACN Website	CEAGA	15/04/2019	Launch of EACN Website
MS4	Project pipeline with first list of potential projects	PVF	15/01/2020	Successful identification of potential projects as a result of thematic workshops and matchmaking events – list of registered projects in project pipeline.
MS5	Selection of experts for project proposal preparation	CIAC	15/02/2020	Successful result of the tender process for engagement of experts and/or their organisations in project proposal preparation and/or technical tender preparation.
MS6	EACN long-term strategy and agenda	ACB	15/10/2020	Finalisation of the long-term strategy including a roadmap on EACN growth and on actions addressed to SMEs and other cluster members.
MS7	Final conference	CEAGA	15/10/2020	Presentation of project results to an international public of industrialists, representative from Regional Authorities and the European Commission, as well as other interested organisations.

8.3   Key Performance Indicators (KPI)

KPI are inserted in the YYMMDD EACN – D1.3 – KPI (Vx.x).xls" file for easier follow-up.

Overall and WP related KPI described in the application are listed in Table 10 and Table 11.

Table 10: Overall EACN KPI

Title	Brief Description	Target (quantity)
Number of resulting collaboration and innovation projects and the total amount of investments generated, including those mobilised in the context of the implementation of cluster policies and smart specialisation strategies	Impact of the joint activities of the EACN partnership, to be measured by the number of resulting collaboration and innovation projects and the total amount of investments generated, including those mobilised in the context of the implementation of cluster policies and smart specialisation strategies.	5 projects > 7 000 000 euros

Title	Brief Description	Target (quantity)
Number of SMEs having directly and indirectly benefitted from the supported actions	The EACN Partnership clusters will directly involve SMEs in the workshops on strategy development, project development (thematic workshops, matchmaking events) and in pilot projects and DEMO-LAB visits. EACN Partnership will invite a wider group of SMEs during dissemination activities and will send information to SMEs through existing cluster communication channels in line with cluster communication policies with the aim to inspire them to engage in interregional cooperation projects following the topics outlined in the Strategy.	> 200 SMEs
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	Business networks delivering complementary competencies, technology centres, universities, R&D organisations and science parks being cluster members or cooperating with the clusters in the field of industrial modernisation will be invited to participate in the workshops on strategy development, project development and in pilot actions according to the identified SMEs' needs and opportunities for cooperation.	30 organisations
Number of partnership agreements resulting from the supported actions	Project partnership agreements and/or business cooperation agreements resulting from supported actions.	5 project partnership agreements or business cooperation agreements
Number of regions involved in the identification, preparation and testing of joint activities towards improving cluster specific framework conditions as well as the number of firms from which concrete industry feedback was gathered for this purpose	Quality and impact of joint activities to strengthen interregional cluster cooperation, to be measured by the number of regions involved in the identification, preparation and testing of joint activities towards improving cluster-specific framework conditions as well as the number of firms from which concrete industry feedback was gathered for this purpose	Number of regions involved in the identification, preparation and testing of joint activities towards improving cluster-specific framework conditions: 8 Number of companies involved in feedback survey to define appropriate framework conditions for industrial modernisation projects: 60 SMEs
Number of bilateral meetings, joint events and deliverables that were either prepared in consultation with or directly feed input into other initiatives and key networks	Quality and impact of synergies created with other relevant European, national or regional initiatives and key networks, notably the Smart Specialisation Platform for Industrial Modernisation, to be measured by the number of bilateral meetings, joint events and deliverables that were either prepared in consultation with or directly feed input into other initiatives and key networks	15 activities

Title	Brief Description	Target (quantity)
Number of stake holders involved in peer-review meetings, workshops and related events	Number of representatives of other Partnerships and Interested Partners that took part in the Steering Committee Meetings to do peer-review, provide experience exchange and deliver feedback during project activities	10 different persons
Number of new potential partners interested in joining the EACN Partnership	Number of cluster organisations, thematic partnerships, regional, national or European networks interested in joining the EACN Partnership to support industrial modernisation in the Automotive industry in Europe.	10 organisations
Number of SMEs confirming in the feedback survey the need for industrial modernisation and their readiness for considering investments in this area	Number of SMEs from the EACN Partnership clusters confirming in the feedback survey the need for industrial modernisation and their readiness for considering investments in this area, among others through interregional cooperation.	40 SMEs out of a group of 60 SMEs that took part in the survey
Number of regional authorities confirming their support to the Partnership in the framework of the long-term cooperation agenda	Number of regional authorities confirming their support to the EACN Partnership in the framework of the long-term cooperation agenda, as such being convinced of the added value of cooperating with the EACN Partnership and between regional authorities on policy issues related to industrial modernisation in the automotive industry.	6 regions
Number of project issues listed in the project pipeline at the end of the project	Number of project issues listed in the project pipeline at the end of the project on the basis of which the EACN Partnership will continue its activities in cooperation with the companies in the clusters, technology centres and technology suppliers	> 10

Table 11: WP related KPI

WP	Title	Brief Description	Target (quantity)
1	Kick-off meeting	First physical meeting of the Project Partners to prepare detailed project time schedule, agree on methodologies to be applied and on portfolio of standardised forms, documents	1
1	Online management platform	Online management platform for internal planning and communication, including project time schedule, quality and risk management plan indicator monitoring scoreboard	1
1	Steering Committee Meetings	Steering Committee Meetings taking place at least every six months with the aim to summarize the previous period, assess the project progress and prepared the activities for the next period. Steering Committee meetings are physical (M1, M12, M24) or virtual (M6, M18) meeting. Physical meetings will be combined with other ongoing physical events where possible.	5
1	Technical progress reports	Technical progress reports covering six months of project implementation, not linked to a request for payment	3

WP	Title	Brief Description	Target (quantity)
2	Report "Drivers and motivators for industrial modernisation in the Automotive Industry"	Report containing the results of the analysis on drivers and motivators for industrial modernisation in the Automotive Industry	1
2	EACN Strategy and roadmap	The EACN Strategy including: (1) the EACN Partnership Agreement; (2) a map of envisaged cluster collaboration opportunities and value chain linkages; (3) an implementation roadmap; (4) a marketing plan	1
2	Technical documentation of a support service	Technical documentation describing the commonly elaborated business support service that will be applied to support the SMEs addressed by the EACN Partnership	1
2	Number of SMEs involved in the work shop on strategy and roadmap development and in the 4 online thematic workshops (lists of attendance)	The Project Partners will involve SMEs in the workshops on strategy development and on defining cluster collaboration opportunities and value chain linkages that shall detail the thematic, sectoral and technological complementarities, cooperation interests and mutual added values.	40 SMEs
2	Number of cluster organisations, other business networks, technology centres and science parks from different COSME participating countries having benefited directly and indirectly from the support actions (lists of attendance)	The Project Partners will involve technology centres (including universities and R&D organisations) in the workshops on strategy development and on defining cluster collaboration opportunities and value chain linkages that shall detail the thematic, sectoral and technological complementarities, cooperation interests and mutual added values	10 organisations
3	Audit reports for SMEs	Project Partners will provide audits in SMEs to identify challenges and opportunities for industrial modernisation projects. Each audited company will receive a two-page audit report	50
3	Reports of the online thematic workshops	Based on the outcomes of the three online thematic workshops, the topic leaders will prepare a summary report with information about the issues selected by the participants in the workshops	3
3	Amount of organisations involved in the online thematic workshops (list of participants)	In each of the three thematic workshops at least 20 organisations will take part to discuss the main issues for future projects. Some organisations will take part in more than one workshop. In total at least 50 organisations will be involved in the online workshops	50
3	Report on the thematic matchmaking events	The report on the thematic matchmaking events will summarise the outcomes of the events, inform about the amount of organisations involved and present feedback from the companies	3

WP	Title	Brief Description	Target (quantity)
3	Amount of organisations involved in the thematic matchmaking event (list of participants)	In each of the three thematic matchmaking events at least 20 organisations will take part to discuss cooperation in innovation and change projects. Some organisations will take part in more than one event. In total at least 40 organisations will be involved in the matchmaking events	40
3	Amount of project proposals in the project pipeline	The topic leaders will coordinate the work on the project proposals resulting from the matchmaking events. The Project Partners will support their local SMEs in line with the support service. This should secure feed-in of project proposals into the project pipeline	> 10
4	Report on best practices and success stories in supporting industrial modernisation change processes in companies in the Automotive industry	The Project Partners will prepare an overview of best practices and success stories in supporting industrial modernisation change processes in companies in the automotive industry. Based on the report the Project Partners will select three issues for which they will organise two study visits and at least three cooperation plans	1
4	Cooperation plans	During the study visits the Project Partners will elaborate at least three cooperation plans in which they define areas of common activities. These cooperation plans will be included in the Strategic Agenda	3
4	A report on financial instruments on regional/national/EU	The Project Partners will prepare a report on financial instruments that support/could support industrial modernisation change processes. This report will be made available to the participants in the matchmaking events and will be used in Work Package 5	1
4	Roadmap "The future of SMEs in automotive in Europe 2030"	The automotive industry will undergo severe changes in the next 15 years. The roadmap will present potential scenarios on the role of SMEs in automotive value chains by 2030 and the role of cluster coordinators and regional authorities in supporting change processes in SMEs to cope with the challenges ahead. This roadmap will be used for discussions with regional authorities and as a starting point for preparing the Policy Brief	1
4	Technical documentation concerning procedure for a call for proposals	WP coordinator will prepare technical documentation concerning a procedure for a call for proposals in which cluster members that took part in the matchmaking events can apply for support to prepare project applications under dedicated support programmes and/or technical documentation for tender procedures for investments in industry 4.0 related areas covered by the project	1

WP	Title	Brief Description	Target (quantity)
4	Number of regions involved in the identification, preparation and testing of joint activities towards improving cluster specific framework conditions	Quality and impact of joint activities to strengthen interregional cluster cooperation, to be measured by the number of regions involved in the identification, preparation and testing of joint activities towards improving cluster specific framework conditions	5
5	Report on the prepared projects ready for filing/filed under identified calls for proposals and on investment projects and their prepared/ implemented tender procedures	The WP coordinator will prepare a report on the prepared projects ready for filing/filed under identified calls for proposals and on prepared tender procedures for investment projects resulting from the implementation of Tasks 5.1. and 5.2.	1
5	List of projects in the investment phase	Amount of projects ready for filing/filed under identified calls for proposals and investment projects and their prepared/ implemented tender procedures	5
5	Report on DEMO-LAB	Report on DEMO-LAB visits with information on signed cooperation agreements resulting from the DEMO-LAB visits	1
5	Number of SMEs having directly and indirectly benefited from the supported actions	The Partnership clusters will directly involve SMEs in the pilot projects and DEMO-LAB visits. At least 20 companies will be involved in this Work Package	20 SMEs
5	Number of cluster organisations, other business networks, technology centres and science parks involved in the DEMO-LAB visits	Based on the input from the companies in the matchmaking events and on the choice of the companies concerning the location for the DEMO-LAB visits, three technology suppliers/technology centres will be involved in this activity	3
6	Report on the feedback survey among the companies that took part in the project activities	The report will include the outcomes of the feedback survey provided by the Project Partners among the companies that took part in the project. The report will cover issues: barriers to innovation, skills, cooperation and investment; added value of the EACN Partnership in industrial change processes	1
6	Number of regions involved in the identification, preparation and testing of joint activities towards improving cluster specific framework conditions	Quality and impact of joint activities to strengthen interregional cluster cooperation, to be measured by the number of regions involved in the identification, preparation and testing of joint activities towards improving cluster specific framework conditions	Number of regional authorities involved in defining framework conditions: 5

WP	Title	Brief Description	Target (quantity)
6	Number of firms from which concrete industry feedback was gathered for this purpose	The number of firms from which concrete industry feedback was gathered for the purpose of defining joint activities towards improving cluster-specific framework conditions	Number of companies involved in feedback survey to define appropriate framework conditions for industrial modernisation projects: 60 SMEs
6	EACN Joint Vision and Mission	A Joint vision outlining the direction and development ambition of EACN as well as a set of general objectives and principles of work elaborated, discussed and agreed upon by the partners.	1
6	EACN Partnership Agenda 2020+	The EACN Partnership Agenda will include: long-term cooperation and business development strategy, cooperation and communication structure of the EACN Partnership, areas of cooperation with other Partnerships and Thematic Networks	1
6	EACN Policy Brief	The brief will include recommendations with regard to improving interregional collaboration (both B2B and C2C activities), cover issues related to barriers to innovation, skills, cooperation and investment and the results of the survey among the companies	1
6	Minutes of the online meeting with the regional authorities on cooperation themes	The prepared EACN Policy Brief will be presented and discussed during an online meeting with the regional authorities. The Project Partners and the regional authorities will agree upon common cooperation themes	1
6	EACN Membership candidates (Europe)	Number of potential partners from across EU identified and discussions held regarding potential membership in EACN	15
6	EU Partnerships – Clusters	Number of strategic partners (clusters active in other strategic industrial sectors) identified and contacted including discussions organised regarding future collaboration	25
6	EACN Membership candidates (international)	Number of potential partners outside EU identified, contacted and informed about EACN as well as potential cooperation models discussed	5
7	Communication and dissemination plan	A communication and dissemination plan including: guidelines concerning corporate identity of the Partnership, goals and indicators related to the planned activities, target groups, dedicated messages and tools to reach these target groups made available by the WP coordinator to the Project Partners	1
7	EACN Partnership Profile on ECCP	Description of the Partnership and profiles of the participating cluster organisations registered on the dedicated section of the European Cluster Collaboration Platform – Profile ready to be updated with information on project activities.	1

WP	Title	Brief Description	Target (quantity)
7	EACN website	Design and maintain the EACN website with information about the consortium, project objectives, activities, reports, news, etc.	1
7	Social media channels	Create YouTube and Twitter channels.	2
7	Rewarding best practices / success stories / companies participating	At the final event, EACN Partnership will award the 4 best practices in the 4 areas in which EACN Partnership will work.	4
	Minutes of the regional information seminars	Minutes of the regional information seminars, information about number of participants, presentations, feedback from participants, recommendations for the future. Each cluster will prepare the minutes of its regional event.	6
	Minutes of the final conference	Minutes of the final conference, information about number of participants, presentations, feedback from participants, recommendations for the future.	1
	Number of SMEs having directly and indirectly benefited from the supported actions	The EACN Partnership will invite a wider group of SMEs during dissemination activities and will send information to SMEs through existing cluster communication channels in line with cluster communication policies with the aim to inspire them to engage in interregional cooperation projects following the topics outlined in the EACN Strategy.	100 SMEs
	Number of cluster organisations, other business networks, technology centres and science parks from different COSME participating countries having benefited directly and indirectly from the support actions	Business networks delivering complementary competencies, technology centres, universities, R&D organisations and science parks being cluster members or cooperating with the clusters in the field of industrial modernisation will be delivered with information about the project and invited to information activities, such as information seminar and final conference to get acquainted with project outcomes and look for new cooperation opportunities with the EACN Partnership.	20 organisations
	Final communication and dissemination report	A final communication and dissemination report, including all the activities, carried out in the project.	1