

# Cluster Overview

ICAP Supplemental Application

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[Your cluster name goes here]

[YOUR ORGANIZATION NAME GOES HERE]

[MONTH #, 2021]



Washington State  
Department of  
**Commerce**

# Cluster Overview Appendix Summary

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Use the provided instructions to complete the following templates in the appendix:

- Cluster Strategy Intro
- Cluster Organizational Model
- Board of Directors
- Innovation Cluster Members
- Cluster Business Model
- Funding Model

The information provided in the appendix will be considered as part of the evaluation outlined in section 4 of the RFP.

See the recording of the Cluster Formation workshop available on [www.icapwashington.org](http://www.icapwashington.org) for a walk through of all slides in the appendix.

# Instructions: Cluster Strategy Overview

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Use the following template to outline your cluster strategy.

We recommend identifying **up to five** strategic focus areas.  
Set targets for years 1, 3, and 5.

Example focus areas might include the following, which will be further defined in the mandatory pre-proposal conference:

- Entrepreneurship
- Research and development
- Trust and collaboration
- International market development
- Domestic market development
- Industry collaboration projects
- Industry transformation
- Partnerships
- Capital
- Industry development
- Shared innovation infrastructure
- Talent development
- New business models
- Digital

## AMBITIONS

What is our Innovation Cluster's mission and ambitions?

Replace text with cluster ambitions  
(your “big, hairy, audacious goal” here)

### CLUSTER FOCUS AREA 1

Replace text with  
focus area

### CLUSTER FOCUS AREA 2

Replace text with  
focus area

### CLUSTER FOCUS AREA 3

Replace text with  
focus area

### CLUSTER FOCUS AREA 4

Replace text with  
focus area

### CLUSTER FOCUS AREA 5

Replace text with  
focus area

### TARGETS

YEAR 1: Replace text with target

YEAR 3: Replace text with target

YEAR 5: Replace text with target

### TARGETS

YEAR 1: Replace text with target

YEAR 3: Replace text with target

YEAR 5: Replace text with target

### TARGETS

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YEAR 1: Replace text with target

YEAR 3: Replace text with target

YEAR 5: Replace text with target

# Instructions: Cluster Organizational Model & Board of Directors

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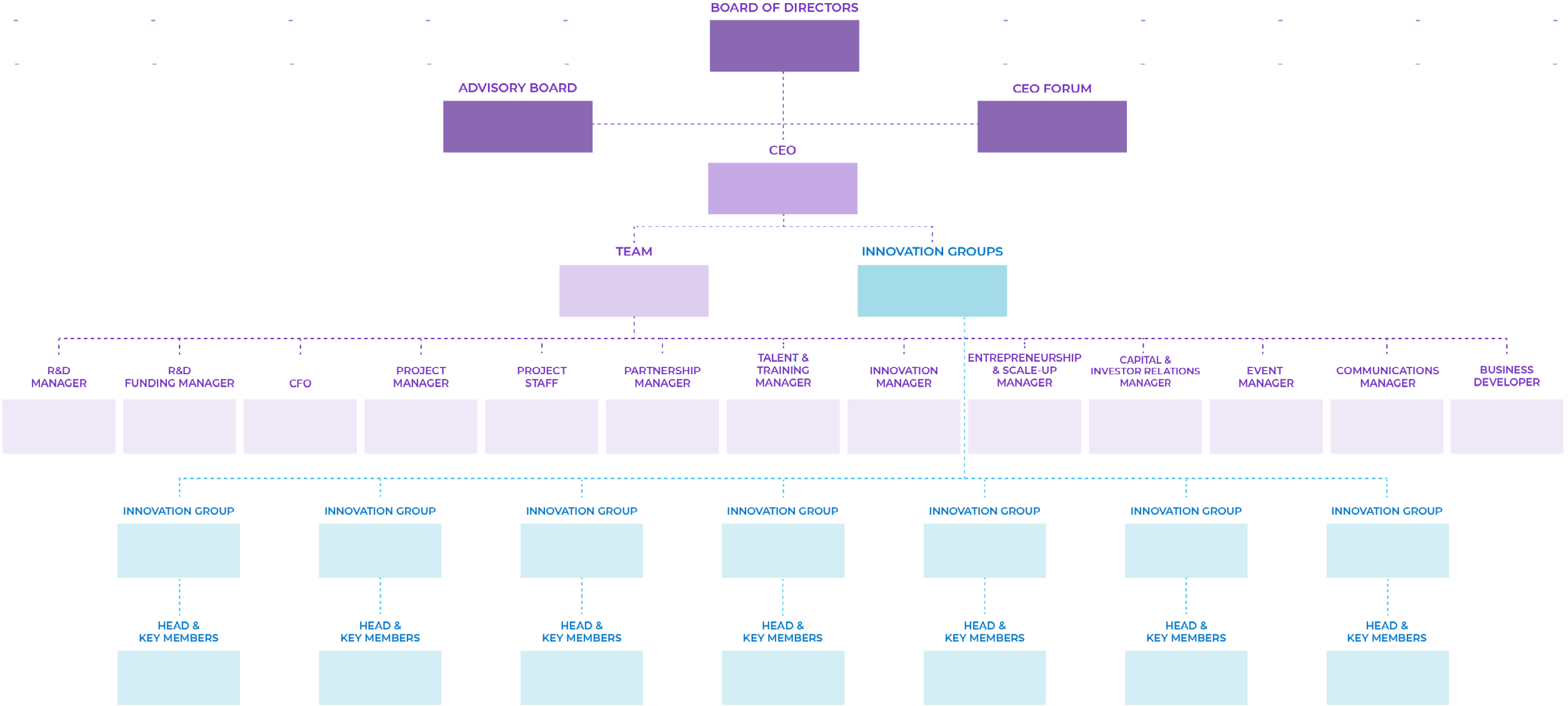
## **Cluster Organizational Model:**

Outline your cluster organization using the following template. Include names, titles and topics wherever possible. You are not expected to have all of these structures and roles in place. We welcome you to describe the roles and groups you are planning to develop for your unique cluster strategy, ambition and funding.

Insert text boxes for the boards and roles you plan to fill and the innovation groups you plan to convene.

## **Board of Directors:**

Provide the names, titles and organizations represented by your cluster's board. Delete text in rows that you do not need. If you have not yet identified specific board members, indicate how many board members you plan to have.



# Board of Directors

Name	Company/Organization	Position with company/organization
Replace text with board member name	Replace text with company/organization	Replace text with position
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# Cluster Members

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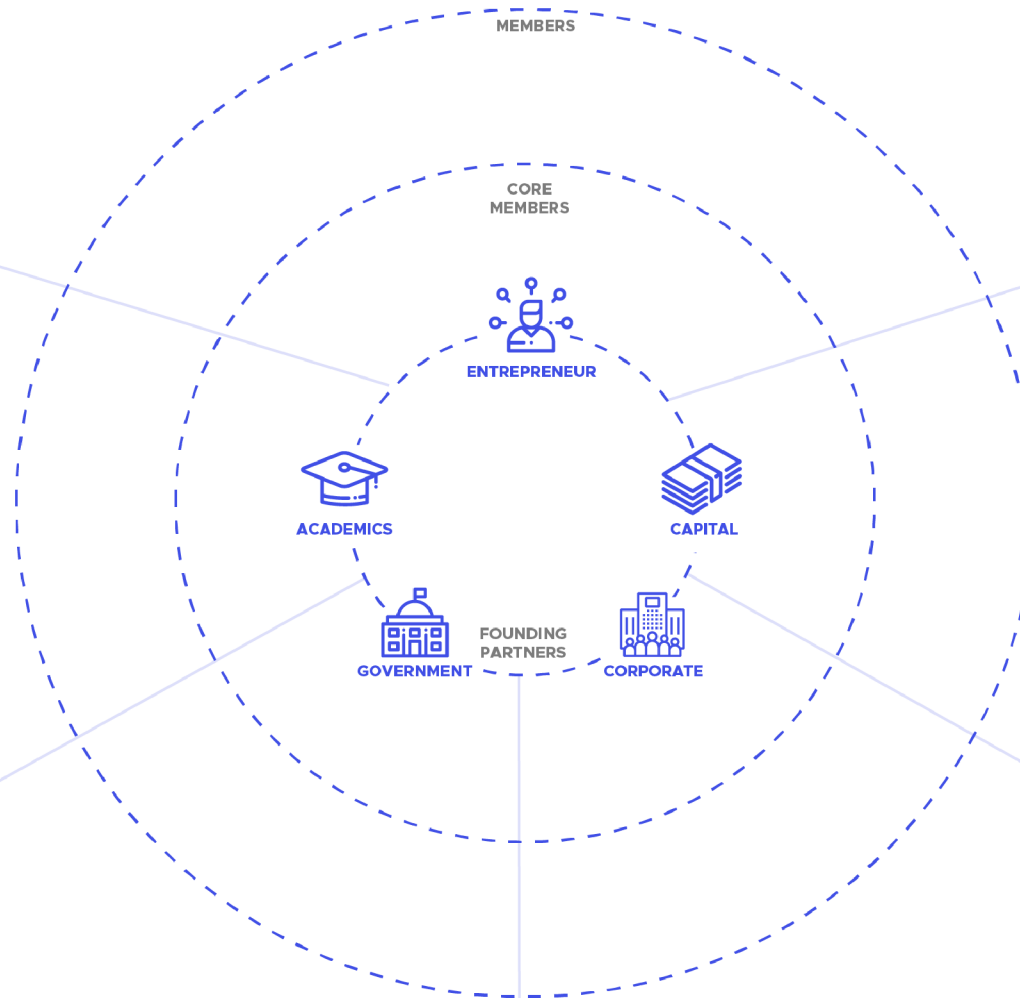
Outline your cluster members on the following template using their logos or names. You may add a second cluster member map if you would like to outline both current and **aspirational** members. (select “duplicate slide” on the Cluster Member template slide)

Place your members into the respective categories;

- **Corporate** (SME, small and large companies)
- **Government** (local, regional, national, including non-profit organizations)
- **Academic** (education and research organizations)
- **Entrepreneurship** (including accelerators, incubators and other organizations that support entrepreneurs.)
- **Capital** (private risk capital, angels, banks, venture funds)

You may separate between founding/core members and regular members if this fits with your cluster model.

Select insert text box to add member names or insert image to add member logos.



## Innovation Cluster: Members

Get yours at [www.strategytools.io](http://www.strategytools.io)

Innovation Cluster: Members by Christian Rangen is the intellectual property of Strategy Tools and is at your disposal under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.



# Cluster Business Model

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Outline your cluster business model using the template Cluster Business Model Canvas.



## Cluster Business Model Canvas



Get yours at [www.strategytools.io](http://www.strategytools.io)  
Cluster Business Model Canvas by Christian Rangen is the intellectual property of Strategy Tools and is at your disposal under the Creative Commons Attribution-Share Alike 4.0 International License.

Based on the original Business Model Canvas  
by Alex Osterwalder and Yves Pigneur.  
[www.strategyzer.com](http://www.strategyzer.com)

# Funding Model

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Present the cluster's high-level funding plan using the Cluster Funding Model template.

Keep it short, simple and high level. Include all funding sources as applicable.

CLUSTER:

FUNDING ROUND:

YEAR:

FUNDING



PRIVATE INDUSTRY FUNDING

Private industry funding details:

- Founding Partners
- Membership fee
- Programs
- Events & conferences
- Capital raise %
- Venture fund
- Rent (office space, lab space)
- Reports & analysis
- Other



PUBLIC FUNDING

Public funding details:

- National Cluster Program
- National government
- National financing programs
- Regional government
- Regional financing programs
- Local government
- Local financing programs
- Other



PROJECT FUNDING

Project funding details:

- Industry project financing
- Public project financing
- Other

OTHER FUNDING DETAILS

TOTAL FUNDING \$

Insert:

\$ Total private industry funding

- \$ Founding Partners
- \$ Membership fees
- \$ Programs
- \$ events & conferences
- \$ Capital raise %
- \$ Venture Fund
- \$ Rent
- \$ Report & analysis
- \$ Other

Insert:

\$ Total public funding

- \$ Federal funding
- \$ State funding
- \$ Local government funding

Insert:

\$ Total project funding

- \$ Industry
- \$ Public
- \$ Other

Insert:

\$ Other

Insert:

\$ Total all funding

COST



START UP COSTS (ONE-TIME)

- Advisory services
- Strategy development
- Design & branding
- Communications
- Other



STAFFING COSTS (FULL-TIME, PART-TIME)

- CEO
- Full-time staff
- Part-time staff
- Board compensation
- Other



OPERATING COSTS

- Office rent
- Venue rent
- IT infrastructure
- Marketing & Communications
- Travel & lodging
- Programs
- Consulting services
- Other



CLUSTER PROJECT COSTS

If applicable, not funded by Commerce

- Cluster collaboration projects
- Innovation group projects
- Member-led projects
- Other

TOTAL COSTS \$

Insert:

\$ Total start up costs

- \$ Advisory services
- \$ Strategy development
- \$ Design & branding
- \$ Communications
- \$ Other

Insert:

\$ Total staffing costs

- \$ CEO
- \$ Full-time staff
- \$ Part-time staff
- \$ Board compensation
- \$ Other

Insert:

\$ Total operating costs

- \$ Office rent
- \$ Venue rent
- \$ IT Infrastructure
- \$ Marketing & communications
- \$ Travel & lodging
- \$ Programs
- \$ Consulting services
- \$ Other

Insert:

\$ Total cluster project costs

- \$ Cluster collaboration projects
- \$ Innovation group projects
- \$ Member-led projects
- \$ Other

Insert:

\$ Total all costs