



EUROPEAN
CLUSTER COLLABORATION
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EU – Taiwan Cluster Matchmaking Event



26th – 27th of June, 2017 | Brussels, Belgium

Mission Proceedings Report

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1. Introduction

A two day event involving cluster and industry matchmaking took place in Brussels, Belgium, in the scope of the 3rd EU – Taiwan Industrial Dialogue. The 3rd EU – Taiwan Industrial Dialogue represented an excellent opportunity to foster cooperation between Taiwanese and European clusters, as well as other organisations related to the smart industry, circular economy and 5G fields. On the 26th of June 2017, the EU–Taiwan Cluster Cooperation and Matchmaking Event concentrated on building collaborations between the EU and Taiwan cluster communities. On the 27th of June 2017, the EU-Taiwan Event on Industry of the Future focused on building market-oriented collaborations between the cluster and industry communities.

The EU–Taiwan Cluster Cooperation and Matchmaking Event was jointly organised by the DG Internal Market, Industry, Entrepreneurship and SMEs (European Commission) through the European Cluster Collaboration Platform (ECCP) in collaboration with Taiwan External Trade Development Council (TAITRA), the Chinese National Federation of Industries (CNFI) and the Royal Flemish Academy of Belgium for Science and the Arts.

The EU–Taiwan Cluster Cooperation and Matchmaking Event was organised by Sociedade Portuguesa de Inovação (SPI), which was responsible for the preparation and onsite organisation on the 26th. Moreover, the European clusters also enjoyed the opportunity to attend to the activities on the 27th in order to further develop collaborative opportunities with Taiwanese and European organisations.

The packed agenda for the two days featured chiefly two matchmaking sessions on building EU-Taiwan collaborations as well as seminars on strategic and technical sessions on smart industry, circular economy and 5G. In fact, the agenda was designed to boost contacts with Taiwanese organisations through the exploration of possible areas of interest for collaboration and complementarities in terms of sectoral, value chain and market focus. The ultimate goal was to enable formal agreements between clusters, industry, and SMEs from Taiwan and the EU.



The EU–Taiwan Cluster Cooperation and Matchmaking Event started with Ms. Ulla Engelmann, Head of Unit Clusters, Social Economy and Entrepreneurship, DG Grow (European Commission) and Ms. Chun – Fang Hsu, Senior Advisor of Chinese National Federation of Industries (CNFI) welcoming participants. Ms Engelmann highlighted that in 2016 and 2017, the Commission is supporting a total of 10 major international cluster matchmaking events in Europe and third countries, providing financial assistance to 15 EU cluster partnerships representing over 10,000 SMEs, three of them targeting Taiwan to develop business partnerships in key sectors. More EU cluster partnerships addressing worldwide will be supported yet this year. She was happy to acknowledge that some eight Taiwan clusters¹ are now profiled on the European cluster Collaboration Platform as a result of last year's event. Ms. Hsu confirmed their high expectations on behalf of Taiwan industries to successfully pursue and deepen collaboration with the EU. This was then followed by the Taiwanese and European Cluster introductions, after which Ms. Noelia Dosil presented the *European Cluster Collaboration Platform (ECCP)* and *European Strategic Cluster Partnerships*. The morning concluded with a panel discussion: “Success stories in promoting EU – Taiwan cluster cooperation”, where some delegates presented the MoUs signed in the follow-up of last year’s event in Taipei to start materialising cooperation and the role of the Silicon Europe Worldwide EU cluster partnership (ESCP) in this major opportunity.

The morning set the stage for the Cluster-to-Cluster (C2C) matchmaking that was held in the afternoon, which gathered a delegation composed of 21 European clusters together with 15 Taiwanese clusters, associations and government bodies. To close the day, participants enjoyed a networking cocktail in the evening (Annex 1- Agenda). The following day participants attended technical seminars, held a second matchmaking with a wider range of organisations (C2C, B2C) and enjoyed a farewell dinner.

Some 200 participants – involving companies, clusters and business associations from Taiwan and the EU – attended the two day event. Over the course of the two days, a total of 235

¹ The number of Taiwanese clusters registered in the ECCP has increased to 10 after the Event in Brussels.



meetings were conducted by EU clusters. The feedback received has been very positive; highlighting the organisation of the event and the opportunity to meet Taiwanese counterparts, with whom were identified some 4 cooperation opportunities per cluster. In addition, the debriefing session was very enriching with a reflection on the follow – up strategy, the best approach to these events, and the further support that clusters would require from the ECCP.

In order gain further insight to the impact of the event on the clusters' objectives, a survey was conducted at the closing of the event that addressed the following topics:

- Overall quality of the event
- Relevance of the event towards individual objectives
- Impact of the event

The survey had also a final section devoted to collecting qualitative information regarding the specific cooperation initiated through the event by each participant.

Of the 21 members of the European delegation, 16 participants completed the survey to date. The responses obtained in both the oral session and the written questionnaire are summarised and analysed in the present document. It should be noted, that the results should be considered as trends rather than as quantifiable indicators.

2. Overview of the European Delegation

The European delegation was selected on the basis of a competitive call for expression of interest launched and published on the ECCP in April, 2017. The clusters were selected based on their relevance, merit and added value to the event. A focus was placed on clusters in support of the following areas: smart industry, circular economy and 5G.

A total of 27 expressions of interest from clusters across Europe were received. As a result of the selection process, which included the verification of the eligibility criteria and the



assessment of qualitative criteria, a total of 19² organisations from 11 countries, namely Belgium, Bulgaria, Croatia, France, Germany, Hungary, Italy, the Netherlands, Poland, Romania and Spain formed the final European Delegation (Figure 1 and Table 1).



Figure 1 - Origin and composition of the European Cluster Delegation

All the selected organisations were considered to have a high potential to maximise the opportunities from the matchmaking sessions and a strong willingness to engage in closer cooperation with Taiwanese organisations. For instance, several participating clusters already had well established relations with Taiwan, primarily built on the EU Innovation Week held in Taipei in 2016.

² Two additional EU clusters joined just prior to the event.



Table 1 - Overview of the European cluster delegation

| # | Cluster | Field of activity(s) | Country |
|----|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------|
| 1 | Aria Normandy | Industrial (automotive) sector | France |
| 2 | BCT - <i>Bulgarian Cluster of Telecommunications</i> | Telecommunications | Bulgaria |
| 3 | BICCnet - <i>Bavarian Information and Communication Technology Cluster</i> ³ | Networked Embedded Systems, Smart Cities and Mobility, Cyber Security, BigData & ICT. | Germany |
| 4 | Bulgarian ICT Cluster | ICT | Bulgaria |
| 5 | Castra | Aerospace technology | Bulgaria |
| 6 | Cool Silicon | Micro - nanotechnologies & ICT | Germany |
| 7 | DSP Valley | Smart Health, Smart Vehicles, Smart Cities, Smart Industry | Belgium |
| 8 | SCC Lombardia - <i>Fondazione Cluster Tecnologie per le Smart Cities & Communities Lombardia</i> ⁴ | Technology solutions for the integrated management system of urban and metropolitan scale | Italy |
| 9 | Fondazione Distretto & HGMB - <i>Fondazione Distretto Green & High Tech Monza Brianza</i> | ICT & Energy | Italy |
| 10 | Gaia | ICT, Games and Electronics | Spain |
| 11 | HTNL – <i>High Tech NL</i> ⁵ | Micro-nano-fotonic and digital technology | Netherlands |
| 12 | Inteligentna Energija | Smart and Clean Energy | Croatia |
| 13 | Mesap | Embedded and Digital Systems, Robotics Control Systems, Digital Representation etc. | Italy |

³ BICCnet did not respond the questionnaire but the cluster barely attended the activities organised due to the Silicon Worldwide Europe meeting that was held in parallel to the Event. Since BICCnet belongs to the aforementioned ESCP, the presence of the representatives was very limited.

⁴ SCC Lombardia did not fill in the questionnaire due to unknown reasons despite our efforts to reach their representative or obtain some response. The cluster was eligible for funding.

⁵ HTNL did not answer the questionnaire because their representative at the Event was on vacation and, therefore, could not be reached before completing the present Report.



| # | Cluster | Field of activity(s) | Country |
|----|--------------------------------------|---------------------------------------------------------------------------------------------|---------|
| 14 | Minalogic | Micro-electronics, software, Photonics, digital technologies | France |
| 15 | Rovest | Business services, e-Government, mobility technologies | Romania |
| 16 | Silicon Saxony | Micro- and nano electronics, ICT, automation | Germany |
| 17 | Software Innovation Pole | ICT | Hungary |
| 18 | Systematic Paris Region | Telecoms, transport, information systems, factory of the future, digital city, and security | France |
| 19 | Waste Management & Recycling Cluster | Waste management & recycling | Poland |

In addition to the selected European organisations described above, two more clusters joined the official delegation and participated in the EU-Taiwan Cluster Matchmaking Event: Drone Valley (Belgium) and mi – Cluster (Greece). While Drone Valley participated actively in the event, mi – Cluster just took part in some of the networking activities held on the 27th. Neither of the two clusters answered the debriefing questionnaire.

It should be noted; three of the clusters that were selected to be part of the European delegation cancelled their participation one day before the event took place and on the very same day of the event. The specific reasons for this last minute cancellations were not disclosed by the representatives.



3. Feedback session & survey: analysis summary

3.1 Overall quality of the event

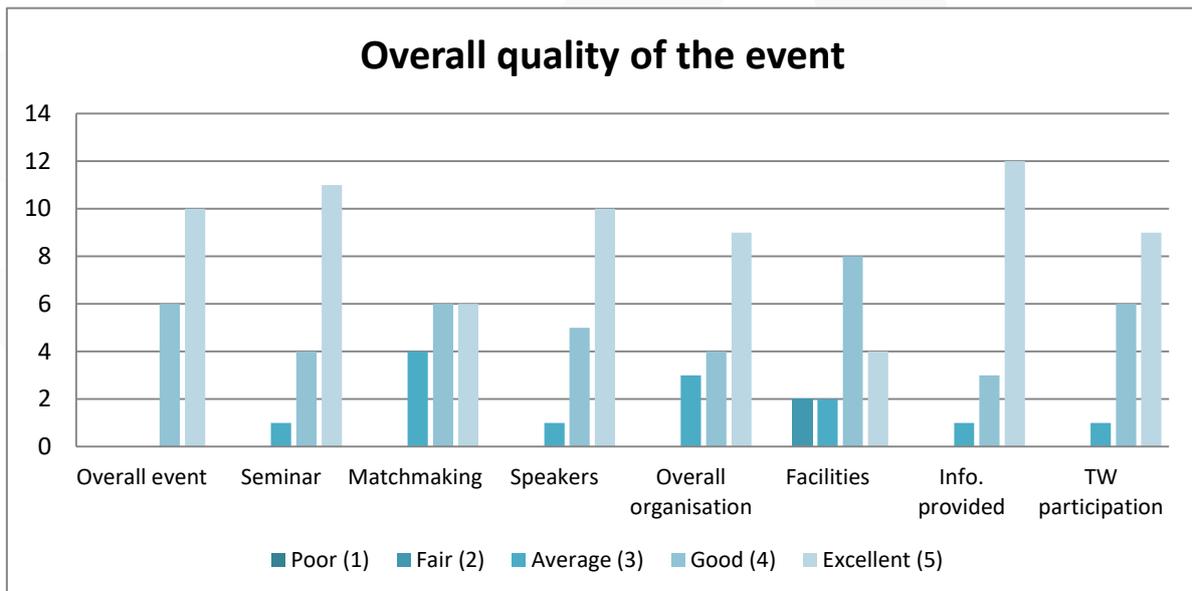


Figure 2 - Results on the quality of the event (number of responses)

The results concerning the overall quality of the Event are very positive (Figure 2). All the indicators but one achieved an average of “Good” to “Excellence” score. The information provided to the participants, the content of the agenda and the seminars were the best rated factors, followed very close by the Taiwanese participation and the speakers (all of them scored over 4,5 points on average). The organisation and the matchmaking were also considered to be very good. Finally, the evaluation of facilities was the most critical although it was still valued rather good. (Annex 2 - Overall Quality of the Event)

1. Suggestions to improve the future cluster matchmaking events

The cluster participants were asked to provide their impressions and comments about the event during the debriefing session and through the debriefing questionnaire. These observations are listed below and need to be seen not only as direct recommendations to



improve certain aspects of future ECCP activities, but also as valuable insight into the event outcomes.

The comments can be divided by three main sections:

Comments on the overall agenda and event

- The networking activities require more time.
- Bring more assistance/information about possible means/funding programs to support the collaboration.
- The quality of the catering should be improved. The food was not enough. The matchmaking tables were in a noisy place where other persons were talking, preparing catering etc.

Comments on the Matchmaking Session

- To preselect more carefully 3rd-country partners for cluster meetings. It is difficult to find similar organisations and then, to discover common points to establish a cooperation. It takes time to find the right person/organisation and match.
- The quality of the meetings should prevail over the number.
- Make sure that the Taiwanese or non-EU counterparts have potential/willingness to cooperate. There was a wide-spread feeling that some of the Taiwanese organisations just had something to present and not to share or discuss, that they might have no idea of the type of collaboration to be discussed or that they do not know how to express their needs, if it is that they want to share them. It was difficult to focus concretely the discussions.

Comments on the B2match

- Improving the B2match site. It is a big effort to create a new profile for each event. The best would be to make sure that once a cluster is registered in the platform, it can use the profile (or a set of profiles) created in all the events, having the option to modify



the said profile to adapt it to the different matchmakings. Further on, it would be also helpful that clusters can have a list of all the contacts made in the B2match thereby creating a good database of the partners that can be seen in one single place in the B2match website. Participants want to use the B2match as a platform to keep and build the cluster partnerships created in the events through the years. This would also help to generate information for surveys easily.

- Promote the use of an App to facilitate the connexion between the participants (in this case, it was helpful to take a picture of visit cards to contact immediately).

Debriefing session

During the debriefing session, there was an interesting discussion regarding the objectives of the matchmakings and the ECCP project as seen by the cluster representatives. The main points of the discussion are summarised below:

- The project and therefore, the time to build trust and get results, is very short. It should be taken in account that cluster to cluster negotiations take more time than business to business.
- The necessary follow – up to create a partnership demands a lot of resources and, therefore, multichannel connections are an advantage to set sustainable business connections later. To achieve this, it is necessary to organise more events not only to meet the right people and organisations, but to maintain certain stability between the counterparts. Persistence is essential and, therefore, in the case of Taiwan, the ideal would be that the event becomes annual with the EU and Taiwan hosting it alternatively.
- Sometimes clusters are not experts in internationalisation and as a consequence, they cannot support their SMEs in the way they would like. In this regard, SMEs (especially when talking about start-ups) try different countries but they often fail in their attempts to enter the market due to several reasons such as the inexperience and the lack of effective support. A solution to this problem would be for cluster managers to work with more organisations besides clusters, such as chambers of commerce.



- It is very important to question if we are with the right “door openers” to enter a foreign market as well as to reflect on our own work. For example, are we communicating our needs effectively? What can we offer that makes us unique for other countries to be interested in making business with us?
 - It would be of great help to have support in the next steps after making contact, for example, supporting SMEs’ missions abroad. Going a deeper level has many advantages, among them the most obvious is that more meetings imply more chances to find common points to sign formal agreements.
- 2. What international event (trade fair/conference) do you plan to attend in the next 12 months and would you propose us to organise a matchmaking mission at?**

Table 2 – Suggested future trade fairs and conferences in 2017

| YEAR 2017 | | | | |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| Dates | Event | Location | Link | Topic |
| 21 st - 24 th Aug 2017 | MIMS Automechanika | Moscow, Russia | www.mims.ru/en-GB | Automotive industry |
| 5 th – 7 th Sept 2017 | EU – Thailand Event | Bangkok, Thailand | www.clustercollaboration.eu/ node/3668 | Healthcare |
| 13 th – 15 th Sept 2017 | Semicon Taiwan | Taipei, Taiwan | www.semicontaiwan.org/en/ | Microelectronics |
| 14 th – 15 th Sept 2017 | International Conference on Raw Materials and Energy in a Circular and Low-Carbon Economy | Maloposka, Poland | www.interregeurope.eu/symbi/ events/event/874/symbi- infoday-in-malopolska/ | Raw Materials and Energy in a Circular and Low-Carbon Economy |
| 21 st – 22 nd Sept 2017 | 5th Cluster Matchmaking Conference | Stuttgart, Germany | www.b2match.eu/cluster- matchmaking-2017 | Cluster matchmaking and internationalisation |
| 3 rd -5 th Oct 2017 | Business Connection Forum | Albany, United States | https://events.b2match.com/ e/2017businessconnectionfor umalbany | Health, smart cities, advanced electronics... |
| 3 rd – 5 th Oct 2017 | IoT Solutions World Congress | Barcelona, Spain | www.iotsworldcongress.com | IoT in several areas |



| YEAR 2017 | | | | |
|-------------------------------------------------|---------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Dates | Event | Location | Link | Topic |
| 9 th – 10 th Nov 2017 | ICT Proposers' day | Budapest, Hungary | https://ec.europa.eu/digital-single-market/en/events/ict-proposers-day-2017 | ICT Research & Innovation |
| 13 th – 16 th Nov 2017 | Medica | Düsseldorf, Germany | www.medica-tradefair.com | Health, medical devices |
| 14 th – 17 th Nov 2017 | Productonica | Munich, Germany | www.productonica.com | Electronics |
| 14 th – 15 th Nov 2017 | Smart City Expo | Barcelona, Spain | www.smartcityexpo.com/en | Smart Cities |
| 5 th – 7 th Dec 2017 | European Forum for Electronic Components and Systems - EFECTS | Brussels, Belgium | https://efecs.eu/ | Electronic components and Systems |

Table 3 - Suggested future trade fairs and conferences in 2018

| YEAR 2018 | | | | |
|------------------------------------------------------|------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------|-------------------------|
| Dates | Event | Location | Link | Topic |
| 26 th Feb – 1 st March 2018 | Mobile Congress Forum | Barcelona, Spain | www.mobileworldcongress.com/ | Mobile Industry |
| 5 th – 7 th June 2018 | Automechanika UK | Birmingham, UK | www.automechanika-birmingham.com | Automotive industry |
| 11 th – 15 th June 2018 | Europe's Business Festival for Innovation & Digitization - CEBIT | Hannover, Germany | www.cebit.de/en | IT |
| 12 th -14 th June 2018 | IoT World Europe | London, UK | https://tmt.knect365.com/iot-world-europe/ | IoT |
| 14 th – 17 th Nov 2018 | Semicon Europe | Munich, Germany | www.semicon.europa.org | Electronics |
| 2018 ⁶ | ACODAL Congress | Colombia | www.acodal.org.co | Water, RES, Environment |

⁶ The Colombian Association of Sanitary and Environmental Engineering (*Asociación Colombiana de Ingeniería Sanitaria y Ambiental* – ACODAL) celebrates an annual congress in Colombia. The dates when it will take place on 2018 are yet to be published.



Observations

In terms of popularity, CEBIT 2018 (Hannover, Germany), EFECTS 2017 (Brussels, Belgium) and Semicon Taiwan 2017 (Taipei, Taiwan), are the most named events by the clusters.

Some other events mentioned, but without providing enough details to identify them were: business missions to the Middle East, Central Europe, North Africa and South America, aerospace events (Toulouse, France and London, United Kingdom)⁷ and some event organised by the EU-Japan Centre for Industrial Cooperation (www.eu-japan.eu).

Several clusters also suggest to organise business missions to China and especially Taiwan, so they can follow-up with the contacts made in this event. Finally, CASTRA (Bulgaria) proposes to organise some matchmaking event focused in the aerospace sector, i.e. under the European Defence Action Plan. The potential countries listed by the cluster to host this potential event are Brazil, China, Japan and Russia.

In sectorial terms, electronics, Internet of Things (IoT), smart cities, ICT and health are the most popular fields among the clusters. Moreover, the events presented in Tables 2 and 3 concentrate in Europe, being the EU countries the ones that draw the most attention. The only third countries mentioned are Colombia, Taiwan, Thailand and the United States.

⁷ It could refer to three Events taking place in Toulouse: Aerospace Additive Manufacturing Summit on the 21st – 22nd of November, 2017 (www.france.additive-aerospace-summit.com), Toulouse Space Show 26th – 28th of June, 2018 (www.toulousspaceshow.eu/tss18/) and Aeromart Toulouse on the 4th – 6th of December, 2018 (www.aeromart-toulouse.com). Regarding London, the city will host many events related to aerospace in different areas (defence, security, networking etc.) in 2017 and 2018.



3- What countries are you interested in collaborating with (EU and worldwide)? Would the organisation of a matchmaking event related to these countries be helpful to you (in the EU or the specific country)?

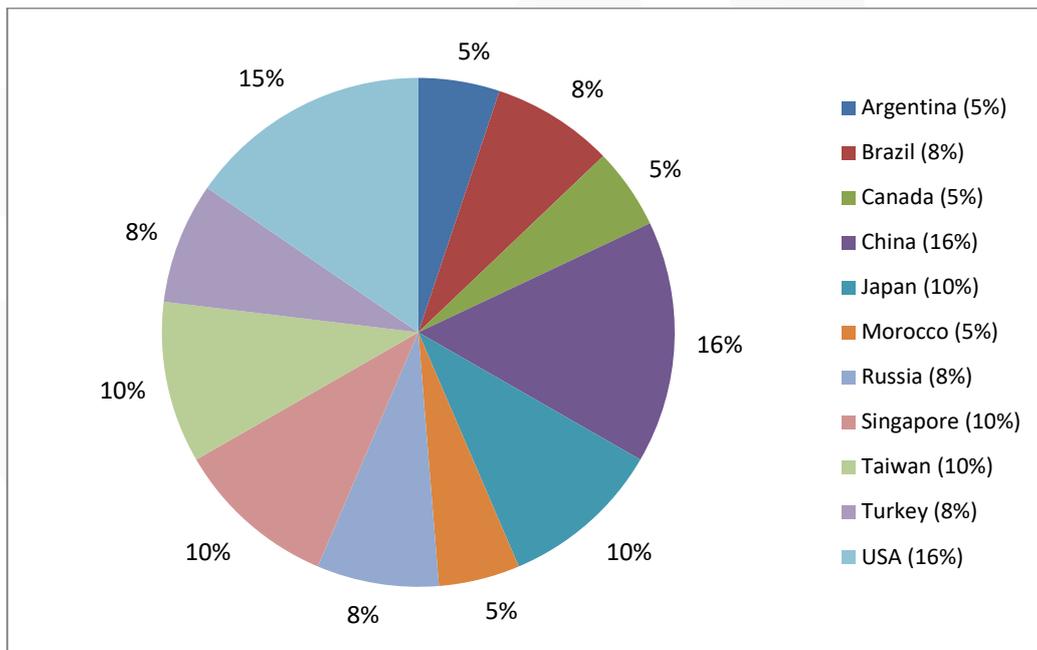


Figure 3 - Countries of interest

Observations

The countries that concentrate the major interest of the clusters are: China and the United States⁸, Japan, Singapore and Taiwan, Brazil, Russia and Turkey and lastly, Argentina, Canada and Morocco. Besides those included in **Figure 3**, other countries mentioned once were: Bosnia Herzegovina, Germany, Greece, Italy, the Netherlands, Serbia, Slovenia, Spain and United Kingdom in Europe; Chile, Colombia, Mexico and Peru in South America; India, Israel, Jordan, South Korea and Vietnam in Asia; and South Africa in Africa.

⁸ Although the US accounts for a 15% while China does it for a 16%, both countries were listed six times each. However, to obtain a total of 100% when results are mathematically inexact, different percentages are assigned automatically.



Attending to the countries listed in the debriefing; the preferred continents would follow this order: Asia has almost half of the interest (47%), Europe (27%), America (17%) and finally, Africa (9%). (Figure 4)

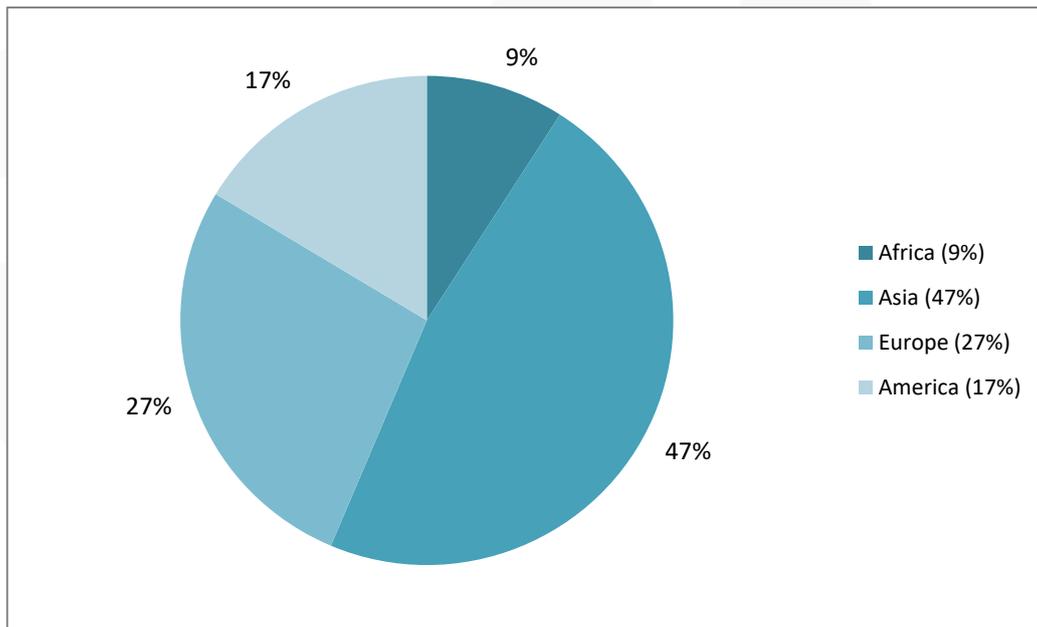


Figure 4- Continents of interest for the clusters and SMEs

More particularly, the Far East (Taiwan, China, Singapore, Japan and South Korea) is beyond a doubt the most popular region, followed by the European Union and South America. In regard to Africa, clusters show interest (especially in Morocco) in exploring what is happening in the continent and the potential opportunities that could arise there.

Morocco is a first choice to start due to the short geographical distance to Europe; the long and well established relations with the EU, principally with some countries such as Spain and France, and the stability and safety it offers, especially compared with other countries in North Africa or even the whole continent. South Africa is also an option in Africa.

Last but not least, some participants mentioned Hong Kong (China) and the SUERD (EU Strategy for the Danube Region) countries as a target, emphasizing the importance of the EU and Asia for the clusters' internationalisation strategy.



3.2 Relevance of the event towards individual objectives

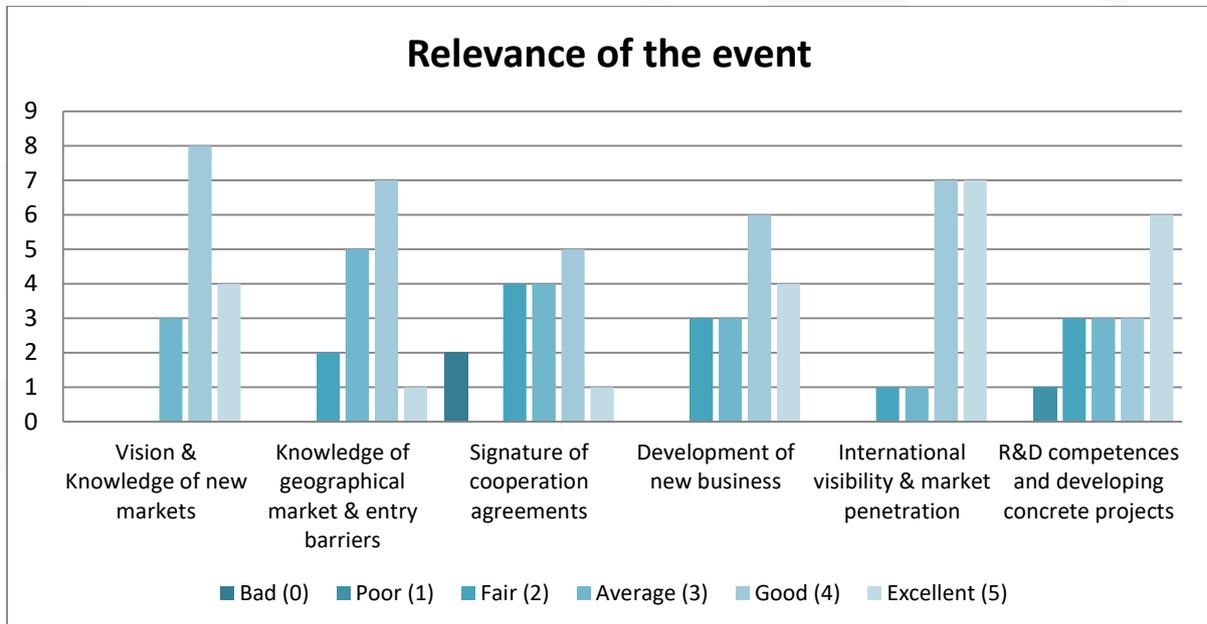


Figure 5 - Results on the relevance of the event (number of responses)

Figure 5 indicates the relevance of the event towards the specific objectives of the participants. According to the results, the event seemed to be extremely relevant for enhancing **the international visibility and potential market penetration**, as well as to **gain vision and knowledge about the Taiwanese market**.

The development of new business and the access to new R&D competences were deemed rather good; same with the knowledge gained about market entry barriers that clusters need to face for doing business in Taiwan⁹, although the tendency was towards average regarding this variable. All three factors however, caused a range of answers that covered from poor/fair to excellent scores. This might be explained by the focus and previous experience of the particular cluster, both in this kind of events and regarding Taiwan as a target country.

⁹ The Event did not specifically address the entry barriers that have to overcome foreign organisations, including clusters, to make business in Taiwan.



Along the same line, **the signature of cooperation agreements was assessed very differently** by the delegates, indicating that not all clusters had the same experience. An average trend can be appreciated, but while for some participants the signature of agreements was very positive others valued it poorly. The individual expectations play a significant role in this response. For example, there are clusters that refer to have achieved a high number of agreements, but evaluated the potential signature of cooperation agreements quite negatively and vice versa.

Another reason for this is better explained through the words of DSP Valley *“The reason for giving a low score is that I experience these events as good door-openers but most of the time, further steps are needed to make the collaboration more concrete. And these next steps are only possible in case budgets are available to support those”*.

Oddly one cluster answered “N/A” when asked about the “Vision and knowledge of new markets and technology trends” and the “Knowledge of geographical market entry barriers for cluster organisations/members”.

Please refer to the annexes to see the complete table of averages on the relevance of the event towards individual objectives (Annex 3 - Relevance of the event towards Individual Objectives).

4. Impact of the event

The impact of the event was analysed through several factors, namely: the number of agreements and/or letters of intent initiated or planned with organisations met at the event, the number of organisations with whom the clusters plan to keep further contact, the number of collaborative project ideas emerged from the meetings, and the number of formal and informal meetings conducted between Taiwanese and European organisations and between European organisations. (Annex 4 – Impact of the event)

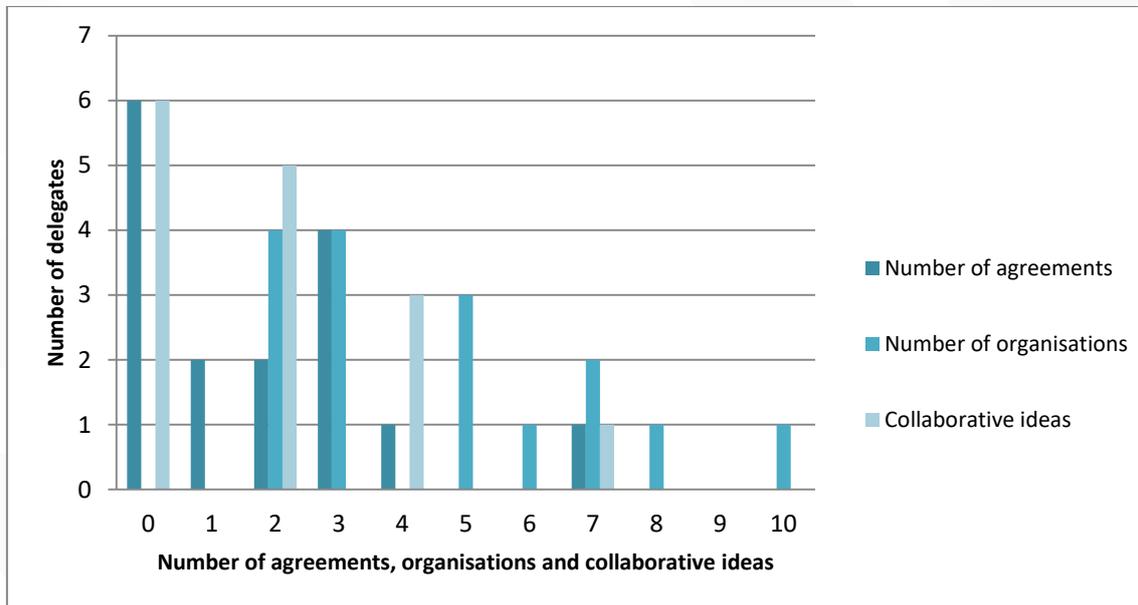


Figure 6 - Impact of the event in terms of collaborative projects, agreements & cooperation with organisations

A total of **29 cooperation agreements and collaborative project ideas** were collected in the debriefing questionnaires. This represents an average of 1 – 2 cooperation agreements and collaborations have been initiated per European cluster thanks to the networking activities held in the EU-Taiwan Cluster Matchmaking Event. In addition, **the European delegation plans to continue further contacts with a total of 73 organisations**, in order to continue talks in the future to explore potential complementarities. This means that clusters found an average of 4 – 5 interesting organisations with whom they might establish cooperation (Figure 6).

The figures are very positive and unlike other events also seem to be quite realistic since the number of cooperation agreements and collaborative ideas given are more conservative; while the number of organisations with whom the clusters plan to continue in contact is very encouraging. This indicates that European clusters found attractive counterparts for their interests, and even more they are confident about the potential of the Taiwanese organisations and the country's market. An idea that is reinforced by the great interest of the clusters to make the EU-Taiwan Event an annual occurrence, as mentioned in Chapter 3, which would help them to achieve their objectives.

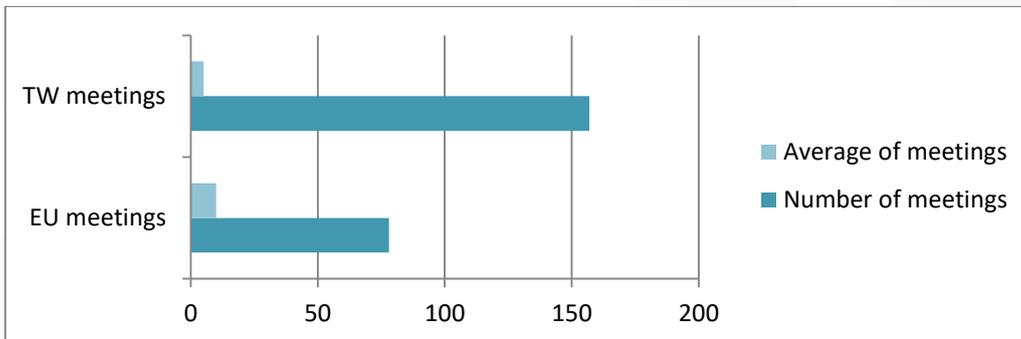


Figure 7 - Number of meetings during the event

The average number of meetings per European cluster participant during the whole EU-Taiwan Cluster Matchmaking Event, with both European and Taiwanese organisations, was approximately 15. While the cluster participants conducted an average of 5 meetings with their European peers, the average number reached 10 meetings per cluster participant in reference to the interactions with Taiwanese organisations (Figure 7). **Overall there were some 235 meetings: 157 with Taiwanese and 78 with Europeans.**

5. Type of cooperation and profile of the organisations

This section analyses the profiles of those organisations with whom the European clusters plan to keep further contact with the ultimate goal to establish cooperation agreements. Some of the elements assessed are the type of organisation, the type of cooperation planned and the objectives and activities explored by the potential partners.

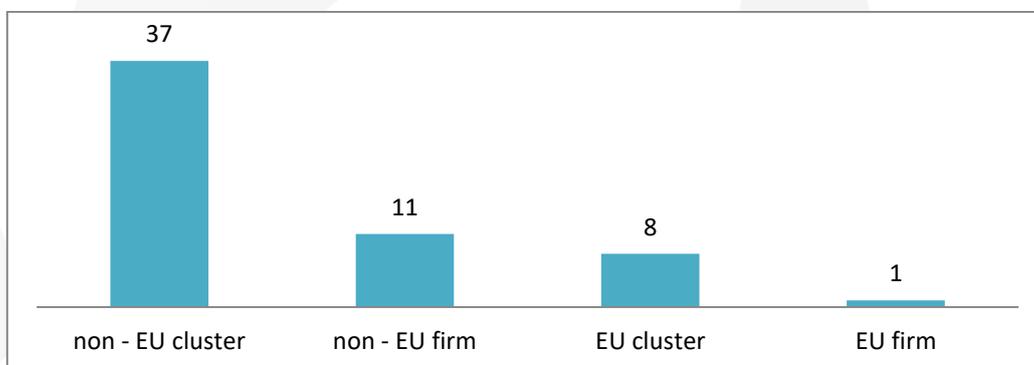




Figure 8 - Type of organisation which European cluster participants initiated cooperation (number of organisations)

The European clusters plan to follow-up with mainly non-European organisations (more than 80% of the collaborations reported are with organisations from third countries, especially with Taiwan, which is obvious since they were the largest delegation and the target of the event). The cooperation initiated with non-EU clusters is the most common by far (65%), while the cooperation with non-EU firms accounted for 19% and the one with European peers for 14%. Finally, a 2% of the cooperation was established with EU firms. (Figure 8)

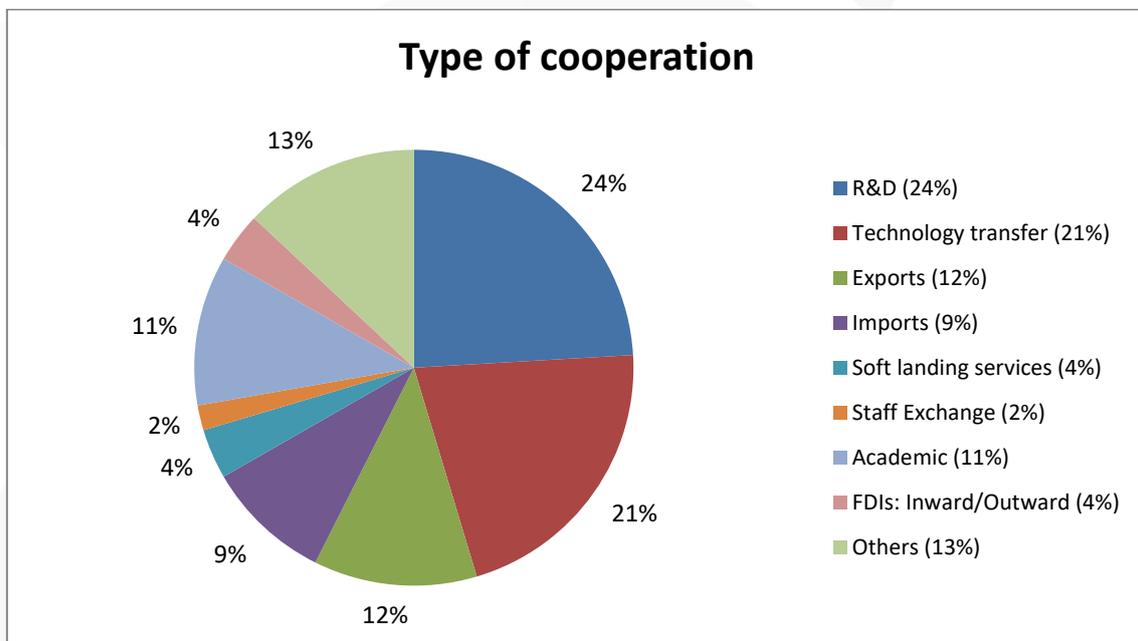


Figure 9 - Type of cooperation established by European clusters

The cooperation based on Research & Development (24%) and on Technology Transfer (21%) accounts for almost half of the total collaborations established by European clusters. While the cooperation in the Exports (12%) and Academic (11%) are also relevant; Imports (9%), Soft Landing (4%), FDIs: Inwards/Outwards (4%) and Staff Exchange (2%) were less common areas for initiating collaboration between organisations.

Under the label Others, which accounts for 13% of the total cooperation, are listed: joint organisation of a fair, collaboration in EU projects, joint business development, investments



and R&D, inter-clustering events, the establishment of a contact point in the country and cooperation in sales. (Figure 9)

The participants were asked to provide detailed information about the organisations they met during the EU-Taiwan Cluster Matchmaking Event and with whom they plan to keep in touch for further cooperation. The general profiles described above regarding the type of organisations and collaborations, were created based on this information; while the full details with respect to the meetings with the Taiwanese delegation and other organisations present at the event are collected in the tables presented below. (Tables 4, 5 and 6)



Table 4 - Cooperation initiated with Taiwanese organisations

| Cluster | Name | Cooperation objective & next steps |
|---------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Aria Normandy | TAMI - <i>Taiwan Association of Machinery Industry</i> | New technologies implanted in production tools. |
| | Mzone Maker Space | Means sharing for new companies. |
| | ITRI – <i>Industry Technology Research Institute</i> | Synergy with ITRI project (Corel 5G) on connected cons. |
| | CNFI – <i>Chinese National Federation of Industries</i> | Contact with Taiwanese automotive cluster. |
| | TAIROA - <i>Taiwan Automation Intelligence & Robots Associations</i> | New technologies implanted in production tools. |
| | TCIA – <i>Taiwan Chemical Industry Association</i> | New composite replacing steel in the cons. |
| BCT - Bulgarian Cluster Telecommunications | ITRI – <i>Industry Technology Research Institute</i> | Technology transfer IoT – Broadband Wireless Technology, Sensor Networks and Intelligent Digital Life Technology transfer and take part in 5G pilot test project. |
| | Yoda Communications | Establish partnership and technology transfer - Fiber Communications, PoE, IP HDMI, VDSL SHDSL, T1/E1, Mondis D plus. |
| | Aker Technology Co. | To verify the possibility and import professional Frequency production. |
| Bulgarian ICT Cluster | TwIoTa - <i>Taiwan IoT Technology and Industry Association</i> | To exchange concepts, designs, firmware data on IoT in Industrial environment. |



| Cluster | Name | Cooperation objective & next steps |
|---------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | ITRI – <i>Industry Technology Research Institute</i> | 5G component and system design and parametric verification. |
| | TAICS - <i>Taiwan Association of Information and Communication Standards</i> | To introduce EU expertise and curriculums in teaching technology university student on standards, regulations and patents. |
| | III – <i>Institute for Information Industry</i> | To exchange experience and technologies for intelligent transport systems. |
| | Adlink Technology | Cooperation on sales of specialized computing equipment and systems. |
| Castra | Gran Systems | Jointly develop product and services based on the existing expertise of the partners, joint participation in funded R&D programs and joint start- up development initiative. |
| | TAMI - <i>Taiwan Association of Machinery Industry</i> | Joint business development in Europe and potentially third countries combining the capacity of the partners. |
| | Aker Technology Co., Ltd | B2B interaction in the area of semiconductor components and their applications. |
| | TAIA - <i>Taiwan Aerospace Industry Association</i> | Joint R&D and B2B in the area of space technologies and applications, joint participation in R&D funded projects, joint approach to markets in third countries. |
| Cool Silicon | ITRI – <i>Industry Technology Research Institute</i> | Check project ideas. |
| | ITRI – <i>Industry Technology Research Institute - 5g</i> | Exploration of joint project ideas. |
| DSP Valley | TAIA - <i>Taiwan Aerospace Industry Association</i> | Open for further exploring options for collaboration with involvement from European SME's. Based on inventory of needs at the Taiwan side and technology offers at the European side, a focused company mission could be envisaged in the future. NCSIST – National CS Institute Science & Technology offers concrete possibilities for collaboration with |



| Cluster | Name | Cooperation objective & next steps |
|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | foreign technology suppliers, mainly in the area of defence. This could be a first starting point for further collaboration. |
| | Green Trade Project Office | Open for further exploring options for collaboration with involvement of EU SME's. Based on inventory of TW needs and technology offers at the EU, a focused company mission could be envisaged in the future. Several areas in the green economy are looking for smart electronic solutions: smart grids, smart homes. |
| | TAIROA - <i>Taiwan Automation Intelligence & Robots Associations</i> | Open for further exploring options for collaboration with involvement from European SME's. Based on inventory of needs at the Taiwan side and technology offers at the European side a focused company mission could be envisaged in the future. |
| Fondazione Distretto & HGMB - Fondazione Distretto Green & High Tech Monza Brianza | ITRI – <i>Industry Technology Research Institute - 5g</i> | Participation from EU SMEs to project (as 5G CORAL). |
| | TAICS - <i>Taiwan Association of Information and Communication Standards</i> | Potential interest to be local/EU distributor or Customer. |
| Gaia | Taipei Computer Association | As Videogames is a target sector for GAIA and from the Taipei Computer Association they organize one of the biggest videogames fairs, we agreed that it would be interesting for the companies to go there, and for the organization they would help us with all the previous organization and during the event. |
| | CNFI - <i>Chinese National Federation of Industries</i> | We will keep talking about the industries GAIA is really interested and try to collaborate in strengthening relationships. |
| | III - <i>Institute for Information Industry</i> | In the Basque country there is a problem concerning to the lack of professionals in ICT sectors. The III has experience in creating 9 month programmes to reconvert professionals from other sectors, so, we will keep in touch and try to face some similar initiatives in the Basque Country. |



| Cluster | Name | Cooperation objective & next steps |
|-----------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | GranSystems | We will try to identify among our clusters cooperation opportunities with their company and try to identify collaboration opportunities to create new projects. |
| Inteligentna Energija | Green Trade Project Office | Floating PV plants, HPP refurbishment. |
| | III - Institute for Information Industry | HPP refurbishment, IoT... |
| | GranSystems | Investments in PV plants. |
| Mesap | TwIoTa - Taiwan IoT Technology and Industry Association | - |
| Minalogic | ITRI – Industry Technology Research Institute | Undergoing discussions to organize VIP booth visits/tour during Smart City Expo in November in Barcelona. |
| Rovest | Green Trade Project Office | - |
| | ITRI – Industry Technology Research Institute | - |
| | TAIA - Taiwan Aerospace Industry Association | Invitation for TW Aerospace Industry and Policy Forum 2017. |
| Silicon Saxony | TAIROA - Taiwan Automation Intelligence & Robots Associations | Nothing agreed on, but there might be some synergies. |
| | ITRI – Industry Technology Research Institute | Nothing agreed on, but it has connections to Dresden already so we might make use of this. |



| Cluster | Name | Cooperation objective & next steps |
|-------------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Software Innovation Pole | TAICS - <i>Taiwan Association of Information and Communication Standards</i> | Project related, business expansion supported services, partner search. |
| | TwIoTa - <i>Taiwan IoT Technology and Industry Association</i> | Participation on Computex Fair, IoT-related software development projects. |
| | MZone MakerSpace | Software development cooperation, maker space benchmarking. |
| Waste Management & Recycling Cluster | Da Fon Environmental Technology Co., LTD | The main goal of cooperation is to introduce the application zero-waste into Polish market. Da Fon Environmental Technology Co., LTD was invited on the conference in Cracow, where partner of the Conference is Waste Management and Recycling Cluster. |
| | Taiwan Circular Economy Network | Transfer of technology and the knowledge about possible application of industrial symbiosis from Taiwan to Poland, as well as the invitation for the conference, which will be held in Krakow. |
| | Green Trade Project Office | Looking for the potential collaboration in the 5th Polish-Taiwanese call for bilateral projects in frame of Poland-Taiwan cooperation introduced by National Centre for Research and Development (NCBR), together with the Ministry of Science and Technology (MoST) of Taiwan. |
| | MZone MakerSpace | Looking for the opportunities to cooperate in the area circular economy between company in the cluster and Taiwanese company. |
| | Ligen Technical Group | Looking for the opportunities to involve the company to Waste Management and Recycling Cluster. |



Table 5 - Cooperation established with European organisations

| Cluster | Name | Country | Cooperation objective & next steps |
|-------------------------------------------------|-------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Bulgarian ICT Cluster | Minalogic | France | - |
| Castra | ESIEE Paris | France | Joint R&D and B2B in the area of semiconductor technologies, joint participation in R&D funded projects, academic exchange of students and staff. |
| | University of Antwerp - Nexor | Belgium | Joint R&D and B2B in the area of semiconductor technologies, joint participation in R&D funded projects, academic exchange of students and staff. |
| Gaia | Rovest cluster | Romania | We will try to identify more explicit collaboration between our members and Romanian ICT companies. |
| Inteligentna Energija | Rovest | Romania | Application for EU funds |
| Rovest | Inteligentna Energija | Croatia | - |
| Systematic Paris Region | DSP Valley | Belgium | Inter-clusters |
| | BiccNet | Germany | Facilitate the cooperation of our members (cross-value chains) |
| Waste Management & Recycling Cluster | CASTRA | Bulgaria | Exchange of information and possibilities of cooperation between two clusters. |



Table 6 - Cooperation with other countries

| Cluster | Name | Type of organisation | Country | Cooperation objective & next steps |
|------------------------|-------|----------------------|---------|------------------------------------|
| Intelligentna Energija | C5BDI | non EU firm | USA | - |



6. Conclusions

The surveys analysed represented 84% of the total European delegation. According to the overall assessment of the feedback received, it can be concluded that **the objective of the EU-Taiwan Matchmaking Event was achieved** and the results met successfully the expectations. Participants gained knowledge on the latest trends of the Taiwanese market, the potential opportunities available and established contacts (for the first time or as a follow-up) with their counterparts from the country. In many cases, the European clusters laid the foundations to sign cooperation and formal agreements on different topics.

Nevertheless, there are some aspects that should be addressed to improve the quality of future events but especially, to enhance the value of the ECCP initiatives in the long term. The **quality of the counterparts** should be ensured due to the impact this aspect has on the success of the whole event.

It would also be useful to broaden the scope of organisations with which the clusters can meet in order to augment the chances to materialise their internationalisation strategy. For instance, there are few organisations from third countries that fit the model of cluster as defined by the ECCP. Therefore, only participants that meet a narrow criteria are selected, when inviting other types of organisations such as chambers of commerce could be rather useful for clusters' objectives when going abroad as implied from the discussions.

Another point emphasised was to try to work more effectively through the **B2match platform** as well as improving the use of its app, which is out of the team's control. The possibility to arrange meetings through the app can cause some confusion as it could impact and change the agendas of the participants (meetings can be accepted last minute without the knowledge of the other person involved).

With respect to the ECCP, the participants appreciate the benefits of the matchmaking events, although there is a **general concern regarding the follow-up**, which they consider very time



consuming and difficult to manage relying on the scarce resources available. From the clusters' perspective, the ECCP should provide support after the events to continue contacts with the counterparts that help to establish a stable and trustful relationship, which would lead to the signature of cooperation agreements in the long-term.

In summarising, **the outcome of the event was seen as very positive** with many clusters reporting potential cooperation agreements. The content of the agenda was satisfying as well as the organisation. Moreover, the delegates highlighted the benefit of the Panel Discussion, which resulted in an animated discussion where opinions on several topics were exchanged thanks to the dynamic format. The follow-up will offer more insights on how fruitful the event was for the European cluster participants over the long-term.



Annex 1 – Agenda of the event

EU – Taiwan Cluster Cooperation and Matchmaking Event

Brussels, June 26th 2017

Venue: Paleis der Academiën, Hertogstraat 1, 1000 Brussels (Belgium)

| Time | Session |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10:15 – 10:50 | Registration of participants |
| 11:00 – 13:00 | Cluster Cooperation Seminar |
| 11:00 – 11:15 | <p>Welcome and Introductory remarks</p> <ul style="list-style-type: none"> - Ms. Ulla ENGELMANN, <i>Head of Unit Clusters, Social Economy and Entrepreneurship, DG GROW, European Commission</i> - Ms. HSU Chun-Fang, <i>Senior Advisor of Chinese National Federation of Industries (CNFI)</i> |
| 11:15 – 11:45 | <p>Taiwanese Cluster Introductions</p> <p><i>Each Taiwanese cluster and business association presents briefly their objectives and interests for collaboration.</i></p> |
| 11:45 – 12:15 | <p>EU Cluster Introductions</p> <p><i>Each European cluster and business association presents briefly their objectives and interests for collaboration.</i></p> |
| 12:15 – 12:30 | <p>Tools and initiatives promoting EU international cluster cooperation: The European Cluster Collaboration Platform and European Strategic Cluster Partnerships</p> <p><i>Activities and services provided by the ECCP to foster international cluster cooperation. Overview of ESCP initiative.</i></p> |
| 12:30 – 13:30 | <p>Panel Discussion: Success stories in promoting EU-Taiwan cluster cooperation</p> <p><i>Panellists will provide remarks specific to their collaborative activities.</i></p> <ul style="list-style-type: none"> - Moderator: Mr. Johan LECOCQ, <i>Project Coordinator, DSP Valley</i> - Dr. Ben VAN DER ZON, <i>program manager internationalization iso programmer, High Tech NL</i> - Mr. HSIAO Yu-Wei, <i>Director of Taiwan Trade Centre Rotterdam, TAITRA</i> - Ms. Laure QUINTIN, <i>European Project Manager, Minalogic</i> - Dr. CHEN Fang-Chu, <i>Deputy Representative, Western Europe Office of Industrial Technology Research Institute of Taiwan (ITRI)</i> <p>Q&A with audience</p> |
| 13:30 | Meeting closes |
| 13:30 – 15:00 | Break for lunch |
| 15:00 – 18:00 | <p>Bilateral Cluster-to-Cluster (C2C) meetings</p> <p><i>One-to-one meetings between European and Taiwanese clusters and business associations</i></p> |
| 18:00 – 18:30 | <p>Cluster Debriefing Session</p> <p><i>Session to provide feedback on outcomes of the cluster event</i></p> |
| 18:30 – 20:00 | EU-Taiwan Cluster Networking Cocktail |



Annex 2 – Overall quality of the event

| Cluster | Event | Seminar | Matchmaking | Speakers | Organisation | Facilities | Information | Participation |
|-----------------------------|-------|---------|-------------|----------|--------------|------------|-------------|---------------|
| Aria Normandy | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 |
| BCT | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 |
| Bulgarian ICT Cluster | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 |
| Castra | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 |
| Cool Silicon | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 |
| DSP Valley | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 5 |
| Fondazione Distretto & HGMB | 4 | 5 | 3 | 4 | 4 | 4 | 5 | 4 |
| Gaia | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 |
| Inteligentna Energija | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| Mesap | 5 | 5 | 5 | 5 | 5 | 2 | 5 | 5 |
| Minalogic | 4 | 4 | 3 | 3 | 3 | 2 | 4 | 4 |



| Cluster | Event | Seminar | Matchmaking | Speakers | Organisation | Facilities | Information | Participation |
|--------------------------------------|-------|---------|-------------|----------|--------------|------------|-------------|---------------|
| Rovest | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| Silicon Saxony | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 5 |
| Software Innovation Pole | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| Systematic Paris Region | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 |
| Waste Management & Recycling Cluster | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 |
| Average | 4,6 | 4,6 | 4,1 | 4,7 | 4,4 | 3,9 | 4,7 | 4,5 |



Annex 3 – Relevance of the event towards individual objectives

| Cluster | Vision & knowledge of new markets | Knowledge of geographical market & entry barriers | Signature of cooperation agreements | Development of new business activities | International visibility & market penetration | R&D competences & developing concrete projects |
|-----------------------------|-----------------------------------|---------------------------------------------------|-------------------------------------|----------------------------------------|-----------------------------------------------|------------------------------------------------|
| Aria Normandy | N/A | N/A | 5 | 5 | 5 | 5 |
| BCT | 5 | 4 | 4 | 5 | 4 | 5 |
| Bulgarian ICT Cluster | 5 | 4 | 4 | 5 | 3 | 5 |
| Castra | 4 | 5 | 3 | 4 | 5 | 5 |
| Cool Silicon | 4 | 4 | 3 | 4 | 5 | 4 |
| DSP Valley | 4 | 4 | 2 | 2 | 5 | 2 |
| Fondazione Distretto & HGMB | 4 | 3 | 2 | 3 | 5 | 3 |
| Gaia | 4 | 3 | 2 | 3 | 4 | 2 |
| Intelligentna Energija | 4 | 3 | 0 | 2 | 2 | 1 |
| Mesap | 4 | 4 | 0 | 3 | 5 | 4 |



| | | | | | | |
|-------------------------------------------------|-----|-----|-----|-----|-----|-----|
| Minalogic | 3 | 2 | 3 | 2 | 4 | 2 |
| Rovest | 5 | 3 | 4 | 5 | 5 | 5 |
| Silicon Saxony | 3 | 3 | 3 | 4 | 4 | 3 |
| Software Innovation Pole | 4 | 4 | 4 | 4 | 4 | 4 |
| Systematic Paris Region | 3 | 2 | 2 | 4 | 4 | 3 |
| Waste Management & Recycling Cluster | 5 | 4 | 4 | 4 | 4 | 5 |
| Average | 4,1 | 3,5 | 2,9 | 3,8 | 4,3 | 3,7 |



Annex 4 – Impact of the event

| Cluster | Number of agreements | Nº of organisations you plan to stablish cooperation | Nº of collaborative projects | Nº of meetings conducted with TW | Nº of meetings conducted with EU |
|-----------------------------|----------------------|------------------------------------------------------|------------------------------|----------------------------------|----------------------------------|
| Aria Normandy | 0 | 7 | 7 | 7 | 0 |
| BCT | 4 | 8 | 2 | 11 | 2 |
| Bulgarian ICT Cluster | 7 | 10 | 2 | 11 | 4 |
| Castra | 3 | 5 | 2 | 20 | 12 |
| Cool Silicon | 1 | 2 | 0 | 10 | 3 |
| DSP Valley | 0 | 3 | 0 | 10 | 10 |
| Fondazione Distretto & HGMB | 1 | 3 | 0 | 15 | 10 |
| Gaia | 2 | 3 | 3 | 11 | 7 |
| Intelligentna Energija | 0 | 5 | 2 | 15 | 8 |
| Mesap | 2 | 6 | 2 | 12 | 4 |
| Minalogic | 0 | 2 | 0 | 1 | 3 |



| | | | | | |
|-------------------------------------------------|----------|----------|----------|-----------|----------|
| Rovest | 3 | 5 | 3 | 7 | 1 |
| Silicon Saxony | 0 | 2 | 0 | 10 | 1 |
| Software Innovation Pole | 3 | 3 | 3 | 3 | 3 |
| Systematic Paris Region | 0 | 2 | 0 | 4 | 2 |
| Waste Management & Recycling Cluster | 3 | 7 | 3 | 10 | 8 |
| Total and average | 29 (1,8) | 73 (4,6) | 29 (1,8) | 157 (9,8) | 78 (4,9) |