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# EU – Mexico Seminar and Cluster & Business Matchmaking Event

25 – 27 October 2016



## Mission Proceedings Report

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## 1. Introduction

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The EU – Mexico Seminar and Cluster & Business Matchmaking Event in Mexico City, Mexico, took place from the 25<sup>th</sup> to 27<sup>th</sup> of October 2016. The event was jointly supported by the DG Internal Market, Industry, Entrepreneurship and SMEs (European Commission) and ProMexico (Mexican Government), and organised by the European Cluster Collaboration Platform in collaboration with Low Carbon Business Action in Mexico and ProMexico.

The Matchmaking event was conducted in parallel with the Green Expo 2016 (26 – 28 October, Mexico City) and it represented a unique opportunity to foster cooperation between European and Mexican clusters and SMEs. The event provided all participants with a framework designed to learn about the host country, explore common areas of interest for cooperation and find potential partnerships.

Under this scope, Sociedade Portuguesa de Inovação (SPI) was responsible for the preparation and onsite organisation of the event. The event included a seminar with high-level speakers on various relevant topics, a cluster introduction and several networking activities, mainly in the matchmaking form (Annex 1 – Agenda of the Event).

The event gathered a delegation composed of 14 European clusters and 26 European SMEs together with 56 Mexican clusters, associations and business with a focus on renewable energy, energy efficiency, waste management and wastewater management. Overall 310 meetings, both C2C and C2B, were conducted.

With the purpose to measure the event's effectiveness and to better align future European Cluster Collaboration Platform (ECCP) activities to clusters' needs and expectations, the project team organised a debriefing session.

In general, the feedback received orally matched the written questionnaires on the pros and cons regarding the EU – Mexico Seminar and Cluster & Business Matchmaking Event.



In order to cover all the aspects of the event, the questionnaire was comprised of three main topics:

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

The questionnaire had also a final section devoted to collecting qualitative information regarding the specific cooperation initiated through the event by each of the cluster organisation participants.

Of the 14 EU cluster delegates, 13 participants completed the survey. The responses obtained in both the oral session and the written questionnaire are summarised and analysed in the present document, which also contains several annexes where the raw information is included.

It should be noted, all the data collected has to be considered with caution: when cross – checking the answers, it becomes obvious that not all feedback forms were filled with the same care. An example of contradictory data appears when comparing the number of cooperation agreements initiated, which tends to be high, with the usually lower number of organisations the participant plans to stay in contact. These observations do not invalidate the feedback results, but they show the numbers should be considered as trends rather than as quantifiable indicators.

## 2. Overview of the European Delegation

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The European cluster delegation was selected on the basis of a competitive call for expression of interest launched and published on the European Cluster Collaboration Platform (ECCP) in June 2016. The clusters were selected based on their relevance, merit and added value to the event. A focus was placed on clusters belonging to renewable energy, energy efficiency, waste management and wastewater management fields.



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A total of 22 expressions of interest from organisations across all 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 14 clusters from 8 different Member States (Austria, Bulgaria, France, Hungary, Italy, Netherlands, Romania and Spain) formed the final European Cluster Delegation together with 26 SMEs.



Illustration 1 - Origin and composition of the European Cluster Delegation

All the selected clusters 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 Mexican organisations. In fact, several participating clusters had extremely valuable internationalisation strategies that prioritised Mexico.

Table 1 - Overview European Cluster Delegation

#	Cluster	Field(s) of activity	Country
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1	Agrofood Regional Cluster	Food waste management, water, packaging	Romania
2	ArchEnerg	Renewable energy & environmental protection	Hungary
3	ARIA Normandy	Automotive	France
4	Basque Energy Cluster	Smart grids, offshore wind energy, efficiency	Spain
5	CD2E	Cleantech, greentech and circular economy	France
6	CEEC - Cluster d'Eficiència Energètica de Catalunya	Cross sectoral energy efficiency	Spain
7	CWP - Catalan Water Partnership	Water sector	Spain
8	Green Energy Innovative Biomass Cluster	Biomass	Romania
9	Green Synergy Cluster	Environmental services and energy efficiency	Bulgaria
10	Lombardy Energy Cleantech Cluster	Power gen, renewables, smart grid, efficiency	Italy
11	Oekoenergie-Cluster (OEC)	Renewable energy and energy efficiency	Austria
12	PRO WOOD Regional Wood Cluster	Wood waste, biomass	Romania
13	Water Alliance	Waste water treatment	Netherlands
14	ZINNAE - Cluster for the efficient use of water	Waste water, water and energy efficiency	Spain



### 3. Feedback session & questionnaire: analysis summary

#### 3.1 Overall quality of the event

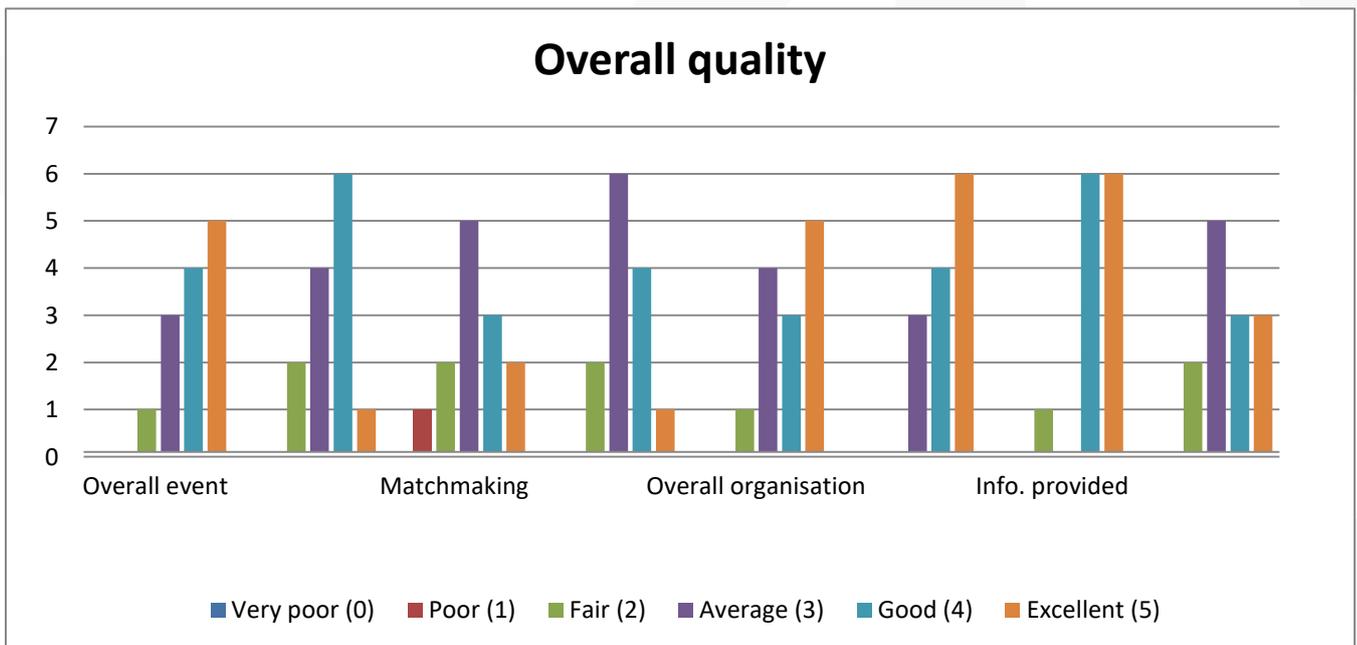


Figure 1 - Results on the overall quality of the event

The overall event content and agenda was seen as very positive. This can also apply to the information provided to participants, the organisation and the adequacy of the facilities. All these factors were deemed good or excellent.

The opinions seem to be more divided with regard to the quality of the seminar and the speakers. According to the qualitative data, the fact that some presentations were in Spanish and translation services were not available, might have affected these variables in a negative sense.

The participation of Mexican organisations at the event and more specifically, the quality of the matchmaking sessions are also considered rather average. The raw data and the average results are annexed to this report (Annex 2 – Overall Quality of the Event).

#### Additional questions

The following open questions were asked so as to gather qualitative information.



## 1. Suggestions to improve future cluster matchmaking events

The cluster participants provided their impressions and comments about the event during the debriefing session and through the questionnaire. These observations are listed below and need to be seen not only as a way to contextualise and complement the quantitative inputs of the EU – Mexico matchmaking, but also as suggestions to improve future ECCP activities.

The comments can be divided in three main sections:

### ***On the overall agenda and event***

- The assistance of translation services Spanish – English
- Improving the pertinence, quality and quantity of the Mexican counterparts.
- Giving better information about the Mexican organisations.
- Easing the communication and contact with locals (i.e. photos, contact sheets, work on common points previously etc.)
- Having more global and specific market information to gain knowledge on the available opportunities and mapping of local organisations.
- Presenting the host countries with more detailed information about its pros – cons, main business and cluster models.

### ***On the Cluster Introduction Session***

- The elevator pitch was short and previous information about the participants should be provided with enough time.
- Clearer instructions in the elevator pitch (name, cluster, sector and 3 key words).

### ***On the Matchmaking Session***

- Having some spare time in the schedule during B2B and C2C sessions to interact with interesting organisations detected during the elevator pitch.
- Reducing the number of meetings and improving their quality.
- Focus on a few meetings that could take place in the local cluster facilities when the participation is low. The delegation could split in different groups depending on the field of interest: recycling, renewable energies, waste water treatment, etc.
- Including meetings with Mexican government bodies, main energy associations, AAPP, sectorial experts, key associations and SMEs/representatives from regions having specific needs.



## Analysis

The quality of the counterparts and the information provided about them and the host country are key aspects. Other important points are the importance of informal networking and flexibility to schedule meetings onsite.

### 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?

Year 2016				
Dates	Event	Location	Link	Topic
15-17 November	European Utility Week	Barcelona, Spain	<a href="http://www.european-utility-week.com">www.european-utility-week.com</a>	Smart energy

Year 2017				
Dates	Event	Location	Link	Topic
16 – 19 January	<b>International Water Summit</b>	Abu Dhabi, United Arab Emirates	<a href="http://www.internationalwatersummit.com">www.internationalwatersummit.com</a>	Water sustainability
16-18 February	<b>iFAT Eurasia</b>	Istanbul, Turkey	<a href="http://www.ifat-eurasia.com">www.ifat-eurasia.com</a>	Environmental technologies
8–10 March	<b>Be positive</b>	Lyon, France	<a href="http://www.bepositive-events.com">www.bepositive-events.com</a>	Energy and environment
9 – 19 March	<b>Automotive Exhibition of Geneva</b>	Geneva, Switzerland	<a href="http://www.gims.swiss/en">www.gims.swiss/en</a>	Automotive industry
27 - 31 March	<b>Bilbao Marine Energy Week 2017</b>	Bilbao, Spain	<a href="http://www.bilbaomarinenergy.com">www.bilbaomarinenergy.com</a>	Marine Energy
28-31 March	<b>Aquatech</b>	Orlando, United States	<a href="http://www.wqa.org">www.wqa.org</a>	Water
5 – 9 April	<b>5<sup>th</sup> International Exhibition for Renewable Energy</b>	Budapest, Hungary	<a href="http://www.reneo.hu/en">www.reneo.hu/en</a>	Renewable energy
6 – 8 June	<b>Offshore Wind Energy</b>	London, United Kingdom	<a href="http://www.offshorewind2017.com">www.offshorewind2017.com</a>	Offshore Wind Energy
21 - 24 August	<b>MIMS Automechanika</b>	Moscow, Russia	<a href="http://www.mims.ru/en-GB">www.mims.ru/en-GB</a>	Automotive industry
12-14 September	<b>Watec</b>	Tel Aviv, Israel	<a href="http://www.watec-israel.com">www.watec-israel.com</a>	Water technology & environment
14 – 24 September	<b>Automotive Exhibition of Frankfurt</b>	Frankfurt/Main, Germany	<a href="http://www.iaa.de/en">www.iaa.de/en</a>	Automotive industry
30 Sept – 4 October	<b>Weftec</b>	Chicago, United States	<a href="http://www.weftec.org/">www.weftec.org/</a>	Water
30 Oct – 3 Nov	<b>Aquatech</b>	Amsterdam, Netherlands	<a href="http://www.aquatechtrade.com">www.aquatechtrade.com</a>	Water



## Observations

Three clusters named Aquatech 2017, Amsterdam

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)?**

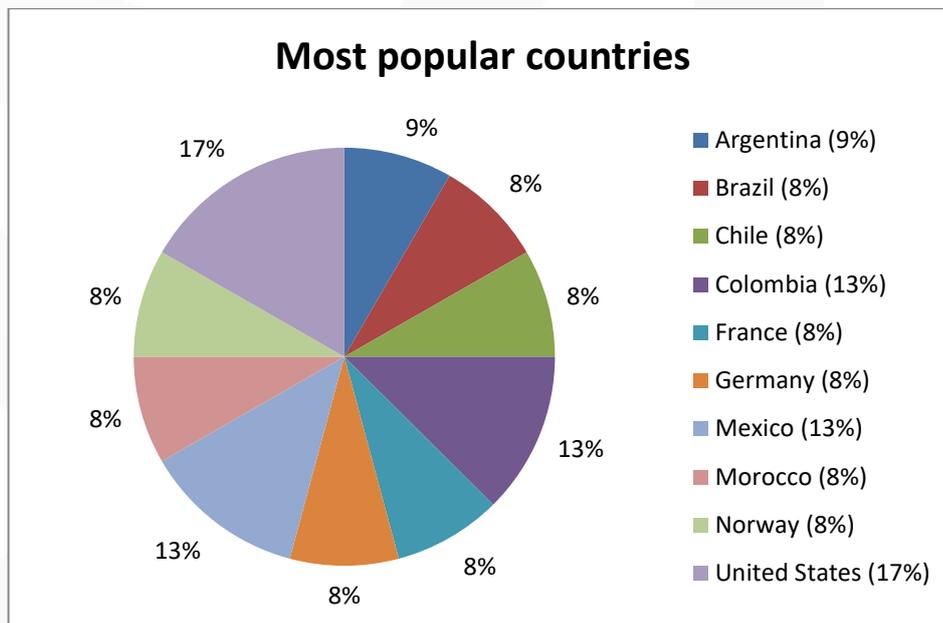


Figure 2 - Countries of interest to the clusters

**Other countries mentioned<sup>1</sup>:** Austria, Bulgaria, Canada, China, Denmark, Iran, Italy, Morocco, Netherlands, Peru, Russia, Spain, South Africa and United Kingdom.

<sup>1</sup> These countries were mentioned only once and therefore, are not included in Figure 2.

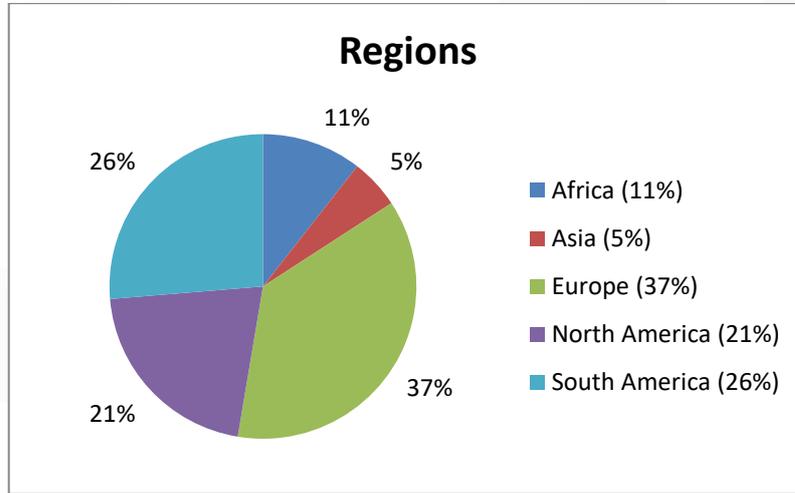


Figure 3 - Results on the countries of interest divided by regions

Regions specifically mentioned: Eastern Europe, North Africa and Scandinavia.

### 3.2 Relevance of the event towards individual objectives

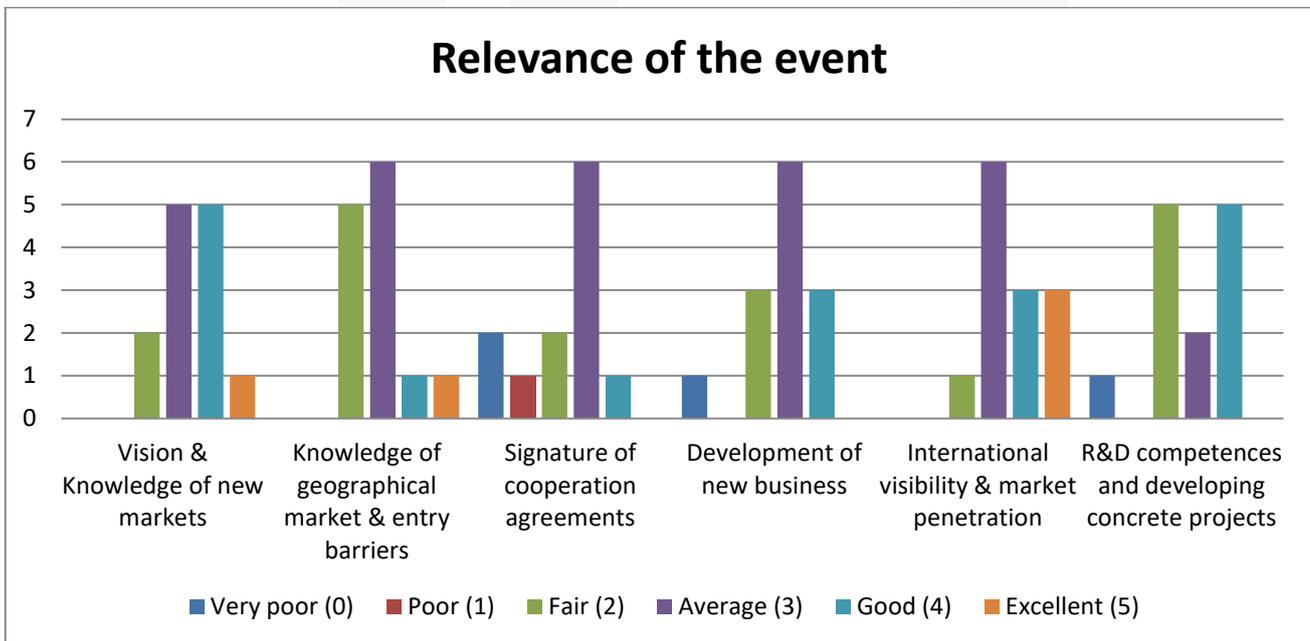


Figure 4 – Overview on the results of the event towards individual objectives



The figure on the relevance of the event towards individual objectives shown above, indicates an average – low trend in all the accounted variables. The vision and knowledge of new markets, and the international visibility and market penetration, were the only two factors valued as more positive by the delegates.

The signature of cooperation agreements was assessed very unequally; however, there is a clear negative in responses. According to the qualitative inputs, the low attendance to the matchmaking, the suitability of the Mexican counterparts and the communication difficulties could be the main reasons to explain the negative response.

The individual expectations play a significant role in this response. For example, there are clusters that refer to have achieved a high number of potential agreements with other organisations in the qualitative section of the questionnaire, but evaluate the potential signature of cooperation agreements quite negatively.

Finally, the knowledge of geographical market and entry barriers, the development of new business and the access to new research and development competences received slightly below average ratings, showing a negative level of satisfaction. 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).

### 3.3 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 Mexican and European organisations and between European organisations.

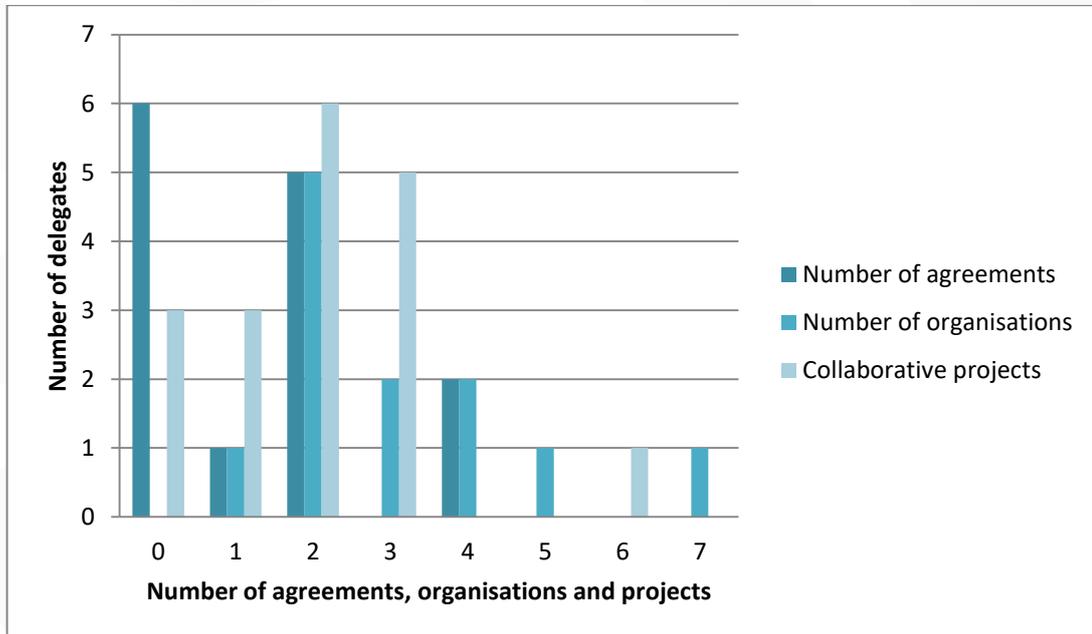


Figure 5- Impact of the event in terms of collaborative projects, agreements & cooperation with organisations

An average of 1,2 agreements and 1,6 collaborative project ideas per European cluster participant were initiated with organisations that participated in the matchmaking event. Each of the European cluster participants planned to continue contacts with an average of 3 organisations in order to establish cooperation agreements. Please refer to the annex for these results (Annex 4 – Impact of the Event).

Despite the low number of agreements and collaborative ideas originating from the bilateral meetings, which just provided enough time to advance on the first contacts for exploring and formalising further collaborations, the European clusters found interesting organisations to continue talks to establish cooperation.

As mentioned in the beginning of the report, it is important to note that there are some differences on the inputs received concerning the number of agreements and the number of organisations with which the clusters plan to maintain contact in the future. As a matter of fact, there are some cases where the number of agreements signed are higher than the number of organisations with which clusters will continue to be in touch. In addition, disparities can also be found in this regard among the qualitative data.

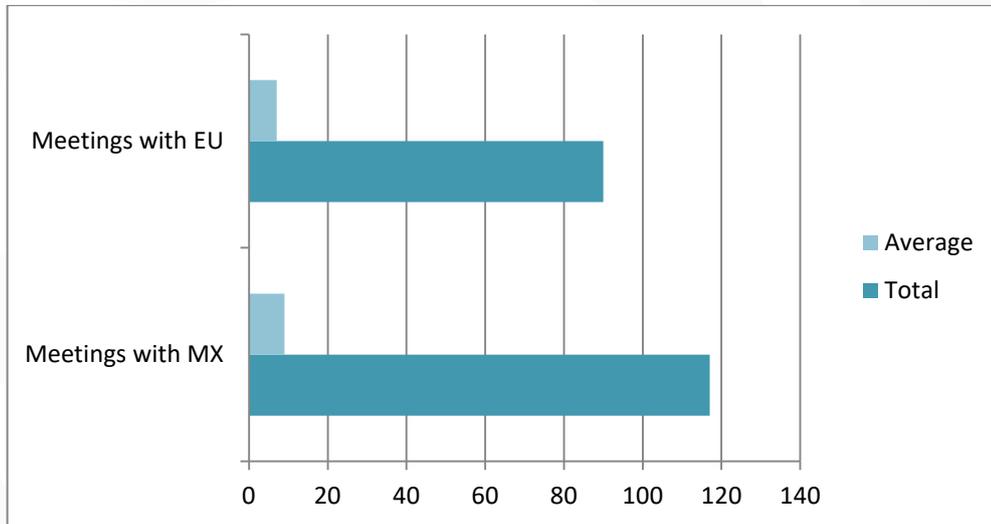


Figure 6 - Number of meetings held with MX & EU organisations

The average number of meetings per European cluster participant during the whole EU – Mexico Matchmaking Event, with both European and Mexican organisations, was about 16. While the cluster participants conducted an average of 7 meetings with their European peers, the average number reached 9 meetings per cluster participant in reference to interactions with Mexican organisations.

The figures show that besides meeting with Mexican counterparts, there is a great interest for European clusters to have intra – European meetings. As presented below, the signature of cooperation agreements between Europeans is of great importance.

### 3.4 Cooperation objectives and next steps

This section provides qualitative information on the specific results of the matchmaking. The clusters list those organisations they plan to keep further contact in order to establish cooperation.

#### 3.4.1 Organisation's cooperation objectives & next steps

Cluster	Name	Cooperation objective & next steps
Agrofood	Orquídea de Vainilla de Tuxpan (MX)	Using the Mexican the products for EU fabrication
	Green Energy Cluster (BGR)	International projects
ArchEnergy	Tuna Industrial (MX)	Seek potential for their pneumatic equipment



Cluster	Name	Cooperation objective & next steps
<b>(Hungary)</b>	Aquip SA (MX)	Chemicals for treatment of industrial drink waste water.1) See if there is a market in central Europe 2) transfer technology
	Green Synergy Cluster (BG) & Green Energy Biomass Cluster (RO)	Submit INNOSUP project
<b>Aria Normandy (France)</b>	Cluster Automotriz del Estado de Mexico (MX)	Event cooperation
	Asociación Mexica de Empresas ambientales (MX)	Study for waste management
<b>Basque Energy Cluster (Spain)</b>	Smart Grid Mexico (MX) & ANES (MX)	Intend sign a MoU during the next months.
	Inventive Power (MX)	Possible implementation/purchase of this company's technology
	PEMEX (MX)	Possible collaboration with some of our associates (technology sale).
	Alternativa Energética & Energos (MX)	Possible collaboration with associates (technology sale).
	CEEC (ES) & Energy Cleantech Cluster (IT)	Meetings and future collaborations
<b>C2DE (France)</b>	Recycling (MX)	Evaluate if their technology fits the market specificities and check if the members are interested in implementing it.
<b>CEEC (Spain)</b>	L2CE (IT) & Basque Energy Cluster (ES)	
<b>Catalan Water Partnership (Spain)</b>	Engineering Water (confidential) (MX)	Cooperation between companies of my cluster to provide technology for a problem of treatment wastewater.
	Name unidentified (MX)	Technology for waste treatment for MX waste association
<b>Green Energy Innovative Biomass Cluster (RO)</b>	Archenerg (HU)	Strengthen the value chain across the clusters and SMEs by offering services such as CRM, training programmes, sales support etc. This would help their SMEs to successful internationalized, improving employment and increasing their revenues stream
	RECISOC Reciclados del Soconusco (MX)	Feasibility study and an assessment of the use of plastic waste to the energy producing in Mexico.
<b>Green Synergy Cluster</b>	Recisoc SC de RI de CV (MX)	The Mexican entity is looking for a particular technology recycling PE/PP bags. A possible CPA between a cluster member and them is possible.
	Carbon Trust (MX)	The organization acts as an energy efficiency project facilitator in Mexico. Basic contacts have been established with the aim to bridge our company services with specific Mexican



Cluster	Name	Cooperation objective & next steps
		needs Carbon Trust has identified. Since initial email from our side, no follow up from their side
	International Finance Corporation (MX)	This contact may serve as a bridge between specific MX needs and us. Initial talks in order to follow up the meeting were initiated by our side. Waiting for feedback.
	Water Alliance (NLD)	We will further communicate if we could find common synergies and implement any project or R&D project
<b>Lombardy Energy Cluster (Italy)</b>	Basque Energy Cluster (ES)	EU Partnerships in ESCP - S3
	ZINNAE (ES)	Further cooperation in Innosup projects; invitation to attend thematic workshops in Milano
	Green Energy Innovative Biomass (RO), CEEC (ES) & Green Synergy (BGR)	Potential cooperation in H2020
	EnergieVerband (AUT)	
	CWP (ES)	Cross- Invitation Key-Note Speakers or Success stories in workshops/events 2017
	Tecnológico de Monterrey (MX)	Potential H2020 project; other events through the EEN
<b>ProWood (Romania)</b>	CD2E (FR), Archenerg (HU), ZINNAE (ES), Green Synergy (BGR) & OEC (AUT)	
<b>Water Alliance (Netherlands)</b>	Solar and Thermal Solutions (MX)	
	Oleofinos (MX)	Oleofinos is looking for a partner that provides decentralized waste water treatment solutions. Water Alliance have many SMEs specialized in this field.
<b>ZINNAE (Spain)</b>	Grupo Verden	Need new water treatment plant
	Grupo San Carlos	
	Aquip SA	Technology transfer to increase their sector activity
	Oleofinos	Need new water treatment plant and efficiency



### 3.4.2 Type of organisations

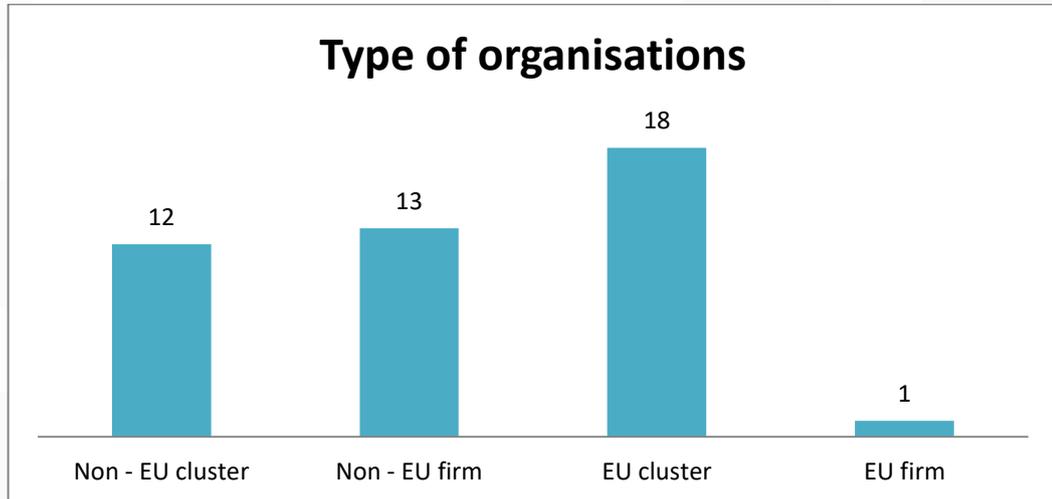


Figure 7 - Types of organisations with which European cluster participants initiated cooperation

### 3.4.3 Type of cooperation

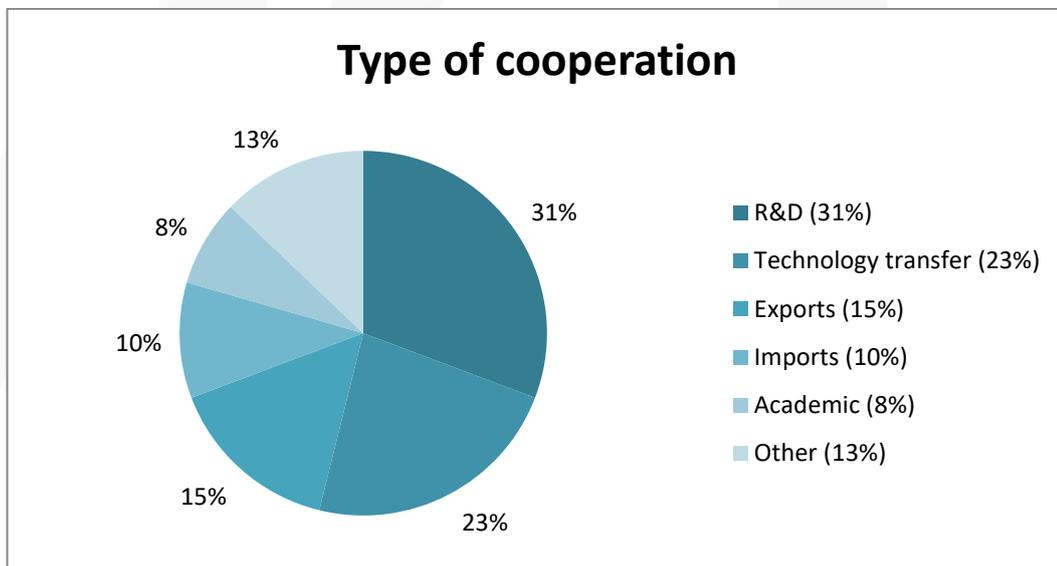


Figure 8 - Type of cooperation initiated

Among the label “others” there are: events with EEN, exchange of information on cluster management and quality of labels, seminars, workshops and organisation of events.



None of the questionnaires reflected cooperation on soft landing services, foreign direct investments (FDIs) or staff exchange.

#### 4. Conclusions

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The questionnaires analysed represented 93% of the total European cluster delegation. According to the overall assessment of the feedback received, it can be concluded that the objective of the EU – Mexico Matchmaking Event was achieved. Participants gained knowledge on the opportunities, potential and challenges of the Mexican market and established the first contacts with their counterparts from the host country. In many cases, the European cluster participants established the foundation to sign cooperation agreements in different topics.

Nonetheless, there are several issues that should be addressed to improve future events. All aspects related to the Mexican delegation received strong criticism mainly due to the lack of overall response from the Mexican cluster community to the cooperation opportunity, which was expressed in some ways in the appropriateness of the individual participants to the objectives and interests of the European clusters.

It is also important to highlight the need to create some time and better conditions for informal networking. Although, there were several times during the event that informal networking was encouraged, such as the first night cocktail, and two joint event hosted lunches. Nevertheless, the cluster delegates value the opportunity to interact with relevant counterparts with whom they did not have pre-scheduled meetings.

The highlighted areas for improvement could be addressed through a country host organisation partner that can prepare well in advance and educate the local cluster community on the benefits of the event, encouraging their stronger participation.

In spite of these observations, the outcome of the event was generally seen as very positive. 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

### Day 1, October 25

#### COMMON AGENDA (SMEs and Clusters)

**Venue:** Hotel Sevilla Palace, Salón Murillo. Av. Paseo de la Reforma, 105. Delegation Cuauhtémoc, Mexico City

09:00 – 09:30	<b>Registration and Agenda</b>
9:30 – 10:00	<b>Welcome</b> <ul style="list-style-type: none"><li>• Mr. Andrew Standley, Ambassador, European Union Delegation in Mexico</li><li>• Ms. Susana Duque, Chief of Staff, Promexico</li><li>• Mr. Luis Enrique Zavala, Director General, ANIERM</li></ul>
10:00 – 10:15	<b>Low Carbon Business Action in Mexico: promoting MEX-EU collaboration in green technologies</b> <ul style="list-style-type: none"><li>• Mr. David Calvo, Team Leader, Low Carbon Business Action in Mexico</li></ul> <b>European Cluster Collaboration Platform (ECCP)</b> <ul style="list-style-type: none"><li>• Mr. Mark Spinoglio, European Cluster Collaboration Platform, Sociedade Portuguesa de Inovação</li></ul>
10:15 – 10:25	<b>Event agenda and organisation</b> <ul style="list-style-type: none"><li>• Mr. Jon Ansoleaga, Communication and Matchmaking Expert, Low Carbon Business Action in Mexico</li><li>• Ms. Noelia Dosil, European Cluster Collaboration Platform, Sociedade Portuguesa de Inovação</li></ul>
10:25 – 10:45	<b>ELAN European and Latin American Business Network</b> <ul style="list-style-type: none"><li>• Ms. Marianela Pérez-Frías, Project Manager in Mexico</li></ul> <b>Seeking the increase and diversification of the EU Economy in Latin America</b> <ul style="list-style-type: none"><li>• Ms. Marisol Fernandez, Expert in Mexico</li></ul>
10:45 - 10:55	<b>European Commission COSME Programme in Support of Cluster International Cooperation</b> <ul style="list-style-type: none"><li>• Mr José Freitas, Policy Officer, European Commission (DG Internal Market, Industry, Entrepreneurship and SMEs)</li></ul>
10:55 – 11:15	<b>EU-Mexico Cluster Collaboration: Experiences and Tools to Intensify Transatlantic Cooperation</b> <ul style="list-style-type: none"><li>• Mr Enric Pedrós, International Expert, European Cluster Collaboration Platform, Quatre Partners SL</li></ul>
11:15 – 11:45	<b>Coffee Break</b>



11:45 – 13:00	<b>Elevator Pitch of European Delegation</b> Individual introduction (2 minutes per participant)
13:00 – 14:30	<b>Lunch Break</b>
14:30 – 17:00	<b>C2B and B2B – Meetings</b> 30 minutes-meeting Each individual agenda indicates the EU/MEX interlocutor and the table for the meeting
19:00 – 21:00	<b>Networking Cocktail</b>

## Day 2, October 26

### B2B Meetings for SMEs

**Venue:** Hotel Sevilla Palace, Salón Murillo, Av. Paseo de la Reforma, 105, delegation Cuauhtémoc, Mexico City

09:00 – 09:30	<b>Registration and Agenda Day 2</b>
09:30 – 10:15	<b>Collaboration Partnership Agreement seminar</b>
10:15 – 10:45	<b>Coffee Break</b>
10:45 – 13:15	<b>B2B-Meetings</b> 30 minutes-meeting Each individual agenda indicates the EU/MEX interlocutor and the table for the meeting

### C2C Meetings for SMEs

**Venue:** ANIERM, Monterrey No. 130, Col. Roma Norte, Del. Cuauhtémoc, Mexico City

08:30 – 09:00	<b>Shuttle will transfer participants from Hotel Sevilla Palace to ANIERM</b>
09:00 – 09:30	<b>Registration and Agenda Day 2</b>
09:30 – 10:30	<b>C2C – Meetings</b> 20 minutes-meeting Each individual agenda indicates the EUR/MEX interlocutor and the table for the meeting
10:30 – 10:50	<b>Coffee Break</b>
10:50 – 12:30	<b>C2C -Meetings</b> 20 minutes-meeting Each individual agenda indicates the EUR/MEX interlocutor and the table for the meeting
12:30 – 13:00	<b>Shuttle will transfer participants from ANIERM to Hotel Sevilla Palace</b>



### COMMON AGENDA (SMEs and Clusters)

13:00 – 14:00	<b>Lunch Break</b> <i>Venue: Hotel Sevilla Palace, Salón Murillo</i>
14:00 – 17:00	<b>Field Visits</b> Visit to Labizet - <a href="http://www.labizet.info">www.labizet.info</a>

### Alternative to field visits

*Venue: Hotel Sevilla Palace, Salón Murillo, Av. Paseo de la Reforma, 105. Delegation Cuauhtémoc, Mexico City*

14:00 – 14:45	<b>Latin America IPR SME Helpdesk: How European SMEs can benefit from the Helpdesk?</b> <ul style="list-style-type: none"><li>Ms. Adriana Hernández – Instituto Tecnológico de Monterrey</li></ul>
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## Day 3, October 27

### COMMON AGENDA (SMEs and Clusters)

*Venue: Hotel Sevilla Palace, Salón Murillo, Av. Paseo de la Reforma, 105. Delegation Cuauhtémoc, Mexico City*

08:30 – 09:00	<b>How the ECCP cluster members can support their SMEs through the LCBA initiative</b>
09:00 – 11:00	<b>European C2C meeting opportunity</b>
11:00 – 12:00	<b>European Cluster Debriefing Session</b>
11:30 – 12:00	<b>Shuttle will transfer participants from Hotel Sevilla Palace to the Green Expo</b>
12:00	<b>Registration at the Green Expo (From 8:00 a.m.)</b> <i>Venue: World Trade Center – WTC, Mexico City (<a href="http://www.wtcmexico.mx">www.wtcmexico.mx</a>), Montecito 38 Col. Nápoles. Mexico City</i>
12:00 – 17:00	<b>The Green Expo</b> Exhibition Hours: 12:00 to 19:00 hrs. Congress Hours: 8:00 to 18:00 hrs Entrance Fee: Free of charge to European Delegation
17:00 – 17:30	<b>Shuttle will transfer participants from the Green Expo to Hotel Sevilla Palace</b>



## Annex 2 - Overall Quality of the Event

OVERALL QUALITY OF THE EVENT								
Cluster	Event	Seminar	Matchmaking	Speakers	Organisation	Facilities	Information	MX participation
Agrofood	4	4	4	3	4	5	5	3
ArchEnergy	5	4	2	3	5	4	4	5
ARIA Normandy	5	4	2	4	5	5	5	2
Basque Energy Cluster	2	2	1	3	2	3	2	3
CD2E	5	4	3	4	5	5	4	2
CEEC - Cluster d'Eficiència Energètica de Catalunya	3	3	3	3	3	3	4	3
CWP - Catalan Water Partnership	3	2	4	2	3	4	4	4
Green Energy Innovative Biomass Cluster	5	5	5	4	5	5	5	5
Green Synergy Cluster	5	4	3	5	5	5	5	4
Lombardy Energy Cleantech Cluster	4	3	3	2	3	4	4	3
PRO WOOD	4	4	5	4	4	5	5	5
Water Alliance	4	3	4	3	4	4	5	3
ZINNAE	3	3	3	3	3	3	4	4
Total average (score 0-5)	4	3,5	3,2	3,3	4	4,2	4,3	3,5

Ranking system: Very poor 0 - Poor 1 – Fair 2 – Average 3 – Good 4 – Excellent 5



### Annex 3 - Relevance of the Event towards Individual Objectives

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 and developing concrete projects
Agrofood	5	2	3	3	5	4
ArchEnerg	4	2	3	4	5	4
ARIA Normandy	4	3	1	2	4	2
Basque Energy Cluster	2	3	2	2	3	2
CD2E	3	3	0	2	3	2
CEEC - Cluster d'Eficiència Energètica de Catalunya	3	3	3	3	3	3
CWP - Catalan Water Partnership	4	3	2	4	3	2
Green Energy Innovative Biomass Cluster	4	5	4	4	4	4
Green Synergy Cluster	3	2	3	3	3	4
Lombardy Energy Cleantech Cluster	2	2	0	0	4	0
PRO WOOD	4	4	3	3	5	4
Water Alliance	3	2	3	3	2	3
ZINNAE	3	3	-	3	3	2
TOTAL AVERAGE (score 0 – 5)	3,4	2,8	2,3	2,8	3,6	2,8

Ranking system: Very poor 0 - Poor 1 – Fair 2 – Average 3 – Good 4 – Excellent 5



## Annex 4 – Impact of the Event

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 MX	Nº of meetings conducted with EU
Agrofood	2	2	2	14	4
ArchEnergy	2	5	1	10	5
ARIA Normandy	0	2	2	10	8
Basque Energy Cluster	2	4	2	20	15
CD2E	0	1	0	10	7
CEEC - Cluster d'Eficiència Energètica de Catalunya	0	3	2	12	10
CWP - Catalan Water Partnership	2	2	2	3	2
Green Energy Innovative Biomass Cluster	4	2	6	8	12
Green Synergy Cluster	1	2	0	0	5
Lombardy Energy Cleantech Cluster	0	7	2	12	11
PRO WOOD	0		1	1	4
Water Alliance	0	3	1	3	1
ZINNAE	2	4	0	14	6
TOTAL AVERAGE	1,2	3	1,6	9	7