



EUROPEAN
CLUSTER COLLABORATION
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EU – Taiwan Cluster Matchmaking Event 2018



4th - 6th June, 2018 | Taipei, Taiwan

Mission Follow-up Report *December 2018*

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1 Introduction

The EU-Taiwan Cluster Matchmaking Event 2018 took place from the 4th to the 6th of June 2018 in Taipei (Taiwan), in the context of the European Innovation Week (4th-7th June 2018) and the COMPUTEX TAIPEI tradeshow (5th - 8th June 2018).

Organised by the DG Internal Market, Industry, Entrepreneurship and SMEs (DG GROW - European Commission) through the European Cluster Collaboration Platform (ECCP), in collaboration with the Chinese National Federation of Industries (CNFI), the Taiwan External Trade Development Council (TAITRA) and the Bureau of Foreign Trade (BoFT) – Ministry of Economic Affairs (MoEA), the event aimed to facilitate the cooperation and the establishment of partnerships between European clusters and Taiwanese organisations. The event primarily focused on a set of specific fields that included: circular economy, information and communication technologies (ICT), and renewable energies with a special focus on wind power, smart cities, smart mobility and smart manufacturing.

The agenda of the EU-Taiwan Cluster Matchmaking Event 2018 featured seminars and conferences on the abovementioned fields as well as a matchmaking session, where the European cluster delegation had the chance to interact with several stakeholders through cluster-to-cluster (C2C) and cluster-to-business (C2B) meetings. Furthermore, the participants were invited to a circular economy site visit in Tainan and to a visit to Hsinchu Science Park.

Due to the natural tendency of outcomes and perceptions to vary over time, a follow-up survey was conducted four months after the event to gain further knowledge on the events effectiveness. The follow-up survey covered a wide range of topics, with an emphasis on the cooperation activities and formal agreements established as a result of the EU-Taiwan Cluster Cooperation and Matchmaking Event. In addition, the survey intended to identify the extent to which the event benefited SMEs.

Out of the 16 clusters that attended the EU-Taiwan Cluster Cooperation and Matchmaking Event as part of the official delegation, 13 completed the four-month follow-up survey. In spite of the strong efforts made by the ECCP team, Castra (BG), Silicon Alps (AT) and Software Innovation Pole Cluster (HU) did not complete the survey.



2 Overview of the European Delegation

The European cluster delegation consisted of 16 cluster organisations related to circular economy, ICT, smart cities, smart mobility, smart manufacturing and renewable energy fields across 10 countries, namely: Austria, Bulgaria, Croatia, Finland, France, Hungary, Portugal, Romania, Spain and the United Kingdom (Figure 1 and Table 1).



Figure 1 - Origin and composition of the European Cluster Delegation

Since this is the third joint event between the European Union (EU) and Taiwan, some of the cluster organisations in the delegation had already participated in previous events. To be precise, half of the clusters took part in one or two of the earlier EU-Taiwan Matchmaking Events: Aerospace Valley (FR), Basque Energy Cluster (ES), Castra (BG), Cluster Inteligentna Energija (HR), Produtech (PT), Silicon Alps (AT), Systematic Paris-Region (FR) and Transylvanian Mechanical Engineering Cluster (RO).



Table 1 - Overview of the European Cluster Delegation

#	Cluster	Field of activity(s)	Country
1	Aerospace Valley	Aeronautic, space and embedded systems	France
2	Archenerg	Renewable energy, green economy, environmental technologies	Hungary
3	Association Cluster Portugal Mineral Resources	Mineral resources, smart manufacturing, Industry 4.0	Portugal
4	Basque Energy Cluster	Energy, including wind	Spain
5	Cambridge Cleantech	Smart grids	UK
6	Castra	Aerospace, ICT, big data, cyber security, electronic systems, telemedicine, sensor networks, satellite communications	Bulgaria
7	Cluj ICT Cluster	ICT	Romania
8	Inteligentna Energija	Smart and clean energy	Croatia
9	Merinova	Renewable energy, power generation, wind power gen, sub-sea transformers, energy distribution & transmission	Finland
10	Omnipack	Paper and packaging, production technology and heavy machinery	Hungary
11	Produtech	Production technology	Portugal
12	ProWood	Silviculture, ICT in forestry, wood products, manufacturing with smart routers and solid biomass use for energy savings	Romania
13	Silicon Alps	Electronics, microelectronics and electronic based systems	Austria
14	Software Innovation Pole Cluster	ICT	Hungary
15	Systematic Paris-Region	Software and digital technologies	France
16	TMEC - Transylvanian Mechanical Engineering Cluster	Automotive industry, 3D printing, heavy machinery, electronic measurement systems, metalworking and production technology.	Romania



3 Cooperation activities as a result of the matchmaking event

3.1 Type of organisation and cooperation

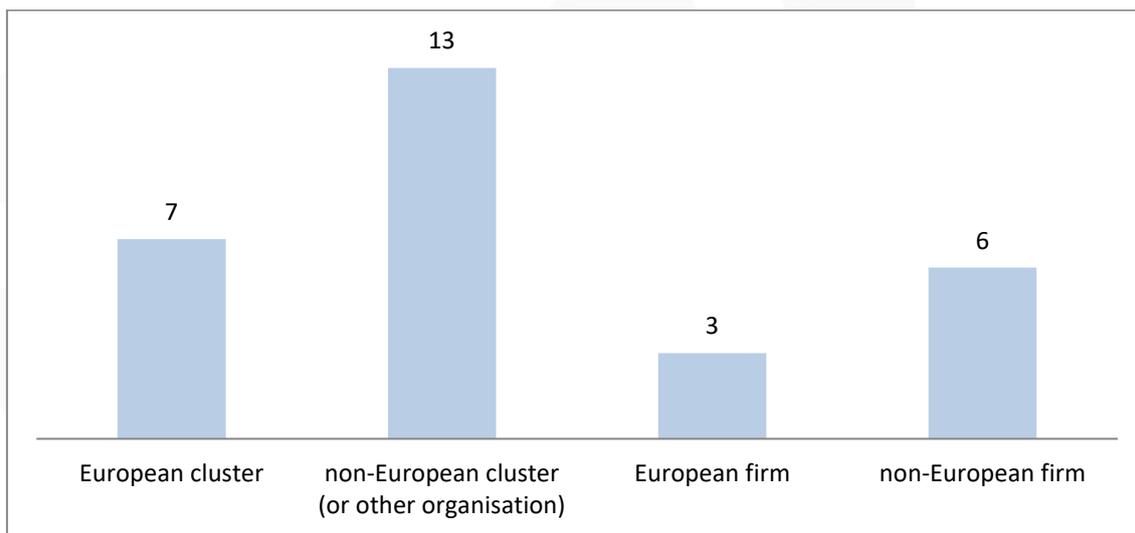


Figure 2 - Type of organisations with which clusters reported cooperation

A total of **29 cooperation cases** related to the EU-Taiwan Cluster Cooperation and Matchmaking Event were reported through the follow-up survey. Compared to the 28 cooperation opportunities identified by the delegation shortly after the event and given the number of collaborations that often do not continue over time, this outcome is noteworthy¹.

Figure 2 shows the significance of the cooperation established with non-European clusters, which accounts for 45% of the total and 66% of the total when including non-European firms. Naturally, Taiwanese organisations were the main counterparts although a collaboration opportunity with India is mentioned. The cooperation between EU organisations accounts for the remaining 34%. In this case, Spain led the number of cooperation cases, followed by Romania and Hungary. The United Kingdom and France are also cited (Table 2 and Table 3).

The data follows a similar pattern to the collaborations reported in the short-term. The only difference lies in the larger number of cooperation between EU clusters.

¹ D2.9.EU-Taiwan Cluster Matchmaking Event: mission proceedings report.

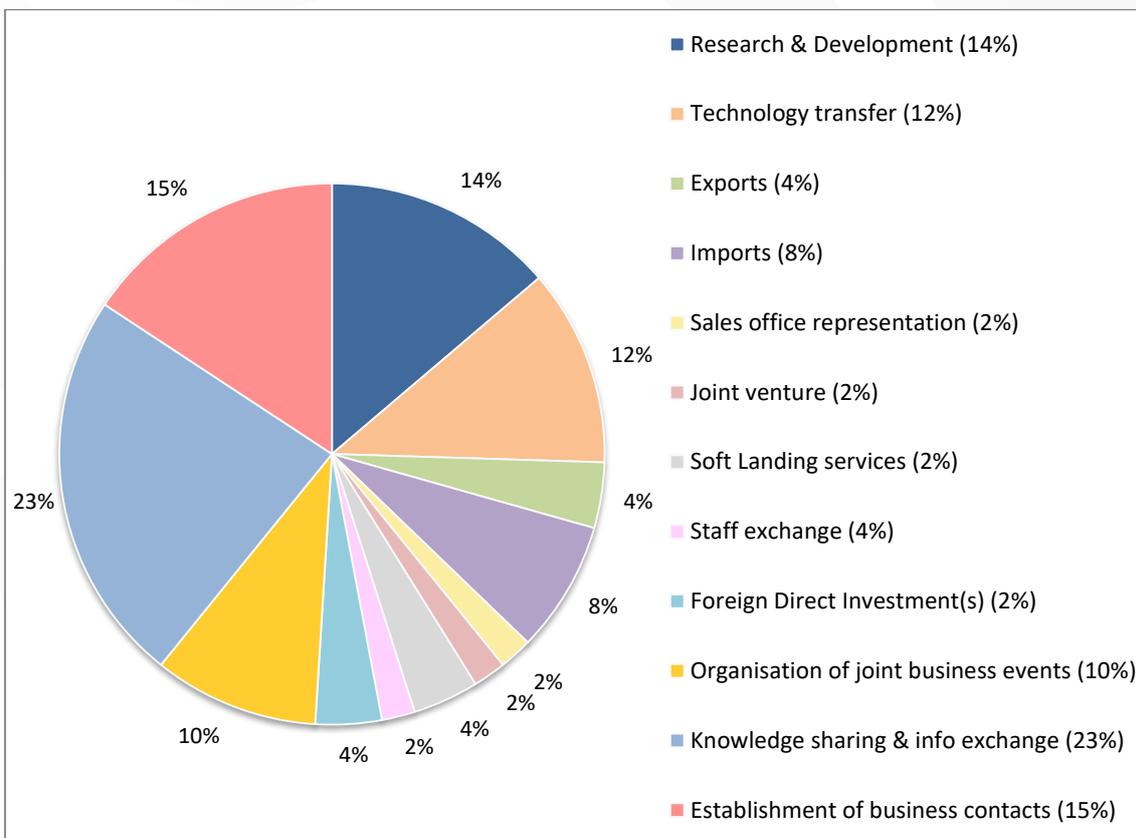


Figure 3 - Type of cooperation established through the event

Knowledge sharing and information exchange (23%) was the most common type of cooperation. Second in relevance was the establishment of business contacts among members (15%). These are followed by research and development (14%); while technology transfer (12%) and organisation of joint business events (10%) are slightly behind, Figure 3. On the contrary, sales office representation, joint venture, soft landing services and foreign direct investment(s) were the least popular types of cooperation, representing 2% each.

Table 2 - Cooperation and next steps envisaged (C2C)

Cluster organisation	Organisation	Cooperation objective & next steps	SME(s) name	Involvement & benefits
Aerospace Valley	Basque Energy (ES)	The idea is to participate to events and to identify cross-sectorial activities between aerospace and the energy sector. Nothing precise.		
	Space sector (TW)	Nothing precise	Confidential	Identification of new market opportunities
	Energy sector (TW)	Exchange of contacts		
Archenerg Cluster	Green Trade Project Office - Taiwan External Trade and Development Council (TW)	<p>GTPO-TAITRA will be the official representative of COSMENERG-4i in Taiwan. COSMENERG-4i will be a gateway for Taiwanese companies to come to Central and Eastern Europe and will provide support for that. GTPO - TAITRA will be the gateway for Central and Eastern European companies to enter the Taiwanese market. Both Parties will have a link on each party's websites. COSMENERG-4i and the TAITRA offices partner countries will collaborate for joint events, share of information, etc. COSMENERG-4i will be involved in international project applications (i.e. International and EU tenders) and GTPO-TAITRA will be a privileged partner for joining future consortiums.</p> <p>The two organisations are currently in the process of signing a MOU and then intend to start further developing the common fields of cooperation included in the MOU. The MoU is being analysed by the GTPO office.</p>		
Basque Energy Cluster	Taiwan Offshore Wind Turbine Foundation and Marine Engineering Association (TW)	<p>Taiwan is one of the 6 prioritised markets in the ELBE ESCP-4i alliance. Besides gathering information, this association was contacted as a potential partner to organise a direct commercial mission in the near future.</p> <p>ELBE Strand-1 finishes in June 2019. As part of Strand-2 project, depending on the definition of the internationalisation strategy, a mission to Taiwan with European companies is planned in collaboration with this organisation.</p>		



Cluster organisation	Organisation	Cooperation objective & next steps	SME(s) name	Involvement & benefits
	Taiwan Wind Energy Association (TW)	Same as in the previous case.		
	Aerospace Valley (FR)	Our organisation met the Aerospace Valley cluster in the exploratory trip to Taiwan. In a B2B meeting, several opportunities in which our clusters could collaborate (e.g. drones for wind turbine maintenance) were identified. Related to that meeting, our cluster was invited by Aerospace Valley to join the project ESCP-4i SPACE2IDGO, which they coordinate, after their partner representing the energy sector dropped the consortium. The grant agreement of the SPACE2IDGO project includes missions to Chile and Colombia in which our cluster will collaborate with the consortium.		
Cambridge Cleantech	Cleantech/Innovation cluster organisations (HU)	Follow-up emails after the event were sent to establish contact with people that were encountered at the event. With one organisation, our cluster briefly explored the idea of supporting one of their projects but this was never followed up. With most cluster organisations, our cluster mainly exchanged information about our projects in the area of Smart Cities.		
	Cleantech/Innovation cluster organisations (ES)	Follow-up emails were sent after the event to establish contact with people that were encountered at the event. With one organisation we briefly explored the idea of supporting one of their projects but this was never followed up. With most cluster organisations, we mainly exchanged information about projects we were working on in the area of Smart Cities.		
Cluj IT	ITRI (TW)	Interest of ITRI to be involved in strategic EU funded projects as external partner. Will reconnect when there is an opportunity to enter in relevant large research projects related to technology development in fields like space, nanotech, etc.		



Cluster organisation	Organisation	Cooperation objective & next steps	SME(s) name	Involvement & benefits
Cluster Portugal Mineral Resources Association	Chinese National Federation of Industries (TW)	Exchange information by email about both associations: what our cluster does and identifying possible collaboration in projects; an exchange of information about our cluster member associations - did not happen; and, identify financial instruments (Horizon 2020) for possible partnership between organisations - There were none identified.		
Omnipack First Hungarian Packaging Technology Cluster	Formosan Business Support Ltd (TW)	Had extensive e-mailing about how they can help our cluster bring European Cluster members to Taiwan.		
	Gran Systems (TW)	No follow-up		
	Chinese Federation of Industries (TW)	No follow up		
	Cambridge Cleantech (UK)	Initiated conversations on joint H2020 proposals in the same consortium. Joining together a consortium.		
PRODUTECH - Production Technologies Cluster	Chinese National Federation of Industries (TW)	Establishment of business contacts among members, including exploring the feasibility of a business mission to Taiwan. To assess opportunity to organise mission to Taiwan.		SMEs will be involved in the preparation of the mission.
	Taiwan Aerospace Industry Association (TW)	Establishment of business contacts among members, including exploring the feasibility of a business mission to Taiwan. To assess opportunity to organise mission to Taiwan.		
Prowood	IT (RO)	Established a common cooperation plan.		
	Omnipack (HU)	Established a common cooperation plan.		
SYSTEMATIC Paris-Region	III (TW)	June mission in Taipei allowed our cluster to renew contacts with III institute. Need to identify type of activity to be conducted.		



Table 3 - Cooperation and next steps envisaged (C2B)

Cluster organisation	Organisation	Cooperation objective & next steps	SME(s) name	Involvement & benefits
Cambridge Cleantech	Efficient cooling system for computer servers (ES)	Followed up via email with a company that our cluster met during the matchmaking meetings, and that was looking for investment/interested in building relationships with potential corporate clients on their target list. We gave them information about a pitching/investment event we were organising, and offered them a free membership of Cambridge Cleantech to get access to the cluster's opportunities and event. There was no response after this initial contact.		
Cluj IT	Darwin Industries (TW)	Incorporation of smart panels developed by Darwin in Cluj IT's Smart City projects. Assistance to Darwin to conduct feasibility study for the development of a production facility in Romania.		
	Soler (ES)	Import of Soler's rack cooling systems for data centres operating in Romania.	EfectRO	EfectRO is operating datacentres and took over the communication with Soler to discuss a business cooperation
Cluster Inteligentna Energija	Wintech Electric CO., LTD. (TW)	Information exchanged between one cluster member and Taiwanese company to explore possible cooperation. No actions till now - Info exchanging.	Veski d.o.o.	Info exchanging
	TECO Electric & Machinery Co., Ltd. (TW)	Info exchanging about products.		
Omnipack First Hungarian Packaging Technology Cluster	Universal Business and Corporate Services Center (IN)	We found out that an Indian delegation organised by Mr Shah will arrive to Hungary in the near future. We might be involved in local organisation. We also discussed cooperation in packaging industry.		



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Cluster organisation	Organisation	Cooperation objective & next steps	SME(s) name	Involvement & benefits
Oy Merinova Ab/EnergyVaasa	Integrator, design, consulting/advisory service company (TW)	Cooperation in start-up and accelerator programs so that SMEs from Taiwan participate in our cluster programs and Nordic start-ups in the Taiwanese start-up village and programs.		
PRODUTECH - Production Technologies Cluster	Techman Robot Inc. (TW)	Foresee the participation of its Portuguese branch to participate in our Cluster. To establish a meeting to discuss opportunities with the Portuguese branch.		
Transylvanian Mechanical Engineering Cluster	AB Initio Research Services SRL-D (RO)	They become our member and participate in our events. On November 13 th and 14 th they will sign a Sub-Grant Agreement INNOLABS project.		



3.2 Progress of the cooperation cases in the mid-term

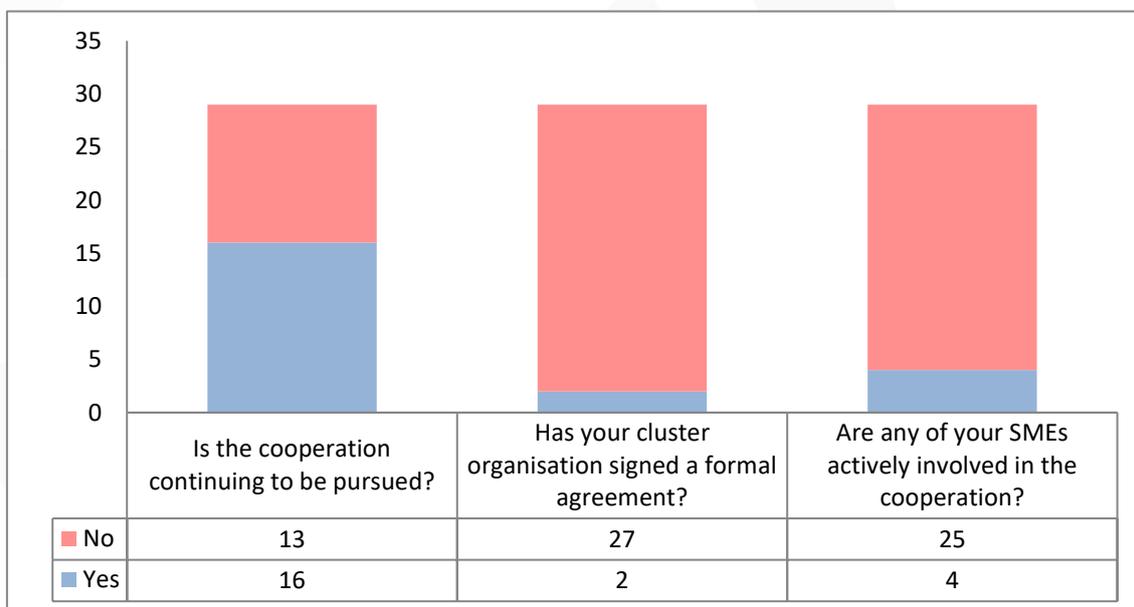


Figure 4 - Continuity of cooperation, formal agreements and involvement of SMEs

More than half of the cooperation cases reported continue to be pursued (55%); however, the participation of the SME members is quite low, with only four collaboration opportunities proactively involving SMEs. So far, the number of formal agreements resulted from cooperation is two, Figure 4.

The cooperation agreements indicated were signed by Archenerg Cluster (HU) and the Basque Energy Cluster (ES):

Archenerg

Archenerg, on behalf of the European Strategic Cooperation Partnership - Going International (ESCP-4i) COSMENERG-4i, established a cooperation agreement with the Green Trade Project Office - Taiwan External Trade and Development Council (GTPO-TAITRA, Taiwan), which resulted in GTPO-TAITRA becoming the official representative of COSMENERG-4i in Taiwan.



Thus, COSMENERG-4i will be a gateway for Taiwanese companies to come to Central and Eastern Europe whereas GTPO - TAITRA will be the gateway for Central and Eastern European companies to access the Taiwanese market.

In addition, both parties will have a link on each of their respective websites, their offices will collaborate in the organisation and participation in joint events, sharing information and COSMENERG-4i will consider GTPO-TAITRA a privileged partner for joining future consortiums in its project applications at the EU and international level.

The MoU is under GTPO-TAITRA review and it is expected to be signed soon to start further developing the common fields of cooperation included in the MoU.

Basque Energy Cluster

In this case, the cooperation agreement was signed between two EU cluster organisations, Basque Energy Cluster and Aerospace Valley, which met in the context of the event. Due to the several opportunities identified for collaborating (e.g. drones for wind turbine maintenance), Basque Energy was invited by Aerospace Valley to join the ESCP-4i SPACE2IDGO, which they coordinate. The grant agreement includes missions to Chile and Colombia in which Basque Energy will collaborate.

4 SMEs benefited

Some 11 SMEs were reported to have benefited from the EU-Taiwan Cluster Cooperation and Matchmaking Event, Table 4.

Table 4 - SMEs and their benefits

Cluster organisation	SME name	Describe how the SME benefited
Aerospace Valley	Confidential	New contacts
	Confidential	
Basque Energy Cluster	Ormazabal	In the B2B meetings, we met Wintech Electric and put them in contact with Ormazabal, which was interested in their partial discharge monitoring system technology.



Cluster organisation	SME name	Describe how the SME benefited
	JEMA	In the B2B meeting, we met the company Digi-Triumph, which works in battery development for electrical buses, and wanted to find potential partners in Europe. We put them in contact with our company JEMA.
Cluj IT	EfectRO	Commercial discussions that might lead to further business.
Cluster Inteligentna Energija	Veski d.o.o.	Knowing about Taiwanese products.
	Helb d.o.o.	
Omnipack First Hungarian Packaging Technology Cluster	UgrinPack - Erdősi Kft.	Access to new clients.
	Themofoam Kft	New partners could be found, we are still in the beginning.
Oy Merinova Ab/EnergyVaasa	Arcteq	Potential access to new clients or distributors.
Prowood	Confidential	Participation in exploratory visits.

Concerning the type of benefits, the access to new clients or distributors ranks first, accounting for 58% of the total. Technology transfer and participation in B2B events were also rather common with a share of 17% each; while the participation in exploratory visits accounts for 8%, Figure 5.

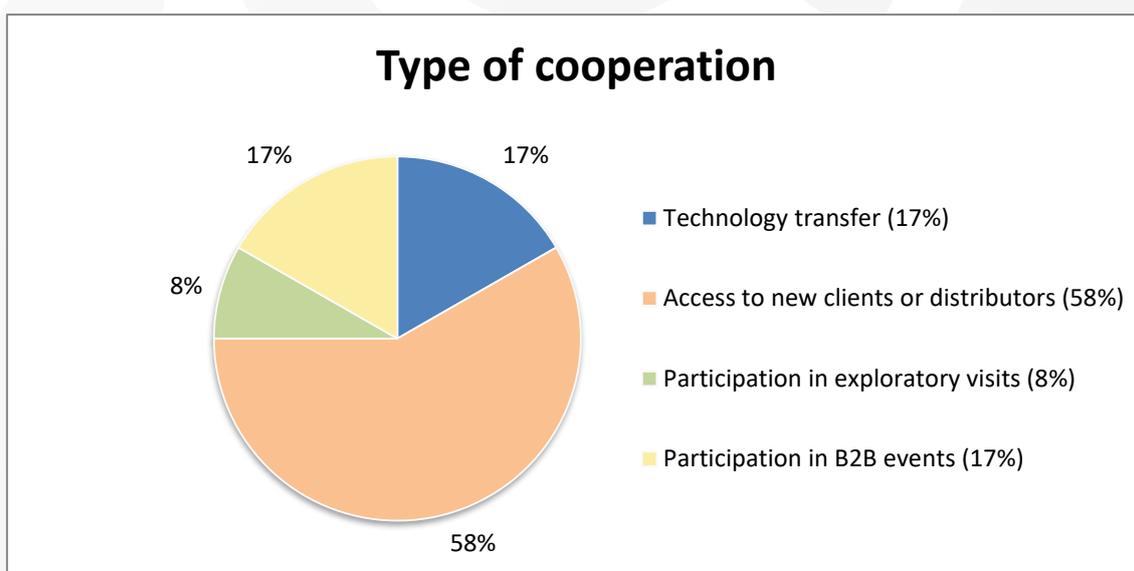


Figure 5 - Benefits obtained by the SMEs through their cluster organisation participation in the event



Furthermore, two cluster organisations (Archenerg and PRODUTECH) stated that all their SME members benefited to some extent. Inversely, three clusters (Cambridge Cleantech, Cluster Portugal Mineral Resources Association and SYSTEMATIC Paris-Region) indicated that none of their SMEs profited from their participation in the event so far.

The information provided by these cluster organisations regarding the involvement of SME members is presented below:

Archenerg Cluster (HU)

The cluster organisation points out that several SMEs (no specific information provided) benefited from the participation in the event. Both, Archenerg and COSMENERG-4i 'Global Clusters for Renewable Energy and Environmental Technologies', raised awareness on Taiwan among clusters and SME members and established relevant contacts during the event. Subsequently, the COSMENERG-4i internationalisation service package was extended to Taiwan.

Cambridge Cleantech (UK)

The cluster organisation indicates that they could have helped SMEs to access new clients or investors. However, "I had good conversations with other attendees; I did not find any fruitful matches with other organisations that became collaborations after the event."

Cluster Portugal Mineral Resources Association (PT)

"It is very difficult to captivate your confidence for the first time. This type of relationships between organisations and companies require a permanent contact."

PRODUTECH - Production Technologies Cluster (PT)

The cluster indicates that generally, all the members of PRODUTECH will benefit from the mission. The involvement has not yet started, but it will consist in the exploitation and development of the opportunity to organise a mission in the near future.



5 Feedback

5.1 Testimonies of cluster representatives

This section presents the impressions, observations and comments of the cluster representatives concerning the EU-Taiwan Cluster Cooperation and Matchmaking Event².

AEROSPACE VALLEY

Overall mark: 3 out of 5, many of the B2B-meetings finally did not result in much follow-up activities. The main added value of such international events is to learn more about the opportunities in the country, meet people, etc.

ARCHENERG CLUSTER

My impression on the ECCP services is very positive. I think the ECCP services and the people working on them are of great value. The staff is very skilled and friendly and always available to help during the events. The EU-Taiwan Event was very well organised and it really helped Archenerg and COSMENERG-4i 'Global Clusters for Renewable Energy and Environmental Technologies' to better understand the Taiwanese market and to establish relevant contacts that will nurture the services we can provide to our members in the future.

BASQUE ENERGY CLUSTER

The event was the perfect set-up for the exploratory trip that we were organising in the ELBE project. The Innovation Week was the perfect way to meeting some of the most relevant key players in Taiwan in the offshore wind sector.

CAMBRIDGE CLEANTECH

I think the ECCP is a great project, and it was very interesting to meet and learn from other European cluster organisations informally through networking and chatting. Taiwan is not an area of focus for us as an organisation, so that aspect did not have great potential for leading to new, mutually beneficial long-term partnerships with Taiwanese organisations. The ECCP's organisation of the event and the matchmaking session was good.

CLUJ IT

The services of ECCP were very professional, well organised and helpful.

² The content of the feedback has not been modified. ECCP's intervention was limited to correct the grammar.



CLUSTER INTELIGENTNA ENERGIJA

Good organisation.

CLUSTER PORTUGAL MINERAL RESOURCES ASSOCIATION

It was difficult to schedule meetings with other Taiwanese organisations. Cluster Portugal Mineral Resources Association had six meetings scheduled with Taiwanese organisations and five were cancelled by them. I just had one meeting, a result of the support of the ECCP organisation that made this possible.

OMNIPACK FIRST HUNGARIAN PACKAGING TECHNOLOGY CLUSTER

It was an excellent event regarding getting knowledge on Taiwanese (business) culture. I did not know before that Taiwan is a hub and countries like South Korea, Japan, Thailand, etc. might be reached from a Taiwanese business location. For us it has no real importance to sign cooperation agreements. We believe in real business opportunities. However, the meetings were too long, especially with companies with no mutual interest.

OY MERINOVA AB/ENERGYVAASA

The ECCP services are good but the homepage could be made simpler and clearer. Regarding the matchmaking events and tool, a problem is that some participants do not complete their profiles in time, making difficult to optimise the meetings and choose the most suitable organisations/companies for the matchmaking sessions.

PRODUTECH - Production Technologies Cluster

The event was of interest. The support from the ECCP services was valuable.

PROWOOD

The quality of support received was 100%. We want to say thanks to the ECCP and its staff, it was just perfect the organising!

SYSTEMATIC PARIS-REGION

ECCP services are very useful for Systematic to identify potential partners inside and outside Europe. The main challenge is to ensure that clusters in other countries share similar objectives.

TRANSYLVANIAN MECHANICAL ENGINEERING CLUSTER

In the matchmaking event Taiwanese partners only wanted to sell something to European countries. They were not interested about project ideas and collaboration.



5.2 Future events involving Taiwan

Out of the 13 respondents to the follow-up survey, nine would like to participate in an incoming EU-Taiwan Matchmaking Event in 2019. The majority are interested both in following-up with their Taiwanese contacts and making new ones, Figure 6.

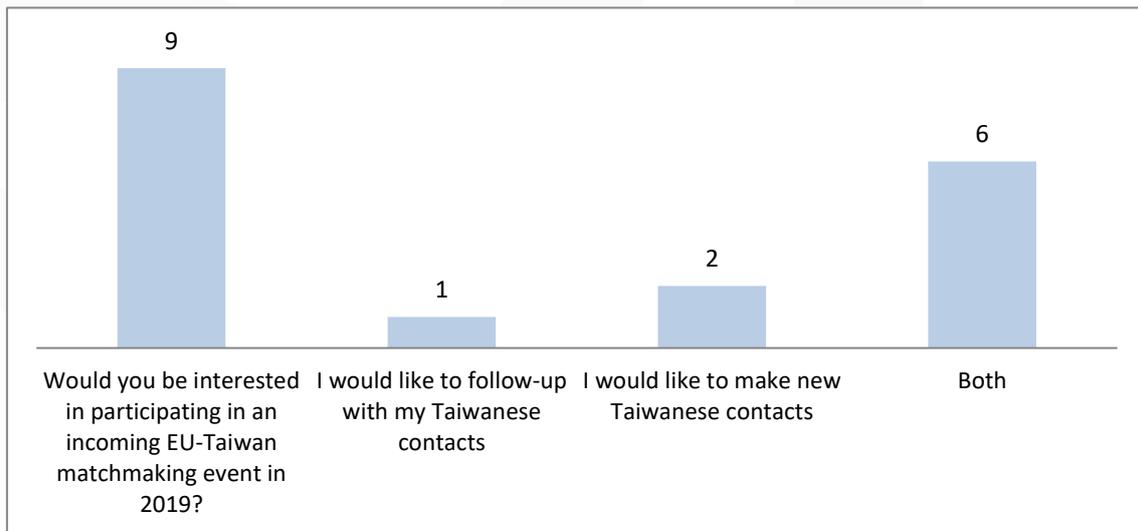


Figure 6 - Interest in participating in future events with Taiwan

Those cluster organisations that expressed their willingness to participate in future EU-Taiwan Matchmaking Events added some remarks that indicated the importance of the selected sectors (e.g. offshore wind) and the need to include more representatives from Taiwanese private industry.



6 Conclusions

This report analyses the information collected through the EU-Taiwan Cluster Cooperation and Matchmaking Event 2018 follow-up survey. Overall, the results show the lasting impact of the achievements accomplished during the matchmaking event, which in many cases continue to be explored and exploited.

Cluster organisations reported 29 cooperation cases, mainly with non-European clusters and firms that represented 1/3 of the total, which result in almost an average of two collaborations per participant. Even though many of these activities are still under development, the majority continue to be pursued and the details provided on their evolution seem promising, with two formal agreements already in place.

Generally speaking, the indicators are highly optimistic concerning the future sustainability of the cooperation activities. This can be largely explained by the fact that this is the third mission bringing EU and Taiwanese organisations together and consequently, the cluster organisations brought different expectations, i.e. those participants more experienced were more prone to engage with previous contacts than establishing new ones, focusing on building on already existing relationships.

Familiarity with the Taiwanese participants and their business environment was an added asset, especially concerning the low attendance of local clusters to the matchmakings due to the lack of popularity of the format in Asia, as well as the timing and approach required to fix business collaborations.

The core fields for cooperation were knowledge and information exchange, the establishment of new contacts and to a lesser extent, research and development and technology transfer. This is representative of the different objectives and experience of the EU delegation.

Approximately 11 SMEs are taking part in some activity, which can be read as a positive sign of collaboration moving forward. In line with other events, the access to new clients was pointed out as the principal benefit.



In summary, the quantitative results and the qualitative feedback provided by cluster participants, lead to the conclusion that the event was largely successful. It served its purpose covering the wide range of objectives set by cluster organisations and helped to consolidate the relationship with a selective group of Taiwanese businesses, where the EU cluster community is gaining visibility as a reliable partner. For instance, it is expected that more formal agreements materialise over time; thus, increasing the involvement of SMEs. The effectiveness of the event is further shown through 70% of the delegation being interested in a follow-up joint event with Taiwan in 2019.