



EU Cluster Policy Learning and Matchmaking Event

Kyiv, Ukraine

27-28 March 2018

Progress Report

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1. Introduction

In the context of the **High Level Industrial Dialogue** between the EU and Ukraine, Directorate General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) organised the **EU-Ukraine Cluster Policy Learning and Matchmaking Event** on March 27 - 28 in Kyiv, Ukraine. PwC facilitated the event in close collaboration with the European Cluster Collaboration Platform.

The Matchmaking Event gathered **nine policy makers** and over **50 representatives of 47 cluster organisations from Ukraine and 12 other COSME countries** (Croatia, Czech Republic, Finland, France, Romania, Latvia, Lithuania, Serbia, Spain, Ireland, Poland and Hungary) for sectorial and cross-sectorial meetings in the fields of Information Technology, Agro/Food, Eco-energy and Building and Construction, Transport, and Logistics and Textile. In addition, seven observers from the EU delegation to Ukraine, EEN and the European Business Association have joined the event.

The cluster organisations managed to strike up for **88 successful matchmaking meetings** and received practical advice on how to implement international and cross-sectorial collaborations. The foreign clusters had the chance to participate in **three site visits** based on the different sectors of interest. It allowed to gain an insight on specifics of operation of selected industries in Ukraine, and to have an overview of collaboration opportunities with them.

The representatives of cluster organisations were split into several groups for the site visits. One group of cluster organisations visited UNIT.City and UNIT.Factory coding school (IT sector), while two other groups made a visit to the Ukrainian Logistics Alliance (Transport and logistics) and the Green Garden Group (Agro/Food).

Cluster Policy and Matchmaking Event had a significant importance for EU-Ukraine relationship, as it was timely following the enforcement of the Ukraine–European Union Association Agreement. Up to Eurostat, in the first half of 2017, the agreement has already resulted in 23% growth in trade on both sides. Moreover, venture capital investment in Ukraine has increased by 231% in 2017 compared to 2016, reaching a volume of EUR 216 million in 2017.

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2. Overview of participants of cluster organisations

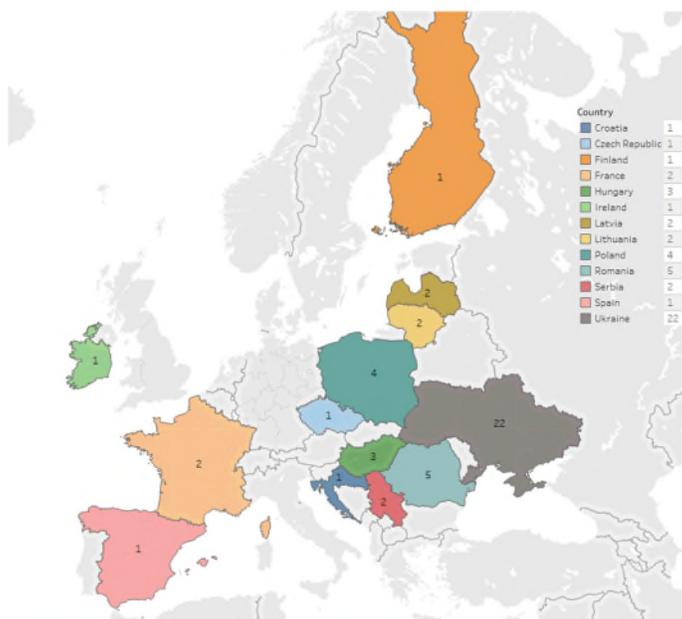
The Ukrainian clusters and clusters from 12 other COSME countries were selected to participate in the event, based on a competitive call for expression of interest, which was launched on the ECCP website in the end of January 2017. Cluster organisations were selected upon the followings criteria:

- Sector of activity (ICT, agro/food, transport and logistics, construction and eco-energy, and textile);
- Interest in the international matchmaking;
- Cluster structure;
- Registration at the ECCP portal.

A total of **106 expressions of interest** from clusters across Europe and Ukraine were received, of which 50 were selected: 25 from Ukraine and 25 from other COSME countries. Close to the event, two-selected clusters from Ukraine cancelled the participation. Despite prior registration another Ukrainian cluster did not appear at the event.

The Final delegation was composed of 47 clusters: 22 from Ukraine, and 25 from other COSME countries Member States (Croatia, Czech Republic, Finland, France, Hungary, Ireland, Latvia, Lithuania, Poland, Romania, Serbia and Spain) (Figure 1).

Figure 1: Overview of geographical coverage of cluster organisations and a number of organisations of each country

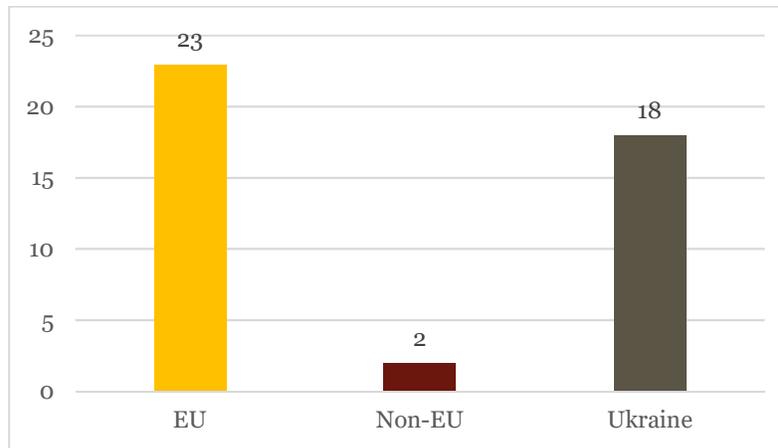


Source: PwC

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Figure 2 shows that majority of cluster organisations comes from EU Member States followed by Ukrainian cluster organisations and two representatives from Serbia (non-EU COSME country).

Figure 2: Overview of clusters by geographic location



Source: PwC

Table 1 below provides some details on participating clusters, including name of organisation, field of activity and country of origin.

Table 1: Clusters participating in the EU-Ukraine Cluster Policy Learning and Matchmaking Event

Nº	Cluster	Field(s) of activity	Country
1.	Agrofoodcluster Kharkiv	Agro/food	Ukraine
2.	Association of Industrial Automation in Ukraine	ICT	Ukraine
3.	ArchEnerg International Accredited Innovation Cluster for Renewable Energy and Building Trade	Construction and eco-energy	Hungary
4.	ARIA NORMANDY	Transport and Logistics	France
5.	Association of Western Ukrainian Developers	Construction	Ukraine
6.	Baltic Eco-Energy Cluster	Construction and eco-energy	Poland
7.	Cherkasy IT Cluster	Construction	Ukraine
8.	Chernihiv IT Cluster	ICT	Ukraine
9.	Chernivtsi IT cluster	ICT	Ukraine
10.	Cluj IT Cluster	ICT	Ukraine
11.	Cluster "Ea.F.Tech+"	ICT	Romania

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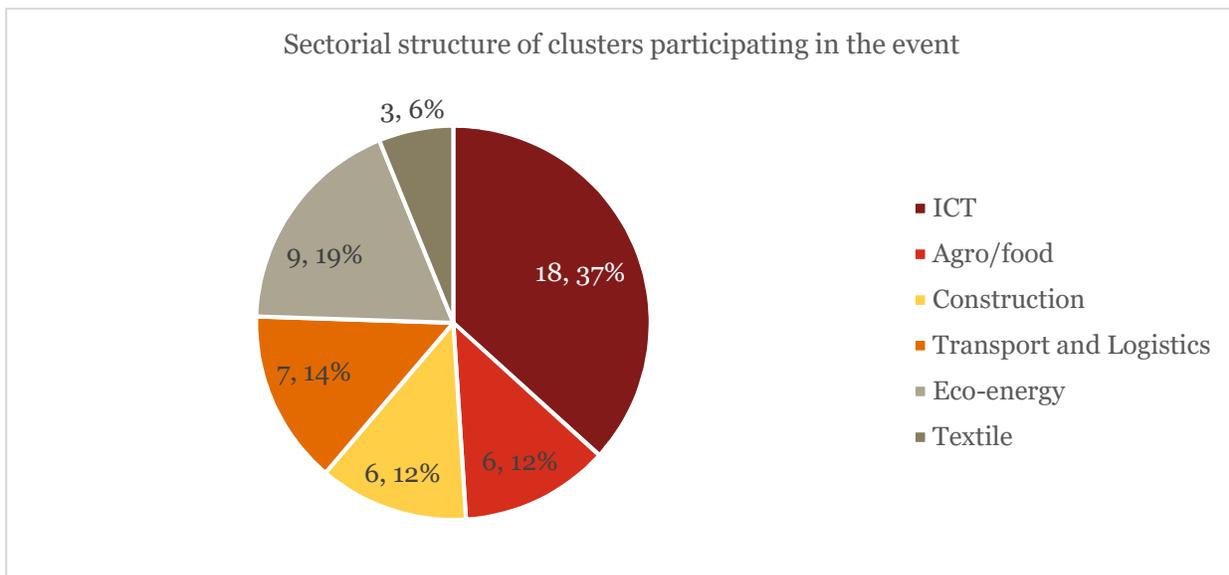
12.	Committee of Green Services Providers at the Volyn Chamber of Commerce and Industry	Agro/Food	Ukraine
13.	Corporation "Science Park Taras Shevchenko University of Kyiv"	Eco-energy	Croatia
14.	Energy cluster "Innovation energy"	Eco-energy	Ukraine
15.	Food Products Quality Cluster	ICT	Ukraine
16.	Geoscience Ireland	Eco-energy	Ukraine
17.	Green Energy Innovative Biomass Cluster	Agro/Food	Latvia
18.	ICT Cluster of Central Serbia	Construction	Ireland
19.	Imaginove	Eco-energy	Romania
20.	Inteligentna Energija	ICT	Serbia
21.	iPARK	ICT	France
22.	IT Cluster Konotop	Transport and Logistics	Ukraine
23.	iTech Transilvania Cluster	ICT	Ukraine
24.	Kharkiv Fashion Cluster	ICT	Romania
25.	Kharkiv IT Cluster	Textile	Ukraine
26.	KYIV IT Cluster	ICT	Ukraine
27.	Latvian IT Cluster	ICT	Ukraine
28.	Lithuanian Clusters Association	ICT	Ukraine
29.	Mazovia Cluster ICT	ICT	Lithuania
30.	Moravian Silesian Automotive Cluster	Agro/Food	Lithuania
31.	Omnipack First Hungarian Packaging Technology Clus	ICT	Poland
32.	Oy Merinova Ab	Transport and Logistics	Czech Republic
33.	Packaging Cluster	Transport and Logistics	Hungary
34.	Precarpathian eco-energy cluster	Eco-energy	Finland
35.	Public Union "Ukrainian Food Valley"	Agro/Food	Spain
36.	Public Union "Interstate Consultants Engineers Guild", INGO	Eco-energy	Ukraine
37.	SMART FOOD cluster/EE food cluster network	Agro/Food	Ukraine
38.	South Poland Cleantech Cluster	Construction	Ukraine

39.	South West Hungarian Engineering Cluster	Eco-energy	Poland
40.	Sumy IT Cluster	Transport and Logistics	Hungary
41.	The Polish Research and Development Cluster	ICT	Ukraine
42.	Transylvania Textile & Fashion cluster	Textile	Romania
43.	Transylvanian Mechanical Engineering Cluster	Transport and Logistics	Romania
44.	Ukrainian association of textile & leather industry enterprises "UKRLEGPROM"	Textile	Ukraine
45.	Ukrainian logistics alliance	Transport and Logistics	Ukraine
46.	Vinnitsia IT-cluster	ICT	Ukraine
47.	Vojvodina ICT Cluster	ICT	Serbia

Source: PwC

The sectorial distribution of the clusters participating at the event reveals that majority of clusters represent IT industry (37%), followed by Eco-energy (19%) and Transport and Logistics (14%). Textile industry was the least represented at the event with three clusters only.

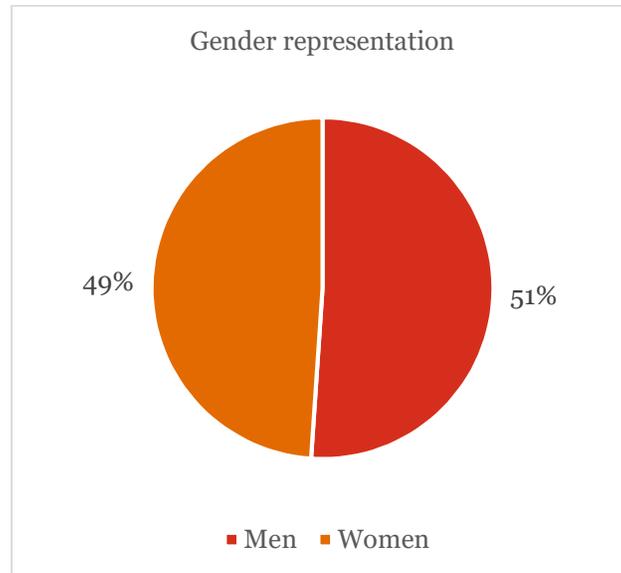
Figure 3: Sectorial structure of clusters participating in the event



Source: PwC

The representation of gender during the event was almost equally balanced with 51% of men and 49% of women of cluster organisations (Figure 4).

Figure 4: Gender representation



Source: PwC

3. Feedback session & questionnaire: summary of analysis

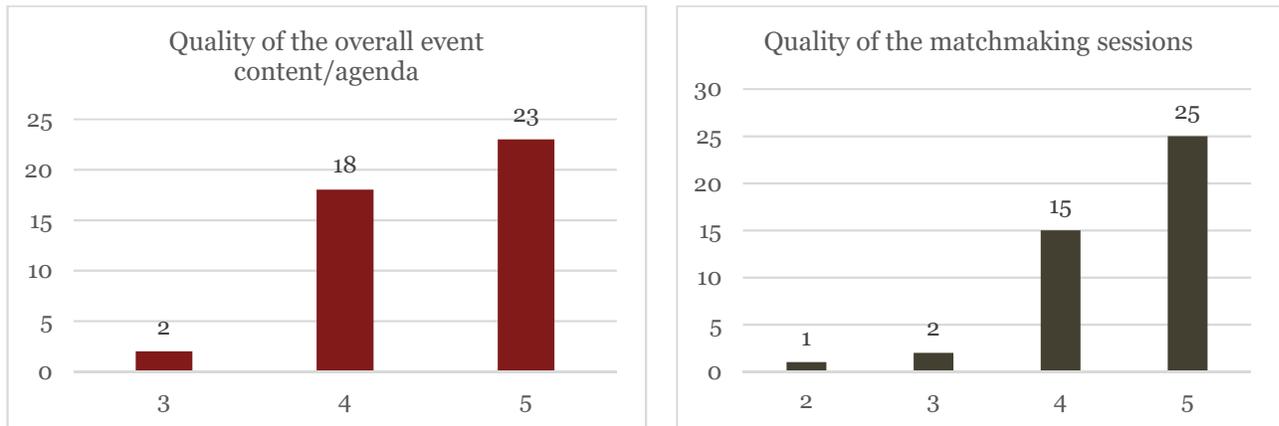
The analysis in the following sections is based on the survey responses received from 43 clusters participating in the EU-Ukraine Cluster Policy Learning and Matchmaking Event.

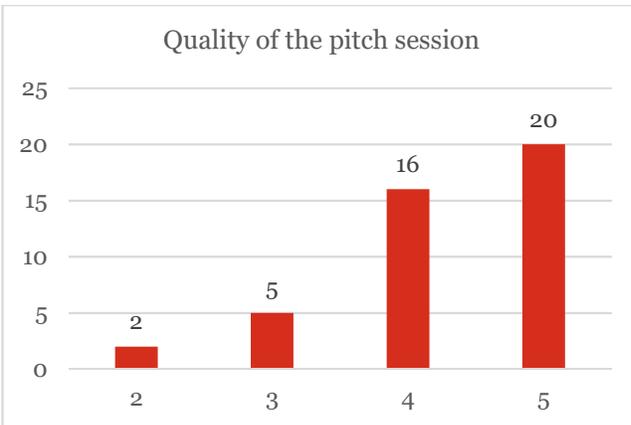
a) Overall quality of the event

The results of debriefing survey concerns the overall quality of the event, its content and different sessions, including pitching, matchmaking sessions and site visits. In general, the participants of the event provided a positive feedback.

Most of the cluster organisations rated the event and different sessions between 4 and 5 points (95.4% satisfaction rate), while two clusters rated the quality of the event with 3 points (5 is being the highest value, 0 is the lowest). These results confirm that clusters see the EU-Ukraine Policy Learning and Matchmaking Event as highly successful and beneficial (Figure 4).

Figure 5: Quality of the overall event and its sessions (0 being the lowest value, 5 – the highest)





Source: PwC

The most useful session of the event for participants was the matchmaking session, in which representatives of different cluster organisations met their potential counterparts through pre-arranged meetings. The quality of matchmaking session was considered as good or high, ranked with 4 and 5 points accordingly by 40 clusters out of 43, resulting in a satisfaction rate of 93.0%.

Matchmaking session provided the cluster organisations with the opportunity to exchange contacts and relevant information, identify possibilities for concrete collaboration with each other, share their experiences and challenges as well as discover the Ukrainian market. Overall nearly 90 matchmaking meetings took place during the event.

Site visits were perceived as a good activity for the second day of the event. The site visit session was suggested to European clusters only, as they were specifically interested in demonstration of operation of Ukrainian companies in selected sectors. Out of 23 European clusters, participating in the site visits, 21 assessed its quality as good or high, resulting in 91.3% satisfaction rate. Site visits were a great opportunity to observe how several industries operate in the country and how they collaborate with European counterparts. Unfortunately for some participants the visit was not very relevant to their industries and did not have impactful results and/or contacts.

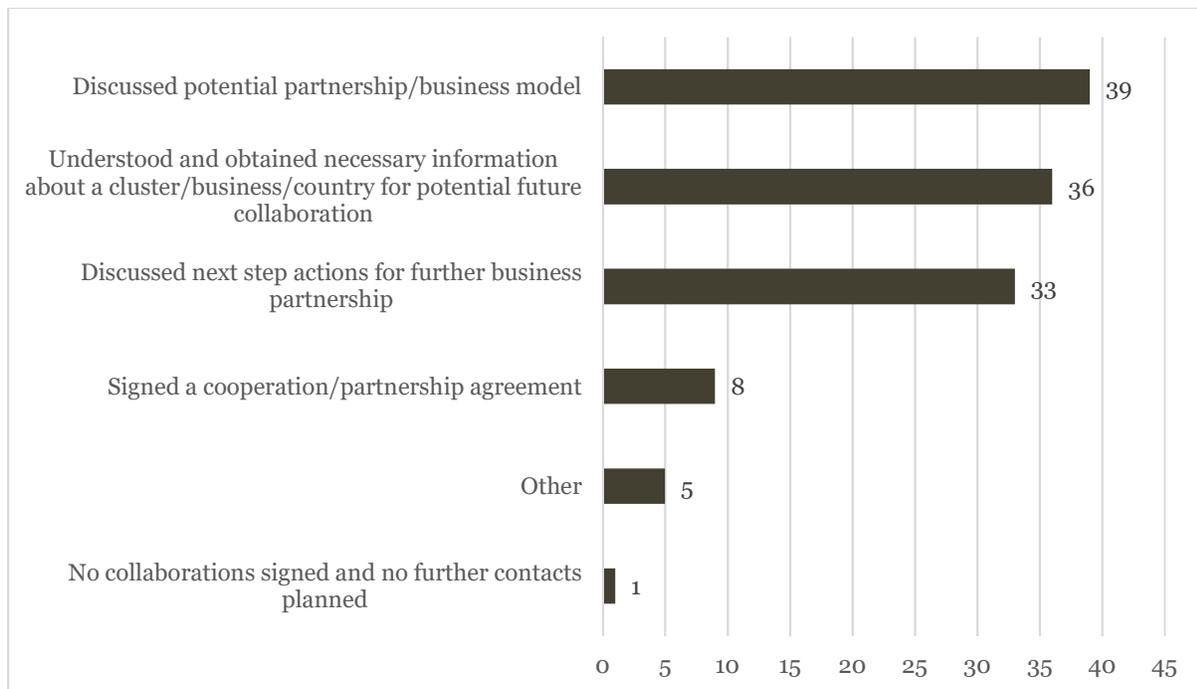
On the other hand, the policy-related part of the event, namely the Cluster Policy Developments and Exchange of Good Practices session in which policy makers overviewed national policies on cluster eco-systems in different countries received some suggestions from the participants. Some participants of cluster organisations stressed that this session was too long and less relevant for their daily work, industry and/or practices.

The participants also highly appreciated the networking dinner a day before the initial meeting. The networking dinner prior to the event gathered majority of cluster participants from Ukrainian and European side, and gave them an opportunity to get to know each other before the official event kicked off.

b) Individual outcome of the event

In terms of results achieved, the majority of participants indicated that they managed to discuss potential partnership/business model with Ukrainian or European cluster counterparts (39 clusters; 90.7%), understood and obtained necessary information about a cluster and a country for potential future collaboration (36 clusters; 83.7%) as well as discussed next step actions for further business partnerships (33 clusters; 76.7%) (Figure 6).

Figure 6: Individual outcome of the event



Source: PwC

Eight cluster organisations indicated that they signed or are going to sign a cooperation or partnership agreement. (Table 2).

Table 2: Cluster organisations, which indicated a signed or to be signed cooperation agreement

Nº	Cluster	Field(s) of activity
1.	Cherkasy IT Cluster	IT
2.	Sumy IT Cluster	IT
3.	KYIV IT Cluster	IT
4.	Packaging Cluster	Food
5.	Smart Food Lithuanian Food Export Association	Food
6.	Moravian Silesian Automotive Cluster	Transport/ Automotive
7.	Chernihiv IT Cluster	IT
8.	Kharkiv IT Cluster	IT

Source: PwC

Other cluster organisations mentioned that they are going to collaborate with Ukrainian/European cluster partners on specific projects and programmes in various frameworks launched by the EU (e.g. COSME, Horizon 2020, Smart IndustTrY textile: STYLE, etc.).

Some others noted that they are planning to establish a common platform aiming to share knowledge, experience and network as well as take joint actions on the national level when appropriate. Table 3 provides an early indication of the type of collaboration foreseen. However, it was too early for most of the participants to be firm about the subject matter of the collaboration.

Table 3: Overview of type of cooperation

Type of cooperation	Number of cluster organisations
Exchanging relevant experience and information	10
Establishing a long-term partnership	15
Cooperating on common projects	14
Signing memorandum of understanding (MoU) (foreseen)	6
Participating in common events	4
Not specified	2

Source: PwC, based on individual responses of cluster organisations

Depending on the sectorial focus of cluster organisations, some participants expressed that they would be interested in collaborating with Ukrainian business enterprises and cluster organisations operating in industrial engineering, machinery production and automotive

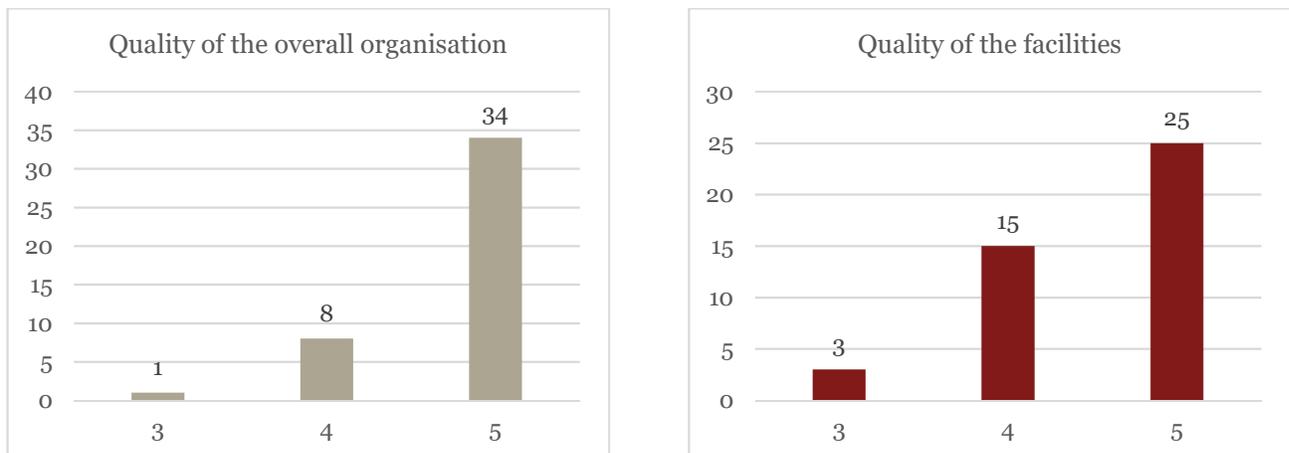
technology. Mining and renewable energy sectors as well as innovation and smart technology were also of a particular interest.

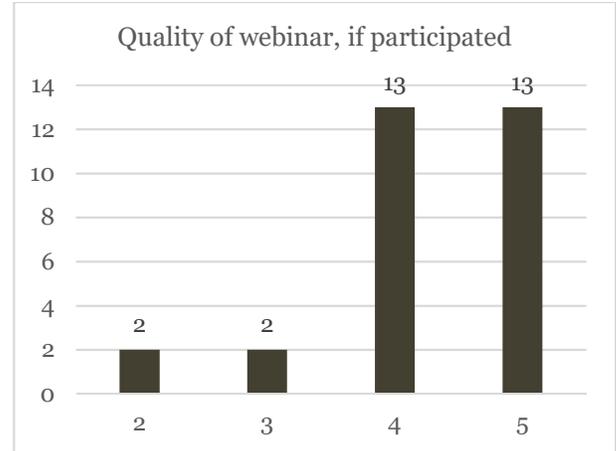
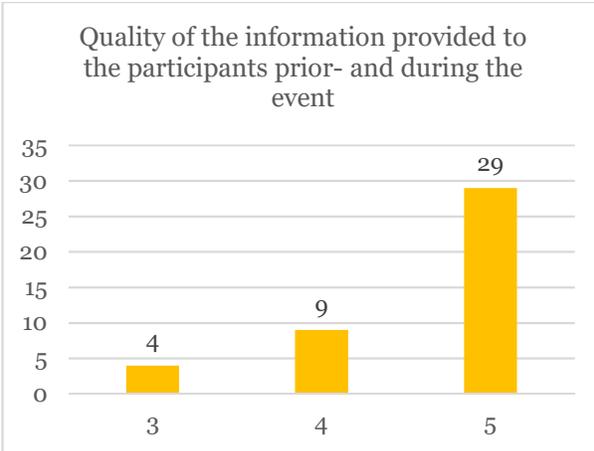
Cluster organisations also noted that the future collaboration with countries such as Moldova, Georgia, Armenia, Azerbaijan, Belarus, Canada, Western European and Balkan countries, Brazil and Israel would enable cluster organisations to unlock more and new business opportunities beyond their geographical scope of their operations.

c) Overall quality of organisational part of the event

In terms of organisation and logistics of the event, the results received from participants were very positive (see Figure 7: **Quality of the overall organisation, facilities and information provided to participants prior- and during the event (0 being the lowest value, 5 – the highest)**). None of participants rated any of the items unsatisfactory (below 2 points). Overall quality of organisation, facilities and information provided to participants prior and during the event, including the webinar, were affirmatively perceived by participants and some indicated that provided information was beneficial and contributed to overall success of the event.

Figure 7: Quality of the overall organisation, facilities and information provided to participants prior- and during the event (0 being the lowest value, 5 – the highest)





Source: PwC

The overall quality of organisation of the event was ranked as good or high by 42 clusters out of 43 (97.7%). The quality of facilities also received high scores with the satisfaction rate of 93.0%. Quality of the information provided prior and during the meetings was highly appreciated by 90.5% of respondents (38 out of 42 clusters replying to this question). Finally, 26 out of 30 participants (86.7%) perceived the quality of the webinar as good or high. The webinar served an introduction and explanatory tool for participants and helped them to better prepare to more efficient matchmaking meetings. However, some of the participants could not join the webinar due to technical issues.

d) Question and Answer session

After the presentations delivered by policy makers, cluster organisation participants had an opportunity to ask questions, which was an excellent way to stimulate discussion and share ideas on EU-Ukraine cluster policy learning. The main questions were:

- What are the criteria for the accreditation of clusters?
- Can anybody share any success stories of clusters developing without the financing by the government?
- Is the Ukrainian attractiveness for investment mainly due to its low-cost labour?

In response to these questions, some other participants shared some remarks and comments as follows:

- A cluster organisation from Romania mentioned Romania is mostly lacking IT professionals and therefore there is a high interest in collaborating with Ukraine for human resources in IT, which is a great opportunity for partnerships during this event.
- Similarly, a Hungarian participant shared the experience about developed IT clusters without public financing in Hungary. There are six successful IT clusters in Hungary, which have been created and developed without public funding. Availability of skilled workforce remains the main challenge for the sustainability of these clusters, however in order to obtain skilled labour force on the regular basis, some clusters cooperate with universities in the field of dual education. For instance, clusters organise private 6-month training for IT professionals to align their competences with market needs, which is a good example of how clusters overcome the challenge of qualified professionals.
- On the other hand, the cluster participants from France noted that labour force in innovation industries is very important not only in respect to wages, but also in terms of overall availability of staff. For some areas, wages in Ukraine are higher than in France, e.g. for mechanical engineering. The capacity and size of market in Ukraine is also considered as an asset and not necessary considered as cheap labour market.

e) Suggestions to improve the future cluster matchmaking events

The cluster participants were asked to provide their impressions, recommendations and remarks about the event during the debriefing session on-site and through the electronic debriefing survey. Summary of results received from participants is listed as follows.

Preparation prior to the event: some participating cluster organisations stressed that in order to benefit from such events and establish long-term collaboration, it is necessary to make

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good preparation before the event takes off. *“If we do not put anything in, we will never receive anything out of it, regardless of financial support”*. Similarly, it is essential, according to clusters, to know what a potential cluster partner is looking for.

Participating clusters stressed the importance of preparation for other complimentary activities to increase their chances of new collaboration activities with business enterprises. For instance, getting a list of contacts of business enterprises from the embassy or/and Chamber of Commerce in the country where event takes place and asking for help to prepare for those meetings would be highly useful to unlock a broader scope of more opportunities for collaboration with potential partners.

The length of the matchmaking session: some participants indicated that overall matchmaking session was too short in regards to other sessions of the event with very little break in between, which made difficult to prepare for the following meeting with another cluster organisation. Some participants suggested that instead of having 30-min meetings, 20-min meetings with an increased number of clusters would be more efficient.

Clusters organisations: Clusters consider beneficial involvement of more Western European and Scandinavian clusters with more than one representative. This would increase the number of matchmaking meeting and multiply chances for successful collaboration. However, some clusters noted, that if there were more people, it would be more difficult to network. Some other noted that ICT clusters were overrepresented in the event and it would be better to have more balanced cluster sectorial representation.

Sectorial meetings: some participants expressed preference in having cross-sector meetings (as cross-sectorial meetings are better than focused per sector especially for ICT), while others noted that it was difficult to cooperate and better to focus per sector. Therefore, the sectorial focus of the matchmaking meetings strongly depends on the sector.

Language barrier: Ukrainian clusters faced the English language barrier. Even though the event was supported by interpreters facilitating the communication between clusters, the clusters reported some difficulties in communication. European clusters noted that knowledge of English is crucial for Ukrainian clusters to be able to cooperate with European partners and internationalise, especially when this cooperation comes to specific details and potential practical collaboration. Similarly, some Ukrainian clusters have their Websites and brochures only in Ukrainian, making the presentation of its activities to European partners complicated. In this way, European participants suggested that language should be a criterion for selection of clusters for matchmaking events in the future.

Discussions on national policies: shorter presentations and less policy discussions would work better and save some time for matchmaking sessions.

Business climate of Ukraine: it would be helpful to have an overview of business climate and how cluster eco-system works locally (i.e. business culture, local market and investment opportunities). Having more practical information on Ukrainian business and cluster ecosystems,

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economy, taxation and national laws would support the preparation for the matchmaking meetings.

Collaborations: collaboration with Ukrainian clusters is generally difficult due to the difficult financial situation of Ukrainian companies and limited access to finance. Specifically some agro/food clusters from Europe pointed that Ukraine is a strategic country for collaboration because of its raw materials. Lithuanian food cluster pointed that it would be beneficial to organise mutual learning and visits between Lithuanian and Ukrainian companies to share the knowledge and experience. However, those suggestions so far are not supported with sufficient financial support on both sides.

An interactive **debriefing session** well received by participants as a tool for improvement and reflection. Feedback received from the cluster organisations highlighted the usefulness of combining policy and learning opportunities with C2C activities as well as potential C2B cooperation's. The cross-sector focus of the event is an essential feature that needs to be reinforced for the successful future collaboration.

Webinar and other provided materials: Participant provided a positive feedback for the Converve - online tool used for organising and facilitating the matchmaking session. Moreover, good feedback was received for the webinar before the event. This introductory session was beneficial for participants and provided them more background information on the investment climate in Ukraine and clusters operating in the country.

Pitch session: participant suggested that having longer pitches will be useful to be able to better present themselves. Some suggested that instead of organising meetings beforehand it could be good to have a similar concept of "speed dating" so it would give a chance to meet all clusters for 1-2 minutes and after it, each participant could decide with which clusters she/he would like to have a B2B meeting.

ECCP: Boosting the profile on ECCP is key to network and make collaborations for the future. Economic and diplomatic connections are an important tool to use for cooperation. For instance, meeting with the embassies of participants' countries is the first step to go forward.

Other suggestions: some follow up activities on how to apply for COSME and Horizon 2020 programmes with real examples of case study would be helpful. Cluster also notes that participation in COSME programme represents a challenge for Ukraine due to the high rate of self-financing (25%), that often represents a barrier for Ukrainian companies.

In addition, some clusters expressed interests for sharing the experience of European clusters in setting up a cluster structure in their countries, especially in case the cluster was created with public financing.

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f) Remarks from case studies

“EU-Ukraine Cluster Cooperation case studies demonstrated the real mechanisms of cooperation that are available today. It also showed positive aspects as well as possible obstacles on the way of their realisation for collaboration.”

The presentations of EU-Ukraine Cluster Cooperation case studies demonstrated **three concrete examples of existing collaborations of cluster organisations operating in different industries between Ukraine and other COSME countries.**

These are three international clusters cooperation in agri/food among Ukraine, Latvia and Lithuania. Mariia Makhnovets, Ukrainian Food Valley, and Giedrius Bakusinskas, Lithuanian Smart Food Cluster presented an overview of existing agri/food cluster collaboration between Ukraine and Lithuania. They highlighted the strengths and weaknesses of creating an agri/food cluster in Ukraine. Ukrainian clusters in agri/food industry struggle with a lack of normative and regulatory framework, a lack of financial incentives from the government while the idea of “collaboration” is not yet accepted by the business, therefore farmers are unwilling to unite for the greater good.

On the other hand, Giedrius Bakusinskas stressed Lithuanian point of view regarding difficulties in B2B cooperation with Ukrainian clusters. First and foremost, clusters in Ukraine are at the early stage of development and without financial support from the government so establishing a strong long-term partnership is very difficult. Second, there is difference in people’s mentality. If people tend to comply with certain obligations, rules and agreements in Western Europe, business partners in Ukraine are quite often different from such approach. It could be seen as unreliability of partnership and most business entrepreneurs from Western Europe face this problem leading to financial deception and financial loss. A high level of corruption also contributes to forming the appropriate mentality, which is also rooted in a business culture. Third, low purchasing power and a small middle class population are part of the cooperation problem. Last but not least, in some industries there is a lack of qualified specialists. For instance, if a Ukrainian worker is considered as a good welder according to Ukrainian standards, in many Lithuanian companies Ukrainians need additional qualification and training to meet general standards. As a result, if there are means for joint cluster initiatives between Ukraine and EU countries, the question remains to be answered who can prepare good quality applications and handle finance. Most likely responsibility would lie on EU clusters.

On contrary, Mr Bakusinskas noted that Ukraine offers a good range and good quality of raw materials in food production. While the European food sector is focused on the production of end-products rather than cultivation of raw materials, the Ukrainian food industry is a great player to

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fill this gap. Ukraine also has a large hub of highly skilled IT specialists to offer to the European markets.

Mr Bakusinskas expects further collaboration with Ukrainian counterparts after the event, however it might take some time to build partnerships and achieve concrete results in a short period of time. The most difficult part in this regard is a lack of concrete financial tools and investments to develop partnerships with Ukrainian clusters, especially taking into account that Ukrainian clusters are voluntary self-sponsored entities without financial governmental support. However, for collaboration purposes, cluster organisations from Lithuania and other post-Soviet countries have an advantage over other European countries because of the knowledge of the Russian language as well as understanding of a local mentality. As the case studies showed, successful existing collaborations came from the Eastern part of Europe and therefore recommendation for other European cluster organisations would be to make collaboration via partners from Baltic States or other neighbouring countries, which could leverage on certain skills and knowledge.

Another case study of collaboration was presented by Lyudmyla Shyyko, Precrapathian eco-energy cluster, Ukraine and Ramon Vivanco Mugarra, ArchEnerg, Hungary, who shared an overview of international cooperation in the eco-energy domain.

They both shared similar experience in barriers for international cooperation barriers as clusters operating in agri/food industry such as inter-state borders, incoherency in economy and laws, differences in social and business culture, insufficient delivery and accessibility of necessary information. On the other hand, benefits of cooperation with Ukrainian cluster are, inter alia, new market segments, knowledge and experience exchange, learning, new products and destinations.

Currently both clusters collaborate in EaP Plus project where they exchange good practices and strengthen inter-cluster cooperation between ArchEnerg and PEEC. Possibility for future cooperation is for exchange of staff to learn about R&I cluster strategy and organising common events and communication activities. Clusters signed **Memorandum of Understanding in January 2018**.

Alexandre Yurchak, Association of Industrial Automation of Ukraine, together with Tomasz Małeck i and Michał Pukacz, the Polish Research and Development Cluster of the Internet of Things shared experiences in Ukraine developing the ecosystem in industrial hi-tech segments. Main objectives of both clusters are to build the strong network, set-up common agenda on the challenges & priorities of IoT development in industrial applications in both countries and define a list of best practices sharable for both. Mutual information and knowledge exchange can strength both countries in new Internet of Things (IoT) area and prepare for investment opportunities in the future.

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"There is no recipe of good cluster collaboration, but working together and staying united is key"

Michal Pukacz from the Polish Research and Development Cluster of the Internet of Things

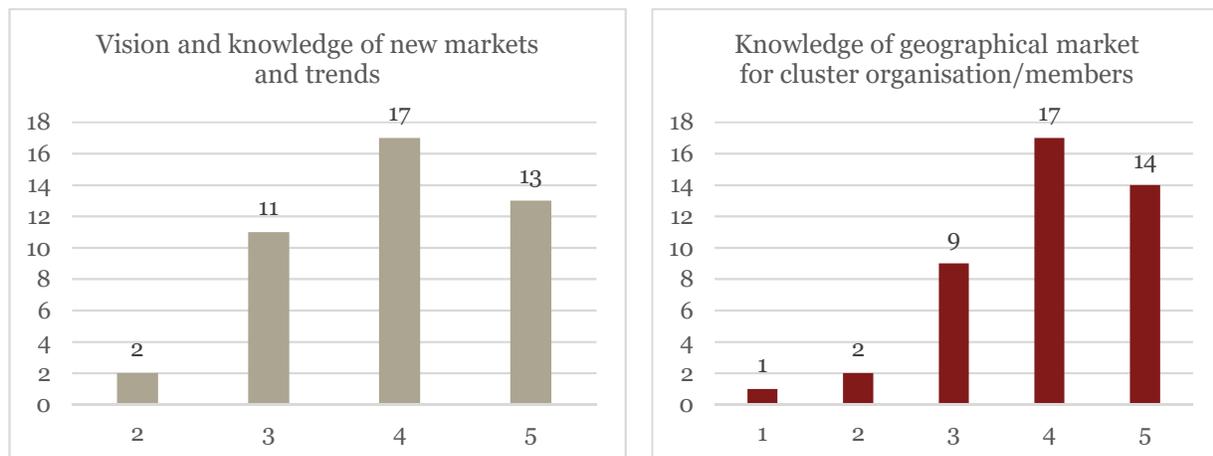
g) Relevance of the event towards individual objectives

Results of the debriefing survey show positive results in terms of relevance of the event towards individual objectives of cluster organisations across all indicators (Figure 7)¹.

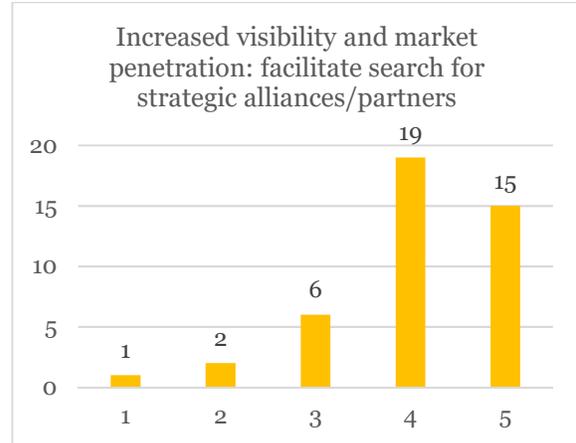
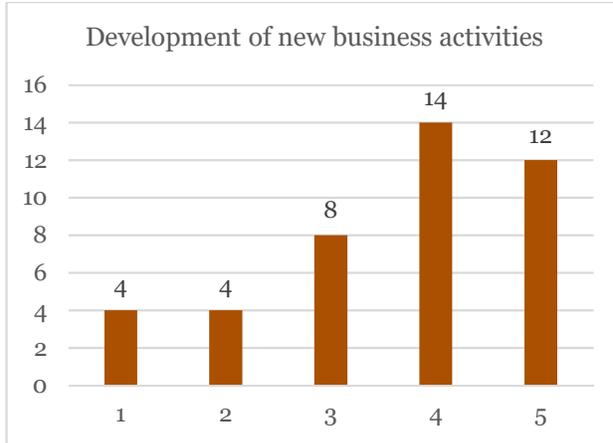
The event was extremely relevant for increasing visibility and market penetration as well as facilitating search for strategic alliances and partners, in which two thirds of participants scored the highest value of 4 and 5 (79.1%). The relevance of the event to learning about geographical markets, develop new business activities and expand knowledge of new markets and trends also received a good or high rating, varying from 65.1% to 72.1% of success rate.

Overall, relevance of the event towards individual objectives is considered to be highly beneficial.

Figure 8: Results of the event towards individual objectives (0 being the lowest value, 5 – the highest)



¹ A question on "Signature of cooperation agreements with participating cluster organisations and/or companies" was disregarded due to misunderstanding the nature of the question.



Source: PwC

h) Impact of the event

The impact of the event was analysed through a total number of clusters the participants are planning to keep in touch with to establish further cooperation and through total number of cooperation agreements/letters of intent the clusters have initiated or planned to establish with clusters/business networks/facilitators/SME representatives with whom they met at the event (Figure 9)

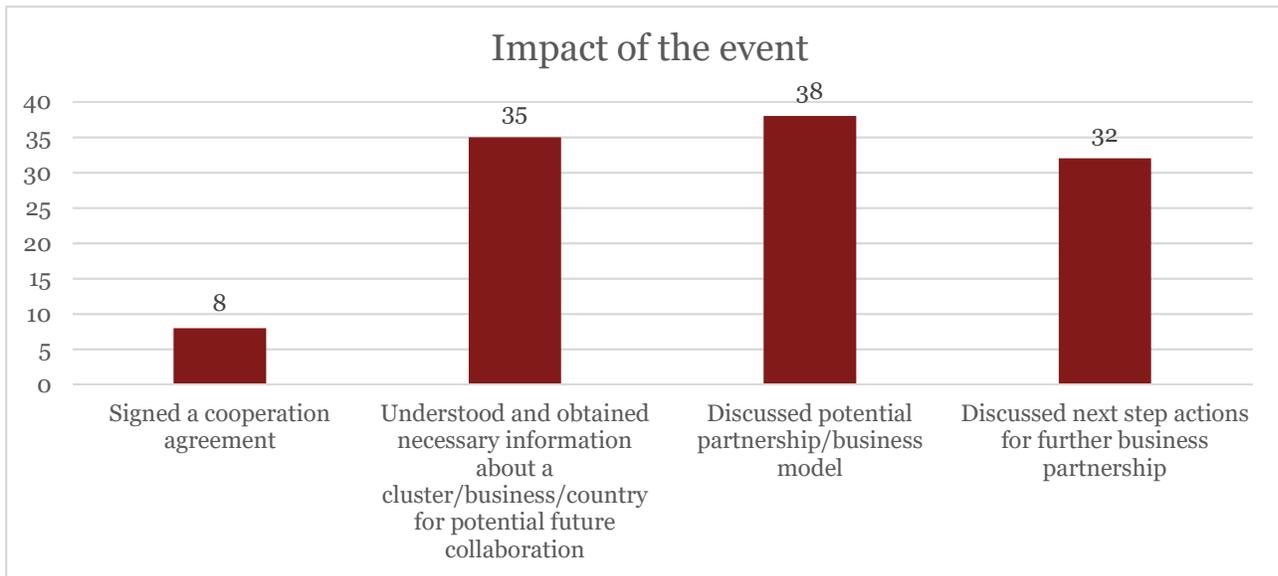
The total number of SMEs able to take advantage of cluster collaboration

309

The average number of SMEs per cluster able to take advantage of cluster collaboration

12

Figure 9: The impact of the event

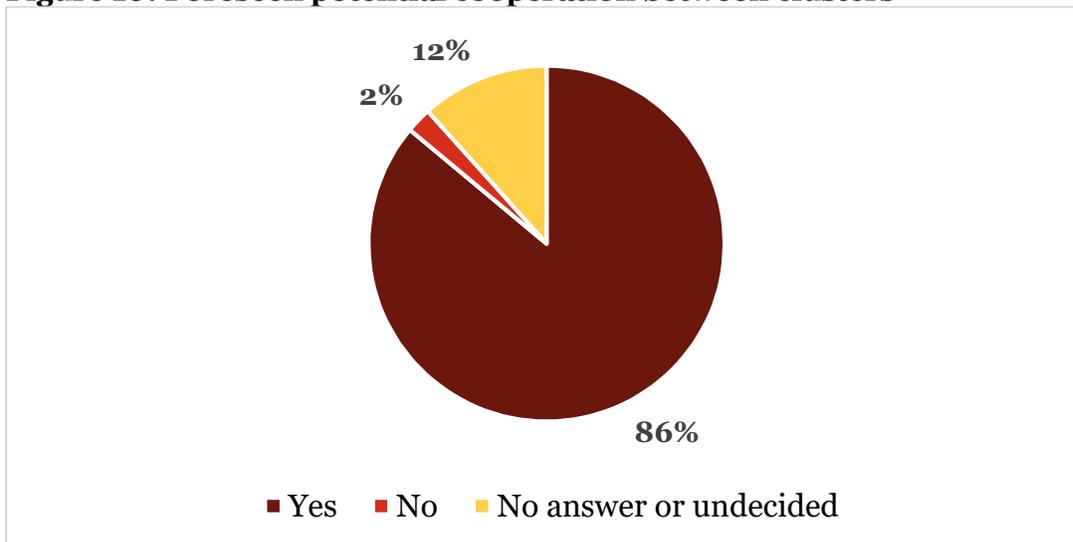


Source: PwC

i) Cooperation objectives and next steps

As results of questionnaire showed, 86% of representatives of cluster organisations foresee potential cooperation (Figure 10).

Figure 10: Foreseen potential cooperation between clusters



Source: PwC

Cooperation objectives that each cluster organisation pursued during the event vary, however most cluster organisations aimed to familiarise with Ukrainian market, its challenges and potential, business opportunities, meet Ukrainian counterparts and receive information on how to jointly participate and apply for a number of programmes and grants (e.g. COSME and Horizon 2020).

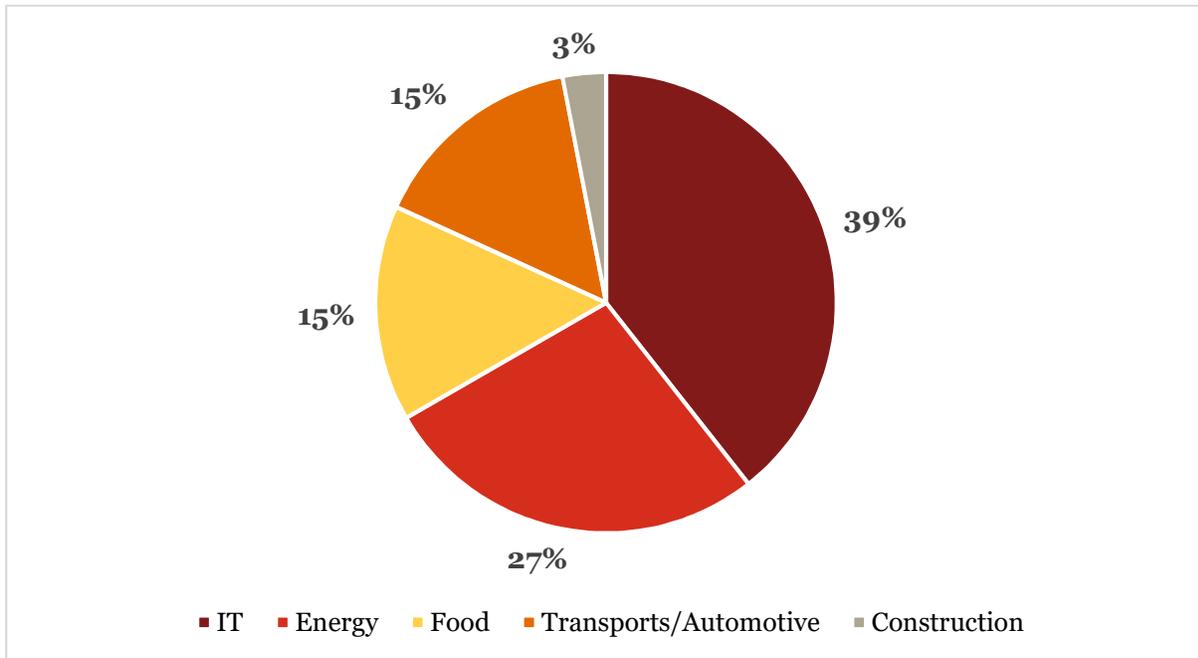
Some others also sought to develop synergies of various industries that clusters operate in, establish communication channels, exchange experience and knowledge as well as expand their networks that could later lead to potential collaboration agreements.

In terms of type of a cooperation, participants aim to reach agreements in the near future mostly in a memorandum of understanding (MoU), participating in common international projects, EU sponsored programmes and consortium.

Most representatives of cluster organisations intend to take concrete steps in terms of establishing communication channels (e.g. conference calls, webinars and direct communication), developing a work plan, identifying the best areas of collaboration, exchanging necessary information and planning meetings and visits) that would enable to result in concrete collaboration agreements in the near future.

Most cluster organisations seek to cooperate in IT (39%) and eco-energy (27%) domains. Cooperation in Food and Transport/Automotive domains is foreseen as the second highest domains that 15% of all cluster organisations expressed their intentions for cooperation (

Figure 11: Domains for future collaboration



Barriers to reach a cooperation agreement might include: the language barrier, a lack of finance support and availability, different business interests and the lack of experience of Ukrainian clusters, which could influence their cooperation capacities. The broader risks might include political instability, currency risks and possible corruption etc.

Testimonials

Johan Wasberg, Technology Center Oy Merinova, Vaasa, Finland



“We are very happy about the EU-Ukraine Cluster Policy and Matchmaking Event. During the matchmaking, we identified two Ukrainian cluster with which we can start discussion about cooperation on a demo project for intelligent lightning. Both the Association of Industrial Automation of Ukraine and the Interstate Consultants Engineers Guild are potential partners in our new to be established international project for which we seek support from the Finish government.”

Julia Piven, Chernihiv IT Cluster, Ukraine



“The EU-Ukraine Cluster Policy Learning and Matchmaking Event was a big success for the Chernihiv IT Cluster. The Matchmaking event revealed many opportunities with the Cluj IT Cluster from Romania, as well as with the Vojvodina IT Cluster from Serbia. Apart from future opportunities in IT sector, I had a chance to discuss potential cross-sectorial collaboration with Geoscience Ireland from Ireland on the implementation of IT solutions in the eco-energy sector. Amongst the Ukrainian IT clusters and Agro-food clusters we have had fruitful discussions about cooperation as well as with the export promotion office of Ukraine. We hope that more similar events will be organized, because they are vital to reach EU clusters”.

Artur Radzio, Mazovia Cluster ICT, Warsaw, Poland

“Mazovia Custer ICT is planning to intensify cooperation with Ukraine by organizing a matchmaking event with Ukrainian companies in 2018. The project is funded by the by the European regional development fund (ERDF) as a part of the internationalisation of National Key Clusters in the frame of the Smart Growth Operational Programme, which is actively supported by the Polish Agency for Enterprise Development (PARP). The upcoming Matchmaking session will gather Polish and Ukrainian companies in the ICT sector. For the Mazovia Cluster ICT, the EU-Ukraine Cluster Policy and Matchmaking Event was instrumental in identifying Ukrainian clusters which can help in identifying Ukrainian IT companies to be invited to this bilateral event.”

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Giedrius Bagusinskas, SMART food cluster, Lithuania

“The EU-Ukraine Cluster Policy and Matchmaking Event was a very helpful initiative for cluster cooperation. The event paved the way to meet new and more Ukrainians clusters with whom we started communicating and might materialize into cooperation projects. The event encouraged the Ukrainians clusters to cooperate and they already have some initiatives that they will try to implement. In addition, we already commenced our cooperation with Hungarian cluster through involving them into one of our projects, which is under preparation and we also have very serious intentions to collaborate with Spanish cluster so needless to say the benefits of the event are reciprocal.”

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Conclusions

The results of debriefing survey show that representatives of cluster organisations from Ukraine and other COSME countries perceived the EU Cluster Policy Learning and Matchmaking Event as highly beneficial for their future business collaboration and achieved its objectives.

Overall results demonstrated that most clusters are keen to establish further contacts with their business counterparts and foresee to sign cooperation agreements between Ukrainian and EU cluster organisations in the near future.

The matchmaking session provided in particular a good environment for identifying and establishing contacts with potential cluster organisations, sharing contacts, experience and their networks that might lead to concrete collaboration agreements and long-term strategic cooperation. Some participants suggested that instead of having 30-min meetings, 20-min meetings would be better with an increased number of clusters for those sessions.

Several overall issues have been raised at the debriefing session of the event in order to improve future matchmaking events. Some participants stressed that the language barrier and the lack of financial support for Ukrainian clusters might hinder future collaboration among cluster organisations. Others mentioned that discussion on national policies was not very relevant and hardly have any value for all clusters. Instead, practical information on business climate and how cluster eco-system works locally (i.e. business culture, local market and investment opportunities), including taxation, regulatory environment and national laws would be more fruitful.

Despite some remarks, the overall result of the event showed that majority of cluster organisations considered the event as highly beneficial and valuable, which hopefully lead to potential partnerships.

Annex

a) Agenda

2018 EU Cluster Policy Learning and Matchmaking Event in Ukraine

27-28 March 2018 – Kyiv, Ukraine

Venue: iHub, Khreschatyk St, 10, Kyiv, Ukraine, 01001

Day	Cluster event
<p>Day One 27 March 2018</p>	<p>09:30: Registration and welcome coffee</p> <p>10:00: Welcome Introduction by:</p> <ul style="list-style-type: none"> ✓ Dmytro Podoliev, CEO of iHub, Ukraine ✓ Oleksandr Chernykh, Head of Industrial Policy Department, Ministry of Economic Development and Trade of Ukraine (TBC), ✓ Slawomir Tokarski, Director of Innovation and Advanced Manufacturing, DG GROW, European Commission <p>Policy Round Table moderation by Siemon Smid, PricewaterhouseCoopers</p> <p>10:25: Cluster Policy developments and exchange of good practices</p> <p>Speakers:</p> <ul style="list-style-type: none"> ✓ Olga Bolibok, Project Manager, Industry and Innovation Development, Reforms Delivery Office, Cabinet of Ministers of Ukraine ✓ Peter Keller, International and Cluster Unit, Ministry for National Economy, Hungary ✓ Gabriela Pirvu, Industrial and Competitiveness Policy, Ministry of Economy, Romania ✓ Katarzyna Kuza, Innovation Department, Ministry of Entrepreneurship and Technology, Poland ✓ Nicolas Perrin, Advisor on Agriculture, French Embassy in Ukraine <p>11:20: Q&A session</p>

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11:30: European Cluster Collaboration Platform services and the EAP+ H2020 Project

Speaker:

- ✓ **Marc Pattinson**, European Cluster Collaboration Platform

11:45: EU-Ukraine Cluster Cooperation case studies

The strengths and weaknesses while creating an agri-food cluster in Ukraine

Speakers:

- ✓ **Mariia Makhnovets**, Ukrainian Organic Cluster
- ✓ **Giedrius Bakusinskas**, Lithuanian Smart Food Cluster

International cooperation - chances and barriers, from the point of view of a Ukrainian cluster

Speakers:

- ✓ **Lyudmyla Shyyko**, Precrapathian eco-energy cluster, Ukraine
- ✓ **Ramon Vivanco Mugarra**, ArchEnerg, Hungary

Experiences in Ukraine developing the ecosystem in industrial hi-tech segments

Speakers:

- ✓ **Alexandre Yurchak**, Association of Industrial Automation of Ukraine
- ✓ **Tomasz Malecki**, The Polish Research and Development Cluster of the Internet of Things
- ✓ **Michał Pukacz**, , The Polish Research and Development Cluster of the Internet of Things

12:40: Pitch session

13:30: Walking lunch

14:30: Keynote speeches by H.E. First Vice Prime Minister – Minister S. Kubiv and H.E. Commissioner E. Bienkowska

15:00: Matchmaking session

17:00: Debriefing session for EU clusters

- ✓ The Ukrainian export strategy for Ukrainian clusters by Nataliya Mykolska,
- ✓ Deputy Minister for Economic Development and Trade (tbc)

17:45: Visit of iHub and Networking cocktail

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	20:30: Closing of the day
Day Two 28 March 2018	<p>09:00: Site visit with a possible matchmaking session (only for European clusters)</p> <ul style="list-style-type: none"> ✓ IT: UNIT.City, UNIT.Factory coding school; http://unit.city/, https://unit.ua/ ✓ AgroFood: GreenGarden Group (greens and herbs) http://greengardengroup.com.ua/en/home/ ✓ Transport/logistics: Ukrainian Logistics Alliance http://ula-online.org/ua/ <p>12:00: Closing of the event</p>

b) Summary of keynote speech delivered by Elżbieta Bieńkowska, the European Commissioner for Internal Market, Industry, Entrepreneurship and SMEs

Clusters and this event are a great way to example what we are doing for start-ups and businesses, including SMEs. We support SMEs because they are more innovative and create more new jobs, and for them to grow, they need not only new markets but also a long-term strategic cooperation.

The EU and Ukraine are an example of cooperation for clusters. Just in Europe alone, 38% of jobs are created by SMEs and start-ups and therefore SMEs need a long term cooperation with strategic partners and we want to encourage more efficient bottom up cooperation.

Industrial dialogue just opened and working on many industrial markets and products such as textile, transport, space and trade opportunities.

Such meeting is a great chance for policy makers to learn best practices and chance to develop and think how to develop public sector programmes to support their clusters organisations. This event is not going to be the first and the last one and we need to follow up on this in the near future.

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c) Summary of keynote speech delivered by Ukrainian First Vice Prime Minister Stepan Kubiv

Stepan Kubiv delivered a keynote speech on cluster collaboration between the EU and Ukraine. He noted that while **Ukraine is on the process of adapting the best practices from EU, businesses have achieved a lot of progress in last three years after removing technical barriers in Ukraine.**

The event as such helps Ukrainian companies to corporate and anticipate business clusters to find partners and become a competitor in the global market. This cluster collaboration event will help the representatives of Ukrainian companies, research and development organisations, and financial institutions to establish cooperation with business clusters, partners from EU and COSME member countries.

Organisation of this event in a form of a dialogue between representatives of businesses and business segments will help to build new principles of relations, which have a perspective for development in a number of business domains and business clusters and will facilitate shaping the respective EU markets, where Ukraine could be real partner.

Moreover, we have started working on the National Programme of Cluster Development to support existing innovative added-value chains. We are grateful for the technical assistance provided by EU. Enhancing the efficiency of management of companies and privatisation, we have achieved a lot of progress in three years with 2.5% growth of GDP despite problems of the East and implementing deficiency programmes. Our markets are focused on export and we have built strong partnerships. Machine building is the most prospective direction for cooperation.

Ukraine is adapting best practices from EU and restarting a new phase of smart specialisation joint efforts with EU so this event will help us to communication between representatives of business and progress further.

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d) Overall Quality of the Event

Name of Cluster Organisation	Quality of the overall event content/agenda	Quality of the matchmaking sessions	Quality of the site visit	Quality of the overall organisation	Quality of the facilities	Quality of the webinar, if participated	Quality of the information provided to the participants prior- and during the event
Cherkasy IT Cluster	5	4	5	5	5	4	5
Sumy IT Cluster	4	4	4	5	4	4	5
Inteligentna Energija	3	5	5	4	4	-	4
Cluster "Ea.F.Tech+"	5	5	5	5	5	5	5
Kharkiv Fashion Cluster	5	4	-	5	5	5	5
Omnipack First Hungarian Packaging Technology Cluster	4	4	4	5	5	1	3
Association of Industrial Automation of Ukraine	4	5	5	5	4	4	5
KYIV IT Cluster	4	5	4	5	5	-	5
Food Products Quality Cluster	5	4	5	5	4	5	4
iTech Transilvania Cluster	5	5	5	5	5	-	-
Packaging Cluster	4	5	4	5	5	5	4
Latvian IT Cluster	5	5	5	5	4	4	4
Smart Food Lithuanian Food Export Association	5	5	4	4	4	-	4
South Poland Cleantech Cluster	5	5	4	5	4	5	5
Cluj IT	4	4	4	5	5	-	5
ArchEnergy International Accredited Innovation Cluster for Renewable	4	5	-	4	4	-	5

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Energy and Building Trade								
Mazovia Cluster ICT	4	5	5	4	4	2	4	
Geoscience Ireland	4	4	4	4	4	-	5	
South West Hungarian Engineering Cluster	4	3	-	4	5	4	4	
ARIA Normandy	5	5	4	5	5	-	3	
Imaginove	5	4	5	5	5	4	5	
Moravian Silesian Automotive Cluster	3	4	4	5	3	1	5	
Oy Merinova Ab	4	4	3	4	4	3	5	
Baltic Eco-Energy Cluster	5	5	5	5	5	-	5	
Transylvanian Mechanical Engineering Cluster	4	2	3	3	3	-	3	
Lithuanian Clusters Association	4	5	4	5	3	5	5	
Public Union "Interstate Consultants Engineers Guild"	5	5	5	5	5	2	5	
Association Â«Bukovyna Information Technology Cluster named after Joseph SchumpeterÂ»	5	5	5	5	5	5	5	
Transylvania Textile & Fashion	5	4	5	5	5	4	5	
Ukrainian logistics alliance	5	4	5	5	4	4	5	
Vojvodina ICT Cluster	5	4	5	5	5	4	5	
Green Energy Innovative Biomass Cluster	4	5	5	5	5	4	5	

Assotiation of Western Ukrainian Developers	4	4	4	5	4	5	4
Agrofoodcluster Kharkiv	4	4	4	5	5	4	5
Vinnysia IT-cluster	5	5	5	5	5	5	5
Konotop IT Cluster	5	5	5	5	5	5	5
Energy cluster "Innovation energy"	5	5	5	5	5	4	5
Precarpathian eco-energy cluster	5	5	4	5	5	4	4
Chernihiv IT Cluster	5	5	2	5	5	5	5
The Polish Research and Development Cluster of the Internet of Things - Lublin Science and Technology Park	5	5	5	5	5	5	5
ICT Cluster of Central Serbia	4	5	5	5	4	5	5
Kharkiv IT Cluster	4	3	4	4	4	3	3
Public Union "Ukrainian Food Valley"	5	5	5	5	5	-	5



e) Debriefing Survey Form



***2018 EU Cluster Policy Learning and Matchmaking Event in
Ukraine***

27-28 March 2018 – Kyiv, Ukraine

Debriefing survey

CONFIDENTIAL

***Please take a moment to complete this questionnaire and return to us.
Your comments and suggestions remain confidential to us. Please return it
to event organisers or send it to Rosemonde Kheddouma at
rosemonde.k@lu.pwc.com no later than the 30th of March 2018.***

1. Cluster profile

Name of Cluster Organisation:	
Contact Person:	
Position/Title:	
Gender:	
E-mail:	
Phone number:	
Social media account	

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2. Have you attended both days of the event?

<input type="checkbox"/> Yes <input type="checkbox"/> No

3. Overall quality of the event

Please score from 0 to 5 (0 being the lowest value and 5 the highest) the following aspects related to the overall quality of the event:

Indicator	Score (0-5)
Quality of the overall event content/agenda	
Quality of the pitch session	
Quality of the matchmaking sessions	
Quality of the site visit	
Quality of the overall organisation	
Quality of the facilities	
Quality of the webinar, <i>if participated</i>	
Quality of the information provided to the participants prior- and during the event	

What session did you find the most useful? Why?

What session did you find the least beneficial? Why?

What are the outcomes that you have achieved in the event? Choose multiple answers if applicable

- Signed a cooperation/partnership agreement
- Understood and obtained necessary information about a cluster/business/country for potential future collaboration
- Discussed potential partnership/business model
- Discussed next step actions for further business partnership
- No collaborations signed and no further contacts planned

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Other:

How useful was your cluster's participation in the event to make collaborations?

Not at all useful Slightly useful Somewhat useful Very useful

If you answered "not at all useful" or "slightly useful", what is the most significant factor for the lack of usefulness?

Please indicate below your suggestions to improve future cluster matchmaking events:

What other countries/cluster organisations and/or SMEs are you interested in collaborating with, if any? In what field of activities?



4. Meeting your individual objectives

What was your key objective(s) for this event and how did (did not) the event meet your objective(s)?
What type of a cooperation agreement have you reached or foresee to reach? Please specify.
What concrete steps/actions do you intend to take after the event? Please specify if these steps or actions are domain specific or industry specific.
What (trade) barriers or issues have you encountered to reach a cooperation agreement, if any?
Which technical expertise or knowledge do you need in order to facilitate cooperation, if any?
Which technical expertise or knowledge do you lack in order to reach an agreement, if any?
Do you foresee potential cooperation between the members of your cluster and the members of the cluster you will cooperate with?
In what domains or industries do you intend to cooperate?
How many SMEs are able to take advantage of cooperation between your cluster and the cluster you will cooperate with?

5. Relevance of the event towards individual objectives

Please score from 0 to 5 (0 – is not relevant, 5 – the most relevant) the following aspects related to the relevance of the event towards your individual objectives:

Indicator	Score (0-5)
Vision and knowledge of new markets and trends	
Knowledge of geographical market for cluster organisation/members	
Signature of cooperation agreements with participating cluster organisations and/or companies	
Development of new business activities	
Increased visibility and market penetration: facilitate search for strategic alliances/partners	

6. Impact of the event

Please quantify the following aspects related to the impact of the event:

How many cooperation agreements/letters of intent has your cluster initiated or plans to establish with clusters/business networks/facilitators/SME representatives met at the event?	
How many potential clusters/SMEs do you plan to keep further contact with to establish cooperation?	

Please provide information on the organisation(s) you plan to keep further contact with to establish cooperation:

1. Organisation Name (or main activity if confidential):

Organisation Country:

Type or field of cooperation:

Please briefly specify the cooperation objective/activity explored, agreed upon, initiated or established and indicate the specific actions/implementations steps you plan to undertake or have undertaken:

Any comments:



2. Organisation Name (or main activity if confidential):

Organisation Country:

Type or field of cooperation:

Please briefly specify the cooperation objective/activity explored, agreed upon, initiated or established and indicate the specific actions/implementations steps you plan to undertake or have undertaken:

Any comments:

3. Organisation Name (or main activity if confidential):

Organisation Country:

Type or field of cooperation:

Please briefly specify the cooperation objective/activity explored, agreed upon, initiated or established and indicate the specific actions/implementations steps you plan to undertake or have undertaken:

Any comments:

4. Organisation Name (or main activity if confidential):

Organisation Country:

Type or field of cooperation:

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Please briefly specify the cooperation objective/activity explored, agreed upon, initiated or established and indicate the specific actions/implementations steps you plan to undertake or have undertaken:

7. Any further comments or suggestions?

Further contacts:

The European Cluster Collaboration Platform Team: contact@clustercollaboration.eu

EU and Ukrainian cluster profiles can be found at www.clustercollaboration.eu

www.clustercollaboration.com