



Cluster Matchmaking Event on agro-food manufacturing value-chain in EUROMED countries Mission Proceedings Report

Milan, Italy | 6th and 7th of May, 2015

Organised in the context of the Milan Expo 2015



Executive Summary

The *Cluster Matchmaking Event on agro-food manufacturing value-chain in EUROMED countries*¹ that took place in Milan (Italy) on the 6th and 7th of May 2015 was part of a thematic matchmaking event organised by the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs together with the Enterprise Europe Network (EEN) as a part of a policy that aims to promote international cluster cooperation for the benefit of SMEs. The Matchmaking Event took place in the context of the Milan Expo 2015 (1st of May 2015 - 31st of October 2015), which has as its central theme "Feeding the Planet, Energy for Life".

Under this scope, Sociedade Portuguesa de Inovação (SPI) organised and supported a Cluster Delegation that participated in the Event. The clusters were selected primarily due to their willingness and understanding of the need to collaborate with other clusters and network organisations from EUROMED countries in order to better support their SMEs in a competitive global market.

The Cluster Delegation was comprised of 26 European cluster representatives active in the agro-food manufacturing value-chain from 12 European countries (Denmark, France, Greece, Italy, Poland, Portugal, Romania, Serbia, Spain, Sweden, Ukraine and United Kingdom). They represented a range of fields that included: food and drink manufacturing, innovative and high quality food products, safety and quality control, food traceability, food conservation and shelf life, and packaging materials and design.

The Cluster Delegation participated in cluster-to-cluster (C2C) and cluster-to-business (C2B) meetings, where they had the opportunity to discuss potential collaborations and partnerships. The cluster participants conducted more than 170 meetings with clusters (more than 80 C2C meetings) and companies (more than 90 C2B meetings). These meetings allowed the Cluster Delegation to identify cooperation opportunities, including potential cooperation agreements and collaborative project ideas. In this sense, 74% of Cluster Delegates plan to keep further contacts or establish further cooperation agreements with four or more of the clusters they met at the event.

Moreover, the Cluster Delegation participated in a *Cluster Introduction Session*, which provided each Cluster Delegate an opportunity to make a brief presentation of their cluster in order to facilitate the development of C2C meetings and the arrangement of additional meetings. Additionally, a *Cluster Debriefing Session* was conducted to obtain group feedback regarding the Event. During this *Cluster Debriefing Session*, Delegates indicated they were satisfied with the Event and highlighted its impact to further develop cluster cooperation. In this regard, 92% of the clusters considered that the quality of the overall event content was good or very good, and 82% of them considered the Event especially useful to increase the international visibility and market penetration regarding the facilitation of strategic alliances/ partner searches.

These sessions were complemented by more informal networking events such as a cocktail hour hosted by the Lombardy region and a guided visit of the Milan Expo 2015. The Cluster Delegation took full advantage of these additional events to gain further international contacts.

An overwhelming majority of the participating Delegates found the Cluster Matchmaking Event beneficial to establishing new contacts and identifying new collaborative opportunities that will support their SMEs.

¹ EUROMED countries include the 27 EU Member States and 16 Southern Mediterranean, African and Middle Eastern countries: Albania, Algeria, Bosnia and Herzegovina, Croatia, Egypt, Israel, Jordan, Lebanon, Mauritania, Monaco, Montenegro, Morocco, the Palestinian Authority, Syria, Tunisia and Turkey. See http://eeas.europa.eu/euromed/index_en.htm

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1. Introduction

As part of a new policy aimed at promoting international cluster cooperation for the benefit of SMEs, the *DG Internal Market, Industry, Entrepreneurship and SMEs of the European Commission* launched in 2012 an initiative, which was renewed in late 2013, that contributes to the organisation of specific cluster matchmaking events to support cluster organisations and their Small and Medium-sized Enterprises (SMEs) members in their efforts to develop partnerships and business cooperation in global markets. Furthermore, these events seek to prepare the ground for practical cluster cooperation across borders and to make a more strategic use of transnational cluster cooperation.

The European Cluster Collaboration Platform (ECCP) is the cornerstone of the European strategy in support of SME internationalisation through clusters. The ECCP provides a wide range of information and services to facilitate the interaction between clusters not only within Europe but also with international partners - www.clustercollaboration.eu.

The organisation of the matchmaking event delegations is facilitated by a consortium led by Sociedade Portuguesa de Inovação (Portugal) in partnership with inno TSD (France) and Steinbeis-europa-Zentrum (Germany).

A Cluster Matchmaking Event took place on the 6th and 7th of May 2015 in Milan (Italy). This Event aimed to foster cooperation between cluster organisations and business networks aiming to develop new partnerships and, ultimately, create greater possibilities for their SMEs to grow through opportunities such as access to new markets, new products and services, and innovation projects.

This Cluster Matchmaking Event was part of a thematic matchmaking event organised by the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs together with the Enterprise Europe Network (EEN). The Event intended to promote business partnerships between industry, science and food professionals in EUROMED countries² that are active in the agro-food manufacturing value-chain.

The Matchmaking Event was organised in the context of the Milan Expo 2015, which started on the 1st of May 2015, and will last until the 31st of October 2015. The central theme of the Milan Expo 2015 is "Feeding the Planet, Energy for Life".

2. Objective of the Cluster Matchmaking Event

The objective of the Cluster Matchmaking Event was to promote cluster and network cooperation between cluster organisations in order to identify common visions and seek partnerships at the cluster and network organisations level. The event was expected to initiate discussion that would ultimately result in Letters of Interest, Memoranda of Understanding, and other types of partnership agreements. These agreements will assist in the cluster and network organisations' SMEs and companies' ability to reach new markets and engage in collaborative projects.

² EUROMED countries include the 27 EU Member States and 16 Southern Mediterranean, African and Middle Eastern countries: Albania, Algeria, Bosnia and Herzegovina, Croatia, Egypt, Israel, Jordan, Lebanon, Mauritania, Monaco, Montenegro, Morocco, the Palestinian Authority, Syria, Tunisia and Turkey. See http://eeas.europa.eu/euromed/index_en.htm

3. Cluster Delegation

A call for expression of interest was launched and published on the European Cluster Collaboration Platform (ECCP) (www.clustercollaboration.eu) in April 2015. The call aimed to identify and establish a European delegation composed of 30-35 representatives from cluster organisations and business networks that were willing and committed to participate in the Cluster Matchmaking Event in Milan. The focus sectors for the Event were related to the agro-food value chain, namely:

- Food and drink manufacturing (machines and technologies for production, automation, monitoring systems, etc.);
- Innovative and high quality food products (functional ingredients and food, nutraceuticals, specialty and fine food, etc.);
- Safety and quality control;
- Food traceability;
- Food conservation and shelf life;
- Packaging materials and design;
- Food chain management;
- Logistics and retail;
- Protected Denomination of Origin (PDO);
- Protected Geographic Indication (PGI).

The event was open to cluster and network organisations from countries participating in the Competitiveness and Innovation Framework Programmes (CIP)³ and that present the highest potential for cooperation in the focus areas.

The following sections elaborate on the selection process and present the Cluster Delegation that attended the Cluster Matchmaking Event.

3.1. Selection process

Each cluster or network organisation had to submit an expression of interest that included: (i) a questionnaire, (ii) an evidence of the legal entity, (iii) an evidence of the cluster profile registered on the ECCP⁴; and (iv) a short presentation of the cluster in English.

The selection process of participants included the verification of eligibility criteria and an assessment of qualitative criteria. The eligibility criteria were mainly related to legal aspects and required the cluster or network organisation to:

- Register or plan to be registered on the ECCP⁴;
- Comply with the definition given in the section 1.3 (s) on “innovation clusters” in Annex I of the new “EU Framework for State Aid for Research and Development and Innovation”⁵;

³ CIP participating countries include: (1) EU Member States, (2) non-EU-member countries participating in the Entrepreneurship and Innovation Programme (EIP) of the CIP programme including Albania, the former Yugoslav Republic of Macedonia, Iceland, Israel, Liechtenstein, Montenegro, Norway, Serbia and Turkey.

⁴ Due to the internal changes being implemented on the ECCP at the time of the Event, clusters that planned to be registered on the ECCP were also accepted. In these cases, clusters provided as evidence their questionnaire for temporary registration on the ECCP.

- Have core activities corresponding to the targeted focus areas of the event mentioned above;
- Be involved in offering or channelling cluster or network support services to businesses and should be identified on the basis of a legal entity established in the CIP participating countries.

After meeting the above requirements, applications were selected according to the following qualitative criteria:

- On the potential to maximize matchmaking opportunities based on a clear description of the type of partnership the cluster organisation is looking for through the participation to this event, and on the potential for establishing cooperation agreements as an outcome of the event;
- On the willingness to engage in closer cooperation with other cluster and network organisations from CIP participating countries to better support SMEs in global competition through joint efforts. In this context, the participation in a pilot European Strategic Cluster Partnership was considered as an asset.

The selection process resulted in 26 cluster representatives from 12 European countries being selected to be part of the Cluster Delegation.

3.2. Overview of the Cluster Delegation

The Cluster Delegation consisted of 26 cluster representatives from 12 European countries (Denmark, France, Greece, Italy, Poland, Portugal, Romania, Serbia, Spain, Sweden, Ukraine and United Kingdom). Table 1 provides a brief profile of the Cluster Delegation that participated on the mission. For the detailed list of the Cluster Delegation, please refer to *Annex 1: List of Cluster Delegation*.

Table 1 – Brief profile of the European Cluster Delegation.

#	CLUSTER/ NETWORK	SECTOR	COUNTRY
1	AGROFOOD – The Regional Cluster of Food Industry and Products	Agro-food	Romania
2	AgroTransilvania Cluster	Agro-food	Romania
3	ARIA BN - Automotive Industry Cluster of Normandy	Food and drink industry	France
4	ATD - Innovative Regional Cluster Packaging-Printing-Design	Packaging, printing industry, design	Romania
5	Bioenergy for the Region	Sustainable energy development	Poland
6	BIOIB - Innovative Cluster of the Balearic Islands	Biotech and biomedical	Spain
7	CDO – Compagnia delle Opere Pesaro Urbino	Agro-food and tourism	Italy
8	CGT – Transilvania Taste (Gusturi Transilvane)	Food processing, gastronomy and culinary arts	Romania
9	CLEAN – Innovative Green Solutions	Green growth, environment and renewable energy	Denmark
10	CLUSAGA - Clúster Alimentario de Galicia	Agro-food	Spain

⁵ For more information see at: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2006:323:0001:0026:en:PDF>

#	CLUSTER/ NETWORK	SECTOR	COUNTRY
11	Cluster MEC ⁶	Metal mechanical	Italy
12	CO.S.VA.P. – Distretto Produttivo della Pesca	Fishery	Italy
13	Corinthian Cluster	Food and drink industry, tourism and culture	Greece
14	FEDACOVA - Valencian Federation of Agrofood Industries	Agro-food	Spain
15	IND AGRO VEST Cluster – Sviluppo Insieme Si Vince	Agro-food	Romania
16	IND-AGRO-POL Cluster	Agriculture and food industry	Romania
17	Innovcluster – Associação do Cluster Agro-Industrial do Centro	Agro-food	Portugal
18	Institute of Economic and Legal Researches	Agro-food	Ukraine
19	ITCC - IT Cluster Circle	ICT	Serbia
20	La Valle dell'Adda	Agriculture, construction, ICT services, manufacturing, tourism, social services	Italy
21	Made in Cremona ⁶	Agro-food	Italy
22	NIFDA - Northern Ireland Food and Drink Association	Agro-food	United Kingdom
23	Oceano XXI - Sea Knowledge and Economy Cluster	Sea economy	Portugal
24	PLASTIVAL – Valencian Region Plastics	Plastic Industry	Spain
25	PRODUTECH - Production Technologies Cluster	Production technologies	Portugal
26	Vreta Kluster	Agriculture, horticulture, forestry, aqua culture, food, renewable energy, farm animals	Sweden

4. Milan Cluster Matchmaking Event

The Cluster Matchmaking Event was comprised of the following main activities, which are described in more detail in the sections below:

- A conference focused on the business opportunities and the economic and industrial cooperation in the Euro-Mediterranean area, especially regarding the agro-food sector;
- A Cluster introduction session;
- Cluster-to-cluster (C2C) and cluster-to-business (C2B) matchmaking meetings; and
- A cluster debriefing session.

These sessions were complemented by more informal networking events such as a cocktail hour hosted by the Lombardy region and a guided visit of the Milan Expo 2015. The Cluster Delegation took full advantage of these additional events to gain further international contacts.

⁶ Represented by *Reindustria Cremona Development Agency*.

4.1. Conference

A conference took place on the morning of the 6th of May, focusing on the business opportunities and the economic and industrial cooperation in the Euro-Mediterranean area, especially with regard to the agro-food sector. It counted with the presence of Mr. Antonio Tajani, Vice-President of the European Parliament, and with Mr. Sandro Gozi, Undersecretary of State of the Italian Government.



The first part of the conference covered several specific topics related to business opportunities in the Euro-Mediterranean area. These topics included the access to finance and markets, the support to SMEs to grow and go international, and the trade and industry as drivers for co-shared growth. The second part of the conference focused on networks, partnerships and clusters as drivers to link SMEs across the Euro-Mediterranean area. In this regard, aspects such as business synergies and specific relevant initiatives (such as the EUROMED Invest project) were addressed.

4.2. Cluster introduction



The European Cluster Delegation participated in a *Cluster Introduction Session* organised by SPI and the EEN, which provided each cluster representative an opportunity to make a brief presentation of their cluster in order to better know each participant. Therefore, the *Cluster Introduction Session* facilitated the development of the C2C meetings and the schedule of new C2C meetings. Furthermore, this session enabled Cluster Delegates to better understand the context

of the Event and to personally know SPI representatives at the Event.

4.3. C2C and C2B matchmaking meetings

During the afternoon of the 6th and the morning of the 7th of May, the European Cluster Delegation participated in cluster-to-cluster (C2C) and cluster-to-business (C2B) meetings, where they had the opportunity to discuss potential collaborations and partnerships. C2C and C2B meetings had a duration of 20 minutes approximately, then the bell rang and the next meeting started. Meetings took place in the congress centre “Palazzo delle Stelline” and were organised in advance through the b2bmatch tool dedicated to the event.

The Cluster Delegates conducted more than 170 meetings with EUROMED clusters (more than 80 C2C meetings) and companies (more than 90 C2B meetings). These meetings allowed the Delegation to identify cooperation opportunities, including potential cooperation agreements and collaborative project ideas.



Although Delegates had the opportunity to book meetings in advance through the b2bmatch tool, some were arranged on site through the assistance of SPI consultants.

It should be noted that the Matchmaking Event included a very low representation of clusters from the 15 Southern Mediterranean, African and Middle Eastern countries of EUROMED.⁷ In this regard, almost all C2C meetings mentioned above were between the Delegation participants.

4.4. Debriefing session

Subsequent to the C2C and C2B meetings, a *Cluster Debriefing Session* was conducted by SPI with the support of EEN, to obtain group feedback regarding the implementation of C2C and C2B meetings and the cooperation opportunities resulting from them.



During the *Cluster Debriefing Session* SPI did a brief presentation to promote the discussion among Cluster Delegates and to gain their feedback on the Event. The discussion focused on different aspects related to the overall quality of the Event, as well as to the results and impacts to each participant. Cluster Delegates were encouraged to provide their thoughts on the following topics:

- Quality of the overall organisation;
- Quality of the agenda;
- Ups & Downs of the C2C and B2C meetings;
- Suggestions for improvement;
- Opportunities identified during the C2C and B2C meetings.

Moreover, SPI took this opportunity to explain the role of SPI in the Event and to remind the reimbursement rules. Feedback provided by the Cluster Delegates is detailed in Chapter 5.

5. Debriefing results and conclusions

A debriefing questionnaire (*Annex 3: Debriefing Questionnaire*) was sent by email to the Cluster Delegation, aiming to obtain their feedback in a more structured and quantifiable manner. The questionnaire focused on aspects such as:

- Overall quality of the event;
- Relevance of the event towards individual objectives;
- Impact of the event in terms of cooperation agreements and collaborative projects.

Furthermore, clusters were asked to indicate other clusters they planned to pursue further cooperation, as well as suggestions to improve future cluster matchmaking events.

In total, 23 debriefing questionnaires were received and analysed. The overall assessment concludes that, in general terms, the main objective of the event was achieved, i.e. promote the establishment of contacts among the Cluster Delegation and other clusters/ organisations. As per the information shown in Figure 1, the average **number of contacts and/ or cooperation agreements** that each Cluster Delegate plans to keep or pursue is around 5⁸. Moreover, 69,6% of Cluster Delegates plan to keep

⁷ Albania, Algeria, Bosnia and Herzegovina, Egypt, Israel, Jordan, Lebanon, Mauritania, Monaco, Montenegro, Morocco, Palestine, Tunisia and Turkey.

⁸ Namely, the average number is 4,91.

further contacts or to establish further cooperation agreements with 4 or more clusters. Only one cluster does not plan to keep further contacts with any other clusters and 2 clusters plan to keep further contact with 10 other clusters.

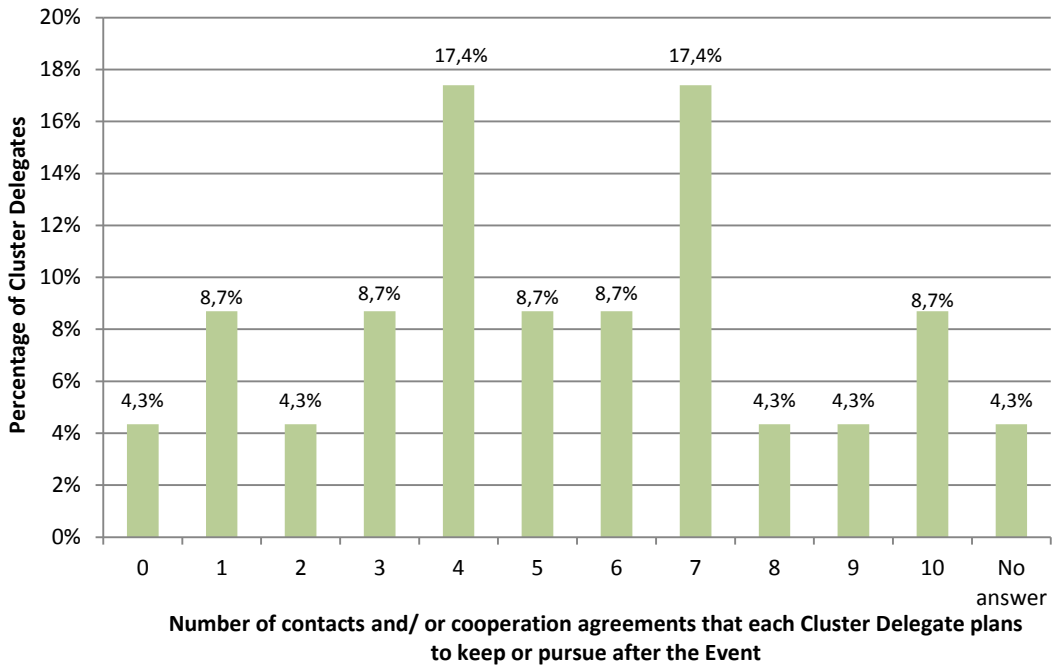


Figure 1 – Results obtained regarding the establishment of further contacts and/or cooperation agreements

Figure 2 shows the results obtained regarding Cluster Delegates’ opinions on the **overall quality of the event**. In this regard, Cluster Delegates gave a high score to the six indicators related to the overall quality of the event. The indicator “Quality of the overall event content” stands out among the others, since 92% of the clusters considered it as good or very good.

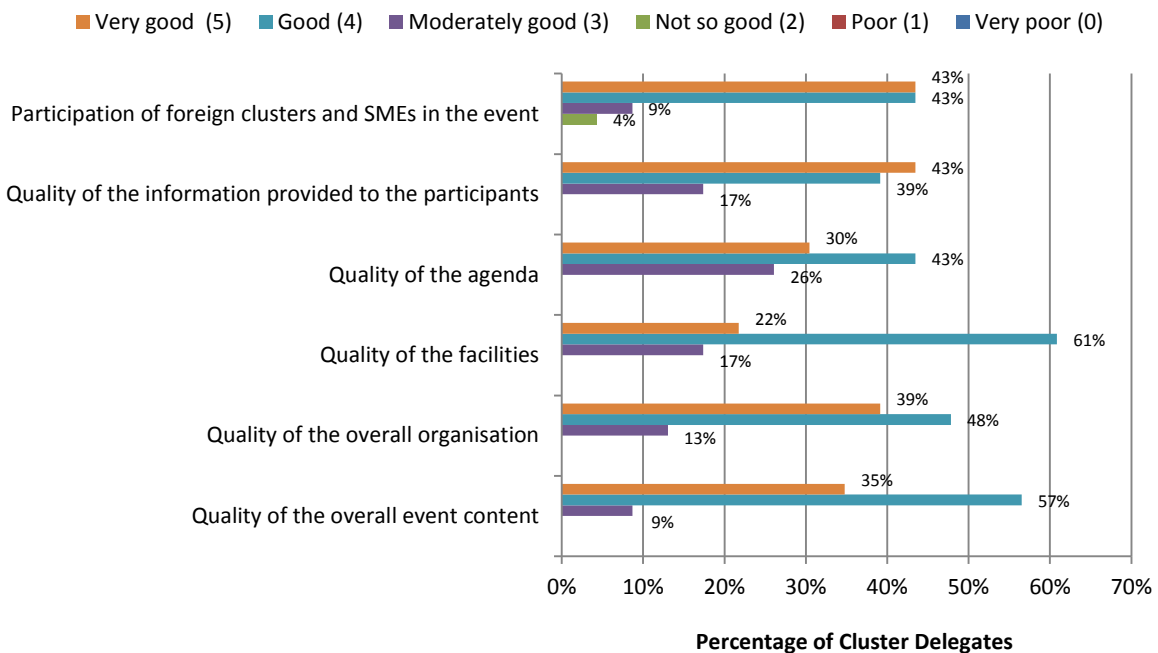


Figure 2 – Results obtained regarding the Cluster Delegates’ opinions on the overall quality of the event

Regarding the **relevance of the event towards individual objectives**, Cluster Delegates ranked most of the indicators with a positive score. As shown in Figure 3, they considered the Event especially useful to increase the “international visibility and market penetration: facilitate search for strategic alliances/partners”, since 82% of them ranked this indicator as good or very good.

Nevertheless, about 13% of the Cluster Delegates felt the event fell short to meeting their specific objectives related to new business opportunities. This may be due to the wide range agro-food chain related sectors that participated, and the fact that a small number of clusters representing the 15 Southern Mediterranean, African and Middle Eastern countries of EUROMED participated.

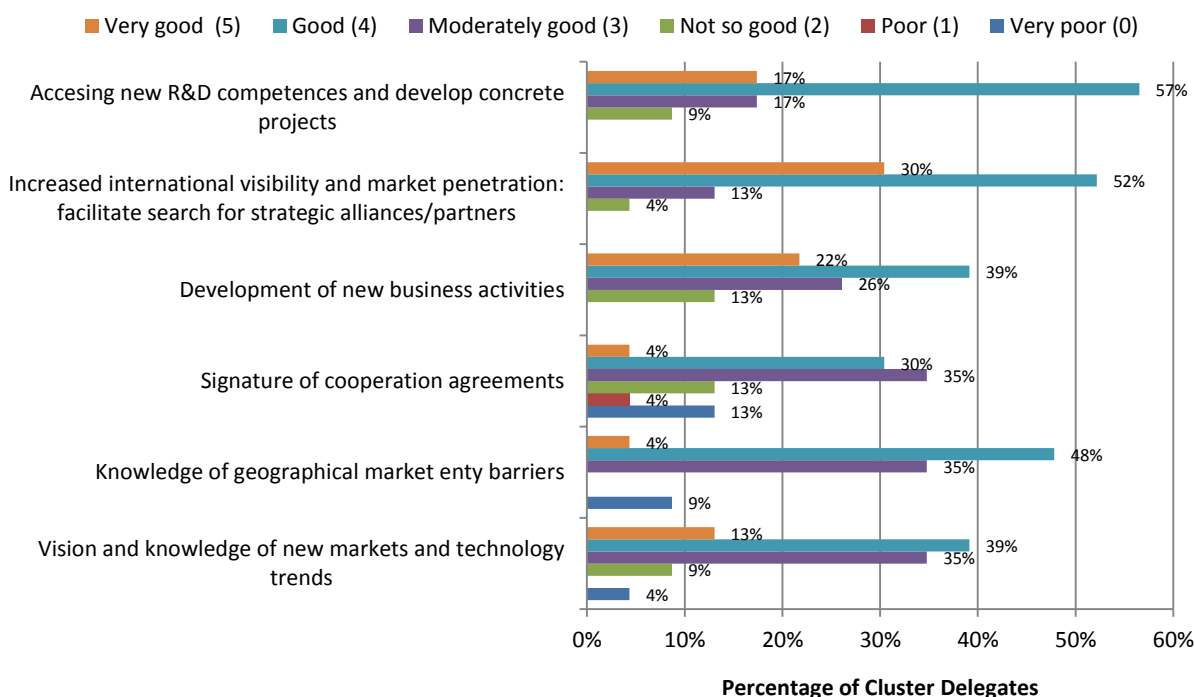


Figure 3 – Results obtained regarding the Cluster Delegates’ opinions concerning the relevance of the mission towards individual objectives

The C2C and C2B meetings (Figure 4) resulted in a high number of cooperation agreements and collaborative ideas. In this regard, it should be highlighted the number of cooperation agreements with non-Italian clusters, which indicates clusters really took advantage of the event to further establish international C2C cooperation. Moreover, this is a natural result since Italian clusters only represented 19% of the Cluster Delegation⁹.

- Clusters have initiated or plan to establish **33 cooperation agreements with Italian clusters**;
- Clusters have initiated or plan to establish **37 cooperation agreements with Italian businesses**;
- Clusters have initiated or plan to establish **between 35 and 71 cooperation agreements with non-Italian clusters**¹⁰;
- Clusters have initiated or plan to establish **35 cooperation agreements with non- Italian**

⁹ The Cluster Delegation counted with the representation of 5 Italian clusters; see more details in Annex 1.

¹⁰ A conservative range is provided to account for possible duplicate cooperation agreements and collaborative project ideas that were identified by EU Delegation participants through the debriefing questionnaire.

businesses;

- **Between 28 and 57 collaborative project ideas** have emerged from the C2C meetings¹⁰; and
- Each cluster plans to keep further contact to establish cooperation with an **average of 5 clusters**.

Figure 4 - Key figures on the impact of the C2C and C2B meetings

The Cluster Delegates also took advantage of the debriefing questionnaire and the debriefing session to provide qualitative feedback and suggestions to improve future cluster matchmaking events.

Regarding this, an overwhelming majority of the Cluster Delegates found the Cluster Matchmaking Event beneficial to establishing new contacts and identifying new collaborative opportunities that will support their SMEs. Clusters appreciated the implementation of the *Cluster Introduction Sessions*, since it was very useful to know each other before the meetings. Delegates also highlighted the support given by SPI before and during the Event regarding aspects such as information provided, organisation of the Cluster Delegation, agenda, etc. Main negative comments were related to the limited space in the tables to run the meetings and the temperature of the room. Also some Cluster Delegates considered that the agenda was too tight.

Suggestions received through the debriefing session and debriefing questionnaire were the following:

- To have more time between the confirmation of participation and the Event date, in order to better plan the meetings to be conducted;
- To extend the meeting duration to 30 minutes;
- To have short breaks between meetings, to allow Cluster Delegates to take notes after each meeting;
- To have a session with all the Cluster Delegates after the C2C meetings and before the debriefing to jointly discuss cooperation opportunities, not so focused on one-to-one; and
- To have more detailed information about the Cluster Delegates prior the Event, so C2C meetings can be better exploited.



Annex 1: List of Cluster Delegation

#	CLUSTER/ NETWORK	REPRESENTATIVE	EMAIL	SECTOR	COUNTRY
1	AGROFOOD – The Regional Cluster of Food Industry and Products	Koréh Enikő Zsuzsanna	hejnczyke@yahoo.com	Agro-food	Romania
2	AgroTransilvania Cluster	Felix Arion	felix.arion@agrocluster.ro	Agro-food	Romania
3	ARIA BN - Automotive Industry Cluster of Normandy	Vincent Civita	vincent.civita@ariabn-automobile.fr	Food and drink industry	France
4	ATD - Innovative Regional Cluster Packaging-Printing-Design	Istvan Kovacs-Vajda	kobak.design@clicknet.ro	Packaging, printing industry, design	Romania
5	Bioenergy for the Region	Karina Michalska	karina.michalska@proakademia.eu	Sustainable energy development	Poland
6	BIOIB - Innovative Cluster of the Balearic Islands	Pep Lluís Pons	gerencia@bioib.org	Biotech and biomedical	Spain
7	CDO – Compagnia delle Opere Pesaro Urbino	Elisabetta Andreani	andreani@cdopesaro.com	Agro-food and tourism	Italy
8	CGT – Transilvania Taste (Gusturi Transilvane)	Radu-Adrian Mlesnita	raduadrianm@gmail.com	Food processing, gastronomy and culinary arts	Romania
9	CLEAN – Innovative Green Solutions	Morten Kildahl Sørensen	mks@cleancluster.dk	Green growth, environment and renewable energy	Denmark
10	CLUSAGA - Clúster Alimentario de Galicia	Roberto Alonso	info@clusaga.org	Agro-food	Spain
11	Cluster MEC ¹¹	Ilaria Massari	imassari@reindustria.com	Metal mechanical	Italy
12	CO.S.VA.P. – Distretto Produttivo della Pesca	Giovanni Tumbiolo	esteridistretto Pesca@gmail.com	Fishery	Italy
13	Corinthian Cluster	Sylvia Karantani	s.karantani@lps-consultants.com	Food and drink industry, tourism and culture	Greece
14	FEDACOVA - Valencian Federation of Agrofood Industries	Sergio Barona	secretario.general@fedacova.org	Agro-food	Spain
15	IND AGRO VEST Cluster – Sviluppo Insieme Si Vince	Cilan Teodor	teodorcilan@gmail.com	Agro-food	Romania
16	IND-AGRO-POL Cluster	Cornelia Muraru-Ionel	cornelia.muraru.ionel@gmail.com	Agriculture and food industry	Romania

¹¹ Represented by *Reindustria Cremona Development Agency*.

#	CLUSTER/ NETWORK	REPRESENTATIVE	EMAIL	SECTOR	COUNTRY
17	Innovcluster – Associação do Cluster Agro- Industrial do Centro	Tiago Farias	tiagofarias@inovcluster.pt	Agro-food	Portugal
18	Institute of Economic and Legal Researches	V. A. Ustymenko	v.a.ustymenko@gmail.com	Agro-food	Ukraine
19	ITCC - IT Cluster Circle	Nemanja Milivojevic	office@itclusterserbia.com	ICT	Serbia
20	La Valle dell'Adda	Silvia Casiragui	casiraghi@gruppoideas.it	Agriculture, construction, ICT services, manufacturing, tourism, social services	Italy
21	Made in Crema ¹¹	Ilaria Massari	imassari@reindustria.com	Agro-food	Italy
22	NIFDA - Northern Ireland Food and Drink Association	Harry Hamilton	harry@nifda.co.uk	Agro-food	United Kingdom
23	Oceano XXI - Sea Knowledge and Economy Cluster	Carla Domingues	carla.domingues@oceano21.org	Sea economy	Portugal
24	PLASTIVAL – Valencian Region Plastics	Cristina Monge	cmonge@avep.es	Plastic Industry	Spain
25	PRODUTECH - Production Technologies Cluster	Vasco Teles	vascoteles@produtech.org	Production technologies	Portugal
26	Vreta Kluster	Jesper Lindström	jesper.lindstrom@sp.se	Agriculture, horticulture, forestry, aqua culture, food, renewable energy, farm animals	Sweden

Annex 2: Agenda of the Cluster Matchmaking Event

6 th of May	
09:00	Registration
09:30 – 13:30	Conference
13:30 – 14:20	Networking lunch buffet
14:20 – 14:30	Opening and introduction by Mr. Francesco Pareti (Union Camere Veneto – EEN) and Mr. Guido Dominoni (Finlombarda S.p.A. – EEN)
14:45 – 15:15	Cluster introductions
15:15 – 19:00	C2C and C2B meetings
19:00	Transfer by bus to Lombardy Region premises
20:00 – 21:00	Cocktail offered by Lombardy Region
7 th of May	
9:30 – 13:00	C2C and C2B meetings
13:00 – 14:00	Networking lunch buffet
14:00 – 16:00	B2B and C2C meetings
15:15 – 16:00	Cluster debriefing session
17:00 – 20:00	Organised visit to Expo site and to EU Pavilion and Italian Pavilion

Annex 3: Debriefing Questionnaire

Cluster profile

All fields are mandatory!

Cluster Organisation:	
Contact Person:	
Position/Title:	
E-mail Contact Person:	
Mobile Phone:	

Overall quality of the event

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

Indicator	Score (0 - 5)
Quality of the overall event content	
Quality of the overall organisation	
Quality of the facilities	
Quality of the agenda	
Quality of the information provided to the participants	
Participation of foreign clusters and SMEs in the event	

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

Relevance of the event towards individual objectives

Please score from 0 to 5 (being 0 the lowest value and 5 the highest value) 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 technology trends	
Knowledge of geographical market entry barriers for cluster organisations / members	
Signature of cooperation agreements between companies and/or laboratories within participating clusters/regions/countries	
Development of new business activities	
Increased international visibility and market penetration: facilitate search for strategic alliances/partners	
Accessing new research and innovation competences and developing concrete projects	

Impact of the event

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

Indicator	Number
Number of cooperation agreements your cluster has initiated or plans to establish with <u>Italian clusters</u>	
Number of cooperation agreements your cluster has initiated or plans to establish with <u>Italian businesses</u>	
Number of cooperation agreements your cluster has initiated or plans to establish with <u>non Italian clusters</u>	
Number of cooperation agreements your cluster has initiated or plans to establish with <u>non Italian businesses</u>	
Number of collaborative project ideas that have emerged from the C2C meetings	
<u>Total number of clusters</u> you plan to keep further contact to establish cooperation	

If you answered the previous question, please indicate the names of the clusters you plan to keep further contact to establish cooperation: