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EU-South MED Cluster Matchmaking Event & TechDays

In the context of the Logismed Fair



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Logismed

THE
NEXT
SOCiETY
INNOVATORS
SHAPING THE FUTURE
IN THE MEDITERRANEAN

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9th – 11th of April, 2019 | Casablanca, Morocco

Mission Proceedings Report

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1 Introduction

The EU - South MED Cluster Matchmaking Event & TechDays was a three-day event jointly organised by the Directorate-General Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) through the European Cluster Collaboration Platform (ECCP) in collaboration with the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) through THE NEXT SOCIETY (TNS). The event took place on 9-11 April 2019 in Casablanca, Morocco, in the context of the Logismed Fair, which promotes the transportation and logistics sector at national and international levels.

The event represented an excellent opportunity to foster cooperation between European clusters and clusters from South-Mediterranean countries and included the participation of 17 European clusters and two SMEs from eight European countries (Austria, Bulgaria, France, Hungary, Latvia, Romania, Serbia and Spain) as well as 22 clusters from Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia. The clusters represented different sectors including agriculture and food industry, energy and environment, information and communication technologies (ICT), mechatronics, textile, and transport and logistics.

The packed agenda of the “EU-South MED Cluster Matchmaking Event & TechDays” was designed to promote cluster cooperation between cluster organisations in Europe and South Mediterranean countries to begin the exploration of common visions and potential partnerships. Furthermore, the event aimed to provide EU clusters access to South Mediterranean markets through close cooperation with locally based organisations.

The event started with the visit to Logismed in the morning of April 9th where the cluster delegations participated in a guided tour of the fair in order to see and learn about the new trends in transportation and logistics.

The cluster specific activities started in the afternoon of April 9th with the Opening of the EU-South MED Cluster Matchmaking Event & TechDays. Welcome and opening remarks were given by Ms. Ulla Engelmann (Head of Unit of Advanced Technologies, Clusters and Social Economy of DG GROW, European Commission), Ms. Ingrid Schwaiger (Deputy Head of Unit for



Regional Programmes Neighbourhood South of DG NEAR, European Commission), and Ms. Fatima-Ezzahra Ait El Habti (Head of Office of Moroccan Cluster Development, Ministry of Industry, Trade, Investment and Digital Economy of Morocco).

After the initial remarks of the three speakers, a pitching session took place where each cluster of the European and South Mediterranean delegations had the opportunity to briefly introduce their organisation and present the objectives to be achieved through the event. Following the introduction of clusters, three workshops took place aiming to provide useful information on how to foster the collaboration between South MED and European clusters. The workshops are briefly described below:

Industry 4.0 – Case study on MASCiR
Mr. François Bourzeix (MASCiR)

•The workshop focused on the evolution of the image processing system through a profound revolution with the development of deep learning systems. The innovative solutions adapted to the issues encountered by industrial and agricultural actors that were developed by the Embedded Systems Department of MASCiR were presented and discussed.

Clusters in Maghreb, between globalisation and territorialisation
Ms. Paulette Pommier (IPEMED)

•The workshop focused on exploring collaboration opportunities between MENA clusters based on a study conducted on cluster demography in relation with public policies in Algeria, Morocco and Tunisia over the last five years.

How to do business between Europe and South MED: The seven main things about South MED countries to develop a successful C2C cooperation
Mr. Alain Tubiana (Expert in cluster management and South MED region)

•The workshop focused on participant experience and conceptual input by the moderator, in order to design a method towards a safe and productive relation between EU and South MED clusters. Cultural and business issues were addressed in this workshop.

The first day finished with a networking dinner where participants had the opportunity to network informally while experiencing traditional Moroccan food.



The second day was entirely focused on a C2C matchmaking session. The session started with the welcome and introductory remarks from Ms. Natalia Martínez Páramo (Head of Unit COSME, Executive Agency for Small and Medium-sized Enterprises, European Commission), Ms. Noelia Dosil (consultant of Sociedade Portuguesa de Inovação, European Cluster Collaboration Platform) and Ms. Raphaële Cohen (Innovation Project Manager at ANIMA Investment Network, The Next Society).

The C2C matchmaking session included the 17 European clusters and two SMEs representing the European delegation and 23 South MED clusters. During the matchmaking, around 150 formal meetings were held between the European and South MED delegates. The first impressions and feedback received indicate several potential cooperation activities resulted from the initial contacts.



Figure 1. European delegation

Finally, on April 11th there were three field visits to different Moroccan organisations, namely, MASCiR (Moroccan Foundation for Advanced Science, Innovation & Research), ESITH (École Supérieure des Industries du Textile et de l'Habillement) and CTI (Centres Techniques Industriels Marocains), where the participants had the opportunity to tour the facilities and learn about ongoing projects of the organisations.



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

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

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

Of the 19¹ members of the European delegation, 18 participants completed the survey to date. The responses obtained in both the oral session and the written questionnaire are summarised and analysed in the present document. It should be noted, the results should be considered as trends rather than as quantifiable indicators.

¹ European delegation was composed of 17 cluster organisations and two SMEs.



2 Overview of the European Delegation

The European delegation was selected on the basis of a competitive call for expression of interest launched and published on the ECCP in February, 2019. The clusters were selected based on their relevance, merit and added value to the event.

A total of 34 expressions of interest from clusters across Europe were received. As a result of the selection process, which included the verification of the eligibility criteria and the assessment of qualitative criteria, a total of 17² organisations from eight countries, namely Austria, Bulgaria, France, Hungary, Latvia, Romania, Serbia and Spain formed the final European Delegation (Figure 2 and Table 1).



Figure 2. Origin and composition of the European Cluster Delegation

² Initially, 18 cluster organisations were selected; however, four clusters cancelled their participation in the event, being three of them replaced by other clusters. The last cluster organisation cancelled its participation very close to the event, so it was not possible to replace it due to the short time before the event. Some of the reasons for cancelling the participation were visa issues.



All the selected organisations were considered to have a high potential to maximise the opportunities from the matchmaking sessions and a strong willingness to engage in closer cooperation with South MED organisations.

In addition to the selected European organisations described above, two SMEs joined the official delegation and participated in the EU-South MED Cluster Matchmaking Event & TechDays: Exopalma (Romania) and Smartcom Bulgaria AD (Bulgaria). It should be noted that Exopalma had an active role during the event, having several meetings in the matchmaking session, participating in the full programme of the event and also, answering the debriefing questionnaire.

Table 1. Overview of the European cluster delegation

#	Cluster	Field of activity(s)	Country
1	AgroTransilvania Cluster	Transport and logistics / Agriculture and food industry / Energy and environment	Romania
2	ARCHENERG/ COSMENERG-4i	Energy and environment	Hungary
3	Aria Normandie	Transport and logistics	France
4	Bulgarian Cluster Telecommunications	ICT	Bulgaria
5	Castra	ICT / Aerospace	Bulgaria
6	Catalonia Logistics	Transport and logistics	Spain
7	Cluj IT Cluster	Transport and logistics / ICT / Medical	Romania
8	Cluster de l'Energia Eficient de Catalunya	Energy and environment	Spain
9	Food Cluster, Business Upper Austria	Agriculture and food industry	Austria
10	Food Products Quality Cluster	Agriculture and food industry	Latvia
11	Foundation Cluster Information and Communication Technologies	ICT	Bulgaria



#	Cluster	Field of activity(s)	Country
12	ICT Cluster of Central Serbia	ICT	Serbia
13	Packaging Cluster	Transport and logistics / Agriculture and food industry / Textile	Spain
14	SECPHO	Transport and logistics / Agriculture and food industry / Energy and environment / ICT / Textile	Spain
15	South West Hungarian Engineering Cluster	Agriculture and food industry / Energy and environment / ICT	Hungary
16	Transilvania IT Cluster	Transport and logistics / Agriculture and food industry / Energy and environment / ICT / Textile	Romania
17	Transylvania Textile & Fashion	Textile	Romania



3 Feedback session & survey: analysis summary

3.1 Overall quality of the event

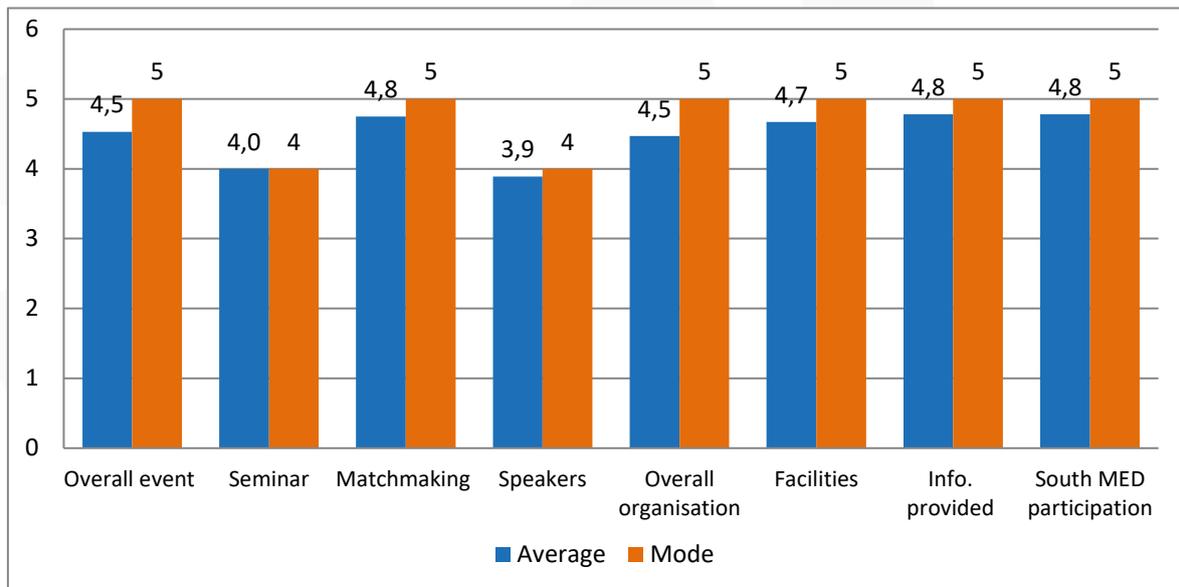


Figure 3. Results on the quality of the event

The results concerning the overall quality of the event are very positive (Figure 3). Participants were asked to score from 0 to 5 the overall quality of the event, being 0 the lowest value and 5 the highest value.³

All the indicators but one achieved an average of “Good” score (4). The quality of matchmaking sessions achieved 15 “Excellent” rates (5). In addition to this, the quality of the information provided to the participants and the participation of South MED clusters in the event were the best rated factors, achieving an average of 4,8 points in both cases. On the other hand, the evaluation of the seminar and its speakers were the most critical factors although they were still valued rather good, with 4 and 3,9 points on average respectively. It should be mentioned that some controversial scores were given to the quality of the seminars

³ 0 “Very poor”, 1 “Poor”, 2 “Fair”, 3 “Average”, 4 “Good” and 5 “Excellent”



and speakers, since participants attended two seminars and some of them have rated each seminar separately⁴ (Annex 2 – Overall quality of the event).

Suggestions to improve the future cluster matchmaking events

The cluster participants were asked to provide their impressions and comments about the event during the debriefing session and through the debriefing questionnaire. These observations are listed below and need to be seen not only as direct recommendations to improve certain aspects of future ECCP activities, but also as valuable insight into the event outcomes. Comments are presented below.

Comments on the overall agenda and event

- Some speeches during the event were exclusively given in French, creating some confusion among the participants. Some complaints were received regarding this fact and for this reason, in the future it would be good to ensure that all the interventions are in English or have simultaneous translation into English, in order to make them understandable for all the audience;
- More useful participation in the Logismed fair or in similar events in the future. The thematic of the Logismed was not fully aligned with delegates' sectors and interests, so it was not as fruitful as expected for many of the participants;
- Better time management in order to follow the intended schedule of the event;
- Some field visits conducted during the third day were very sectoral focused (textile and construction) and they were not relevant for a significant number of clusters due to the diversity of sectors of all the participants. For this reason, it would be great to have field visits to relevant local companies and organisations working on the target sectors of clusters;
- It is positive that workshops are focused on case studies, which may be very inspiring and a great opportunity to know better the entities which are presenting;

⁴ In these cases, scores about the overall quality of the seminar and seminar speakers were calculated with the average of both indicators.



- Some time could be allocated for guided sightseeing the host city/ country. This would be helpful to better understand the country and improve the team building and collaboration between participants.

Comments on the Matchmaking Session

- There could be a pause (at least 5 minutes) between two consecutive meetings;
- To try trilateral meetings (three people) could be useful to find business opportunities and cross- cooperation;
- To have meetings between small groups of people from the same sector to put ideas, projects and services in common;
- To hold meetings during different days instead of holding them in the same day.

Comments on the b2match and other issues

- It would be great to consider adding the b2bmatch site features to the ECCP platform. This will allow all participants to have all the information in one location and re-use the data. This will also allow to create and maintain a long-term database of cluster participants (currently, the information of each cluster mission is kept on different b2bmatch pages).
- At least one SME member per cluster organisation should be accepted and funded.
- Even the event was focused on clusters' collaboration, it would be fruitful to have the option to meet with companies (cluster members).
- To provide inputs about transportation options from the airport to the hotel.
- To have a daily allowance to cover meals and transportation from the airport to the hotel and vice versa.

What international event (trade fair/conference) do you plan to attend in the next 12 months and would you propose us to organise a matchmaking mission at?

Table 2. Suggested future trade fairs and conferences in 2019

YEAR 2019



Dates	Event	Location	Link	Topic
13 th – 15 th May 2019	Webit	Sofia, Bulgaria	https://www.webit.org/	ICT
14 th -16 th May 2019	European Cluster Conference	Bucharest, Romania	https://www.eucluster2019.eu/en	Conferences and matchmaking for clusters
14 th -17 th May 2019	Industry Days	Budapest, Hungary	https://www.tradefairdates.com/Industry-Days-M4826/Budapest.html	Automation Technology
27 th - 31 st May 2019	Metallobrabotka	Moscow, Russia	https://www.metobr-expo.ru/en/	Equipment, Instruments and Tools for Metalworking Industry
05 th -07 th Jun 2019	EU-Canada Cluster Matchmaking Event	Toronto, Canada	https://www.clustercollaboration.eu/event-calendar/eu-canada-cluster-matchmaking-event	ICT, agri-food & blue growth
05 th -08 th Jun 2019	ASEAN Sustainable Energy Week	Bangkok, Thailand	http://www.asew-expo.com/	Energy and environment
24 th – 27 th Jun 2019	Laser World of Photonics	Munich, Germany	https://world-of-photonics.com/index-2.html	Photonics
26 th -28 th Jun 2019	SILBarcelona	Barcelona, Spain	https://www.silbcn.com/en/index.html	Logistics, Transport, Intralogistics & Material handling
04 th – 07 th Sep 2019	Riga Food	Riga, Latvia	http://www.bt1.lv/rigafood/eng/	Food
19 th - 20 th Sep 2019	Transylvanian Clusters International Conference	Cluj-Napoca, Romania	http://transylvanianclusters.ro/	ICT, Creative Industries, Agro-food Industry, Energy, Furniture Industry
03 rd – 04 th Oct 2019	Open4Business	Pécs, Hungary	https://open4business-2019.b2match.io/	Machine industry, ICT. Creative industry and Women entrepreneurs
05 th - 09 th Oct 2019	Anuga	Köln-Deutz, Germany	https://www.anuga.com/	Food and beverages
15 th – 19 th Oct 2019	Broadband World Forum	Amsterdam, Netherlands	https://tmt.knect365.com/bbwf/	Telecoms
21 st – 25 th Oct 2019	International Astronautical Congress	Washington D.C, USA	https://www.iac2019.org/	Aeronautics and Astronautics
29 th – 31 st Oct 2019	IoT World Congress	Barcelona, Spain	https://www.iotsworldcongress.com/	Digitalising industries



Table 3. Suggested future trade fairs and conferences in 2020

YEAR 2020				
Dates	Event	Location	Link	Topic
13 th -16 th Jan 2020	World Future Energy Summit	Abu Dhabi, United Arab Emirates	https://www.worldfutureenergysummit.com/	Energy
24 th – 27 th Feb 2020	Mobile World Congress	Barcelona, Spain	https://www.mwcbarcelona.com	ICT
20 th – 23 rd Apr 2020	Alimentaria 2020	Barcelona, Spain	https://alimentaria.com/en/	Food, Drink & Food Service

Observations

In terms of popularity, European Cluster Conference (Bucharest, Romania) and the EU-Canada Cluster Matchmaking Event (Toronto, Canada), are the most named events by the clusters.

Several clusters also suggested organising business missions to China (Shanghai), the United States (US), the United Arab Emirates (UAE), Canada, Pacific and other EU countries.

In sectorial terms, agri-food and ICT, in particular, telecommunications are the most popular fields among the clusters. Moreover, the events presented in Table 2 and Table 3 are concentrated in Europe, in particular in Germany, Romania and Spain, among others⁵. Some of the events mentioned by clusters are placed in third countries such as, Canada, Russia, Thailand, the UAE and the US.

⁵ Bulgaria, Hungary, Latvia and the Netherlands.



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

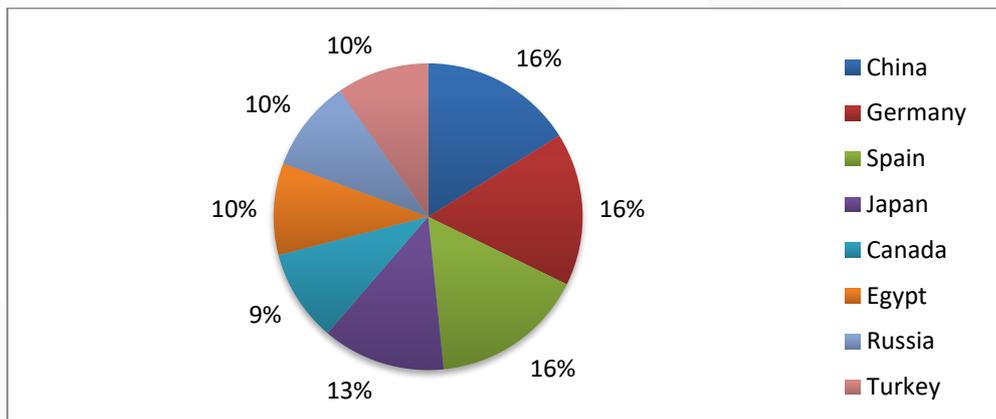


Figure 4. Countries of interest

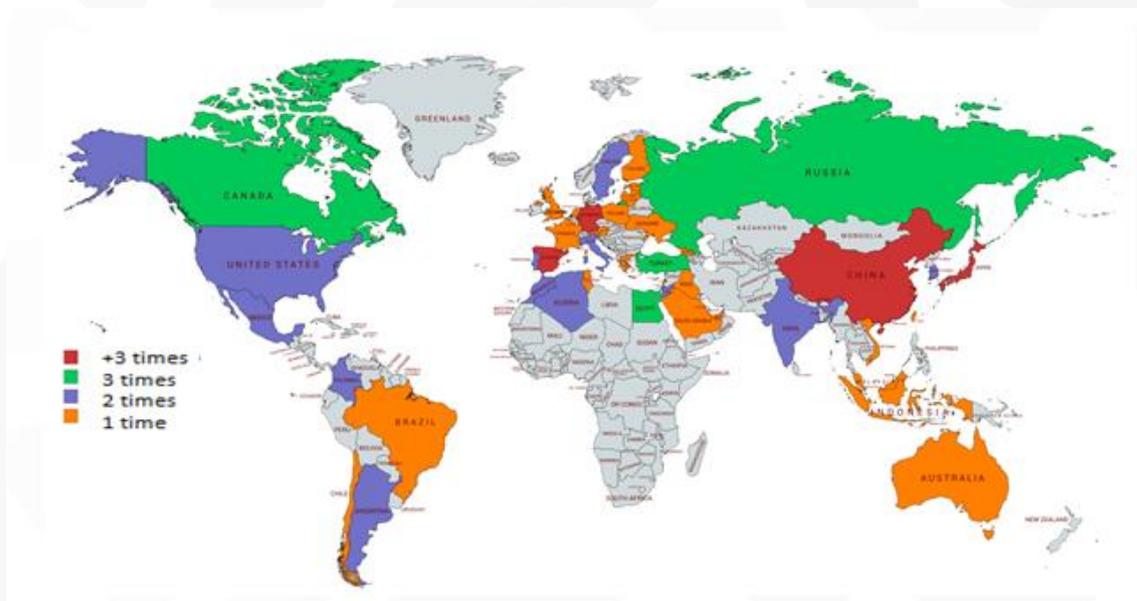


Figure 5. Map of relevant countries mentioned by the EU delegation members

Observations

The countries that concentrate the major interest of the clusters are: Canada, China, Egypt, Germany, Japan, Russia, Spain and Turkey. Besides those included in Figure 4, other countries mentioned twice or less times are presented in Figure 5. These countries were: Austria,



Estonia, Finland, France, Georgia, Greece, Italy, Latvia, Lithuania, the Netherlands, Poland, Portugal, Sweden, the United Kingdom and Ukraine in Europe; Argentina, Brazil, Chile, Colombia, Mexico and the US in America; Australia and Indonesia in Oceania; India, Iraq, Jordan, Lebanon, Malaysia, Palestine, Saudi Arabia, Singapore, South Korea, UAE, Vietnam and Taiwan in Asia; and finally, Algeria, Morocco and Tunisia in Africa⁶.

Taking into consideration the countries listed in the debriefing questionnaire, the preferred continents would follow this order: Europe (39%), Asia (31%), Africa (14%), America (14%) and finally, Oceania (2%) (Figure 6)⁷.

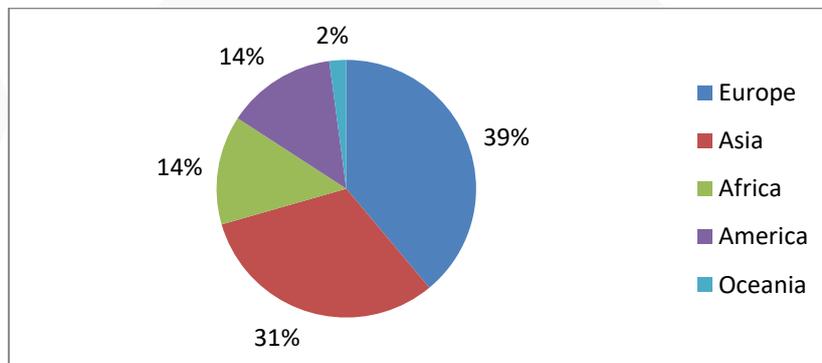


Figure 6. Continents of interest for the clusters and SMEs

More particularly, the European Union is the most popular region (especially Germany and Spain), followed by South MED countries (in particular Egypt), Far East (mainly China and Japan), and finally, South America.

⁶ In addition to these countries, several regions and continents were mentioned, such as, Africa (1), Asia (1), EU countries (3), Gulf countries (1), Middle East (3), Scandinavia (1), South Caucasus (1), South East Europe (1), South MED (3) and West Africa (1). These regions and continents have not been considered in Figure 4 either in **Error! No se encuentra el origen de la referencia.**

⁷ This figure includes the regions and continents mentioned by the participants in their debriefing questionnaires.



3.2 Relevance of the event towards individual objectives

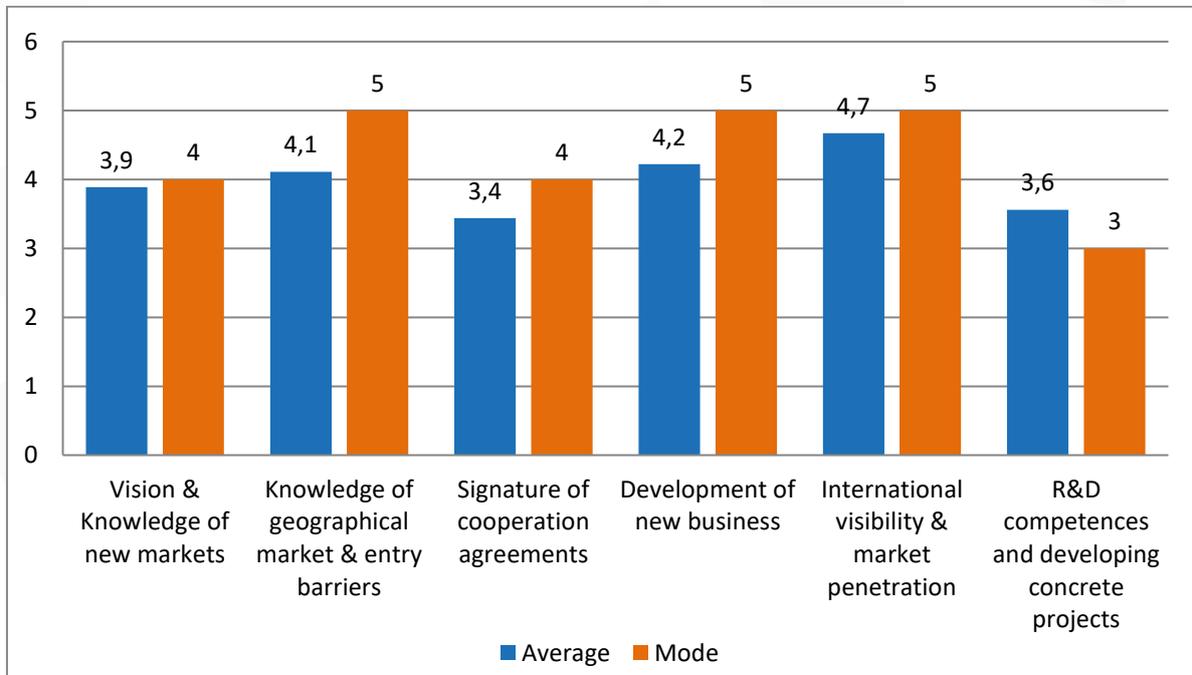


Figure 7. Results on the relevance of the event (number of responses)⁸

Figure 7 shows the relevance of the event towards the specific objectives of the participants. According to the results, the event seemed to be extremely relevant for enhancing the international visibility and potential market penetration, as well as for the development of new business and the knowledge of geographical market and entry barriers, all of them achieving an average of “Good” (4).

The signature of cooperation agreements, R&D competences and developing concrete projects, as well as the vision and knowledge of new markets seemed to have less relevance for the delegation than the aforementioned items. However, all these factors achieved a score of “Average” (3).

Most of the indicators have a significant range of answers from “Fair” (2) to “Excellent” (5) scores, such as the knowledge of geographical market and entry barriers and the vision and

⁸ *ibidem*. footnote 3



knowledge of new markets. The range of answers is especially relevant in the signature of cooperation agreements, which was assessed very differently by the delegates, indicating that not all clusters had the same experience. An average trend can be appreciated (3,4), but while for some participants the signature of agreements was very positive others valued it poorly (scored from 0 to 5).

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



4 Impact of the event

To analyse the impact of the event, the following questions were included in the debriefing questionnaire: the number of agreements and/or letters of intent initiated or planned with organisations met at the event, the number of organisations with whom the clusters plan to keep further contact, the number of collaborative project ideas emerged from the meetings, and the number of formal and informal meetings conducted between South MED and European organisations and between European organisations. (Annex 4 – Impact of the event).

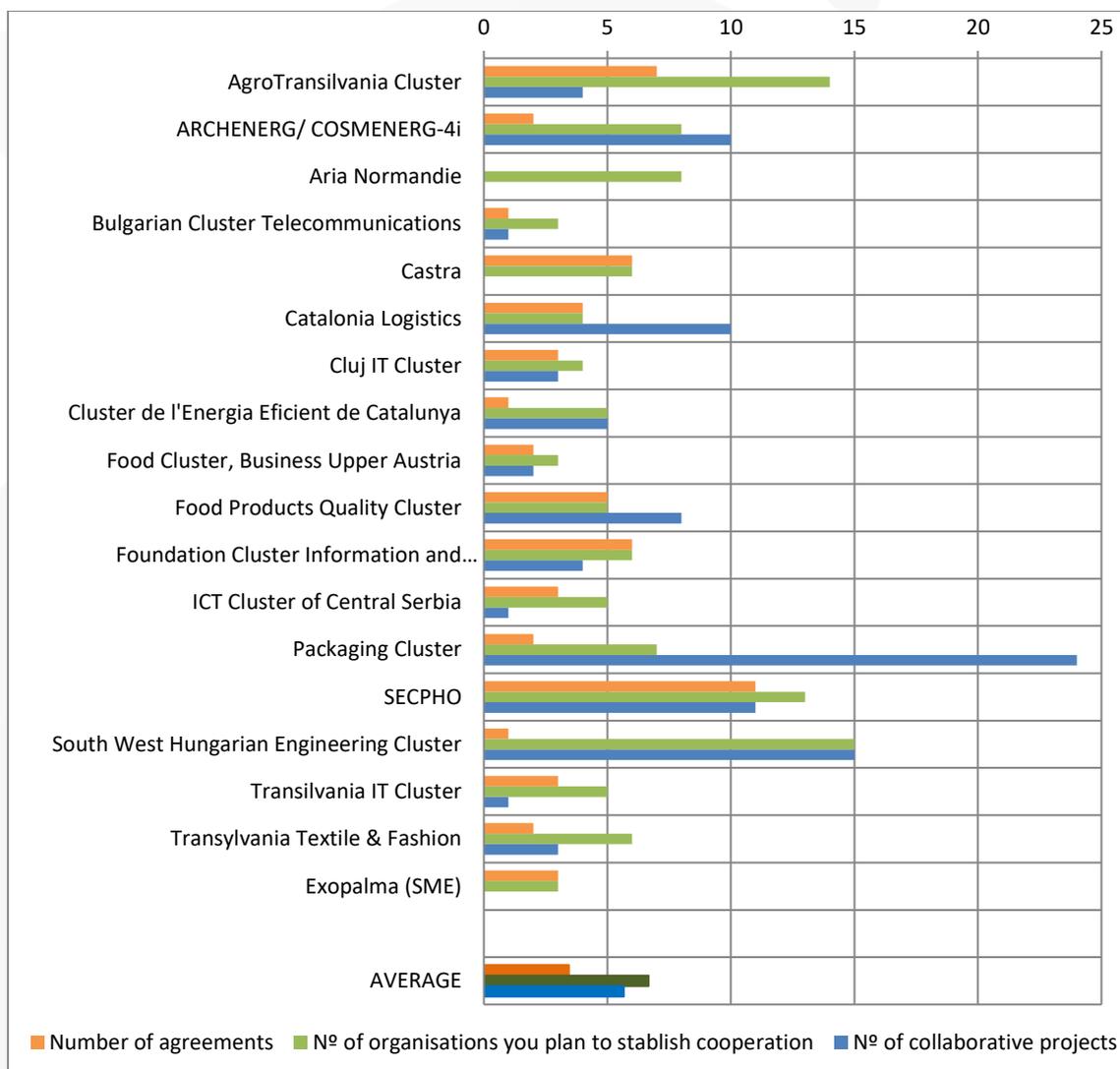


Figure 8. Impact of the event in terms of collaborative projects, agreements & cooperation with organisations



A total of 62 cooperation agreements and 102 collaborative project ideas were reported in the debriefing questionnaires, representing an average of 3,4 and 5,7 cooperation agreements and collaborative projects, respectively, initiated per European cluster thanks to the networking activities held in the EU-South MED Cluster Matchmaking Event & TechDays. Additionally, the European delegation plans to continue further contacts with a total of 120 organisations, representing an average of 6,7 interesting organisations per cluster, in order to find synergies and explore potential opportunities for collaboration (Figure 8).

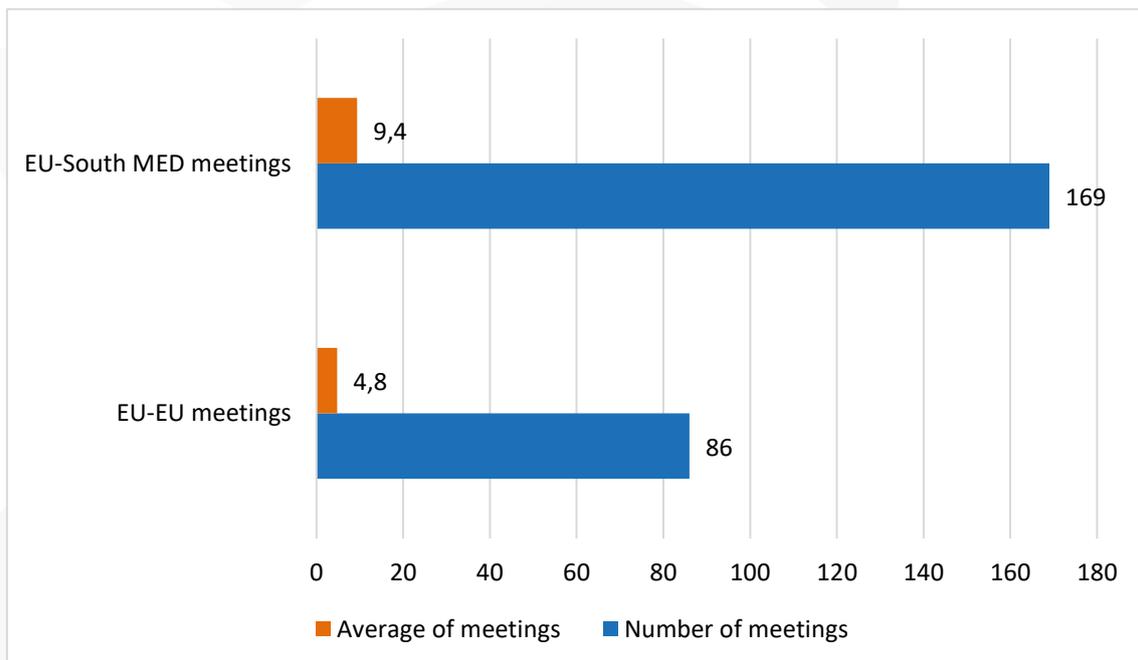


Figure 9. Number of meetings during the event

In terms of the number of meetings held during the EU-South MED Cluster Matchmaking Event & TechDays, 255 formal and informal meetings were conducted by the European delegation during the event, 169 of them with South MED delegates and 86 with European ones. The average number of meetings per European delegate with South MED organisations reached 9,4 meetings and 4,8 meetings per cluster participant in reference to the interactions with other European participants (Figure 9).



The figures related to the number of meetings are very positive, showing the active role of all participants in the C2C matchmaking session, and indicating the European delegates found interesting counterparts. In addition, the European delegates are confident about the potential of the South MED organisations and their various regional markets.



5 Type of cooperation and profile of the organisations

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

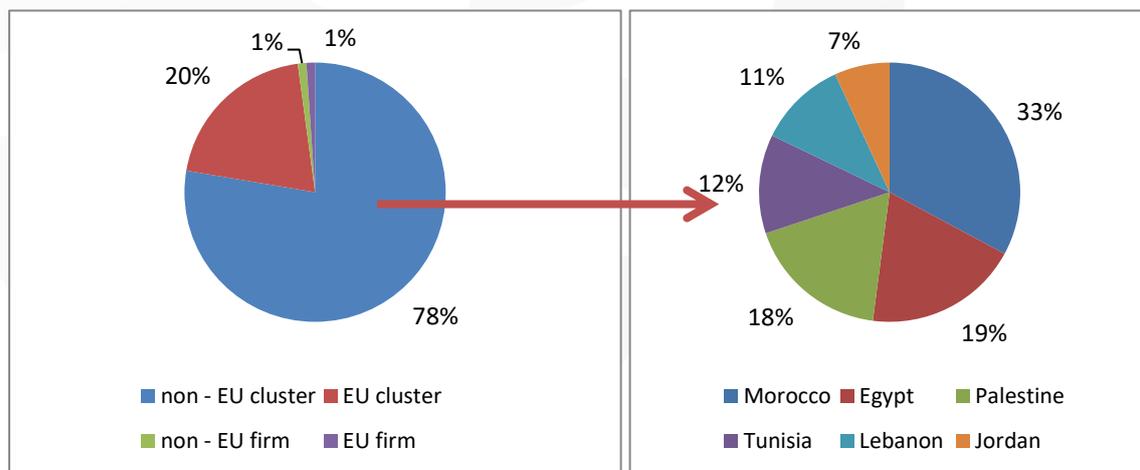


Figure 10. Type of organisation which European cluster participants initiated cooperation (number of organisations) and the number of organisations in South MED countries to follow-up

The European clusters plan to follow-up with mainly non-European organisations. 78% of the collaborations reported are with organisations from third countries, especially with Morocco, Egypt and Palestine, while the cooperation initiated with EU clusters is slightly modest, accounted for 20%. Finally, a 1% of the cooperation was established with EU firms and 1% with non-EU firms (Figure 10), reasonable figures considering the low number of SMEs participating in the event.

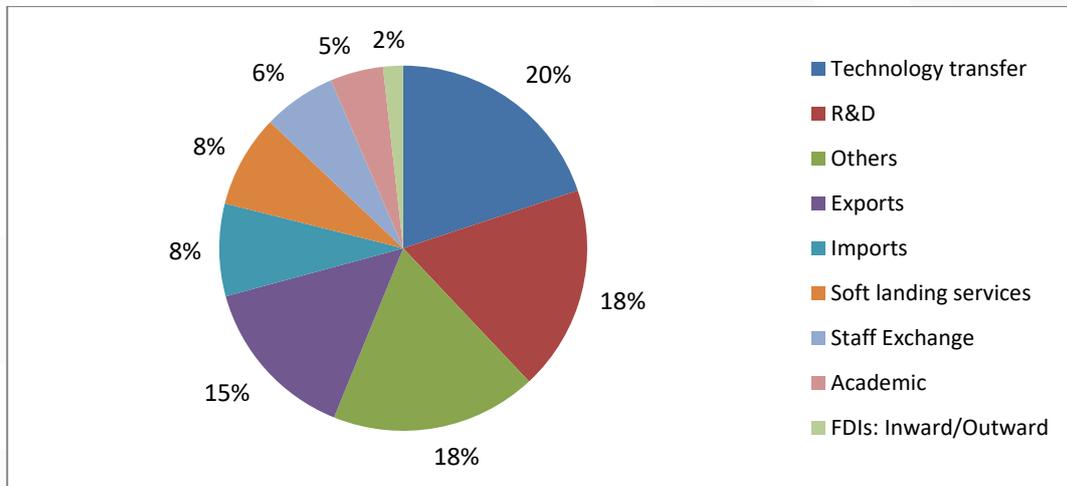


Figure 11. Type of cooperation established by European clusters

The cooperation based on Technology Transfer (20%), on Research & Development (18%) and in the Exports (15%) accounts for more than half of the total collaborations. Additionally, it should be noted that the label Others accounts for 18% of the total cooperation; however, multiple options are listed under this category, such as, collaboration in EU projects, investment, internationalisation services, knowledge transfer, inter-clustering events, mentoring for start-ups, cluster management, capacity building, assessment for the strand 2 application and the signature of a MoU.

On the other side, the cooperation in the imports (8%), soft landing services (8%), staff exchange (6%), academic (5%) and FDIs: Inward/Outward (2%) are the less common areas for initiating collaboration between organisations (Figure 11).

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



Table 4. Cooperation initiated with South MED organisations

Cluster	Name	Country	Cooperation objective & next steps
AgroTransilvania Cluster	Cluster MENARA	Morocco	Development of new products and joint participation in ESCP-4i Foodnet project
	Egyptian Renewable Energy Cluster Initiative (ERECl)	Egypt	Staff exchange (Erasmus +). Collaborative projects in renewable energy
	Cluster Dattes & Palmier Tunisie	Tunisia	Jointly participation in ESCP-4i Foodnet project
	Pôle de Compétitivité de Bizerte	Tunisia	Collaborative R&D projects. Jointly participation in ESCP-4i Foodnet project
	Lebanon Agri-Food Innovation Cluster - QOOT	Lebanon	Foodnet ESCP-4i. Information Exchange
	AGRINOVA	Morocco	Foodnet ESCP-4i. Collaborative projects. Circular economy
ARCHENERG/ COSMENERG-4i	Palestinian Stone Cluster	Palestine	1) Internationalisation services 2) Technology transfer
	Egyptian Renewable Energy Cluster Initiative (ERECl)	Egypt	1) EU projects 2) Business facilities development 3) MOU with the federation of Egyptian industries
	Cyprus Egypt Greece Collaborative Innovation Network (CEG COIN)	Egypt	1) Potential MOU 2) EU Projects
	Cluster Mecatronic	Tunisia	EU projects: H2020 and Industry 4.0
Aria Normandie	Cyprus Egypt Greece Collaborative Innovation Network (CEG COIN)	Egypt	Assistance to growth
	Maroc Numeric Cluster	Morocco	Assistance with industry 4.0 start-ups and activities



Cluster	Name	Country	Cooperation objective & next steps
	Borg AI Arab Innovation Cluster	Egypt	Collaboration for new products between the industry 4.0 expertise
Bulgarian Cluster Telecommunications	Borg AI Arab Innovation Cluster	Egypt	1) Discussed possibility for joint R&D cooperation and preparation R&D project 2) Exchange of academic staff between universities
	Cluster of Electronics, Mechatronics and Mechanics of Morocco (CE3M)	Morocco	Agreed to look for possibilities for establishment of business relations between the clusters' members
	Maroc Numeric Cluster	Morocco	Agreed to look for possibilities for establishment of business relations between the clusters' members
Castra	Rawabi Tech Hub	Palestine	1) Education and training 2) Start-up-community development in Palestine 3) C2C and C2B
	Oasis 500	Jordan	1) Start-up-community development 2) C2C and C2B 3) Investments 4) Joint RDI project
	Cluster Mecatronic	Tunisia	1) Joint R&D and C2B initiatives 2) Education and training 3) Exchange of business expertise on the local markets/customers
	Egyptian Renewable Energy Cluster Initiative (ERECl)	Egypt	1) Technology transfer 2) Education and training 3) Joint C2B initiatives in the MENA region
	Beirut Creative Cluster	Lebanon	Explore possibilities for joint C2B in the middle east region, and technology transfer from Castra
Catalonia Logistics	Date and Palm Cluster	Palestine	1) Best practices exchange 2) Logistic agreements to transport oil and dates to Middle East and Africa
	Palestinian Stone Cluster	Palestine	Study and contact for international markets insertions. Looking for solution services.



Cluster	Name	Country	Cooperation objective & next steps
Cluj IT Cluster	Oasis 500	Jordan	n/a
	Maroc Numeric Cluster	Morocco	n/a
Cluster de l'Energia Eficient de Catalunya	CISE Maroc	Morocco	Analyse issues /challenges that Moroccan companies face in the industrial sector and establish collaboration tech transfer with Catalan companies
	Egyptian Renewable Energy Cluster Initiative (ERECl)	Egypt	Working on the way to sign a MOU to collaborate in tech transfer in PV and ST technology.
	Cluster Solaire	Morocco	Analyse the portfolio of both clusters in order to promote the collaboration between companies
	AGRINOVA	Morocco	AGRINOVA is interested in giving their companies assessment in the field of EE and Renewable Energy.
Food Cluster, Business Upper Austria	Olive Oil Cluster	Tunisia	Connect with FFoQSI
	Lebanon Agri-Food Innovation Cluster - QOOT	Lebanon	Benchmarking and C2C activities
	University of Cairo	Egypt	n/a
Food Products Quality Cluster	Date and Palm Cluster	Palestine	1) Exchange of information about the production of our members 2) Helping to organise more contacts and import/export activities
	Cluster Dattes & Palmier Tunisie	Tunisia	1) Exchange of information about the production of our members 2) Helping to organise more contacts and import/export activities
	AGRINOVA	Morocco	1) Exchange of information about the production of our members 2) Helping to organise more contacts and import/export activities
	Lebanon Agri-Food Innovation Cluster - QOOT	Lebanon	1) Exchange of information about the production of our members 2) Helping to organise more contacts and import/export activities
Foundation Cluster Information and Communication	Cluster of Electronics, Mechatronics and Mechanics of Morocco (CE3M)	Morocco	CE3M is interested in elaborating a partnership and further business with Bulgarian ICT cluster based on results from projects as: GATE (http://www.gate-coe.eu) and SFH (http://www.interreg-danube.eu/approved-projects/smart-factory-hub).



Cluster	Name	Country	Cooperation objective & next steps
Technologies	Maroc Numeric Cluster	Morocco	Transfer of good practices and used cases for digital transformation processes aiming to support non ICT SME
	Oasis 500	Jordan	Elaboration of bilateral links between Bulgarian eco system for start-ups and entrepreneur support of OASIS500
	Novation city	Tunisia	Opportunity for direct partnership among cluster members in field of mechatronics, industrial automation, automotive.
	Borg AI Arab Innovation Cluster	Egypt	Common R&D projects and pilot projects in field of telecommunications, utility sectors, smart cities.
	Egyptian Information, Telecommunications, Electronics, and Software Alliance (EITESAL)	Egypt	1) EITESAL organisation structure and service offering matches perfectly with Bulgarian ICT cluster companies' interest for collaboration and business building in EGYPT and in the region 2) More specific common participation in ICT conferences and fairs both in Egypt and Bulgarian was discussed
ICT Cluster of Central Serbia	Borg AI Arab Innovation Cluster	Egypt	We approached with the invitation for joining Green ICT Development - GIVE project. We are preparing GIVE Strand 2 application and we are looking for cluster organisations from Egypt since Egypt is one of the targeted markets for potential next phase of the project.
	Cyprus Egypt Greece Collaborative Innovation Network (CEG COIN)	Egypt	We offered them to become a part of Green ICT Development - GIVE ESCP-4i partnership as they are present in Egypt, which is recognized as a one of the targeted markets for the potential next phase (Strand 2) of the GIVE project
	Maroc Numeric Cluster	Morocco	We agreed on continuing communication when opportunities occur. Maroc Numeric Cluster will be one of the single points of contact for the Morocco market and could be future collaborator for joint projects.
Packaging Cluster	Cluster Dattes & Palmier Tunisie	Tunisia	New packaging solutions for dates
	Cluster MENARA	Morocco	1) Partnerships in packaging projects 2) Creation of distribution centre in Morocco
	Lebanon Agrifood innovation Cluster - QOOT	Lebanon	R&D project for sustainable packaging



Cluster	Name	Country	Cooperation objective & next steps
	Date and Palm Cluster	Palestine	Collaborative research and development project
	Rawabi Tech Hub	Palestine	Collaborate in a Smart City project
SECPHO	Maroc Numeric Cluster	Morocco	Mission to Morocco for the international event and matchmaking between our members
	Moroccan Technical Textile Cluster – C2TM	Morocco	Matchmaking event, participation in EU funded projects and other
	Cluster MENARA	Morocco	Joint event in Morocco for members of both clusters
	AGRINOVA	Morocco	Joint event for members of both clusters
	Cluster Dattes & Palmier Tunisie	Tunisia	Intercluster meeting in Tunisia with other clusters from Catalonia
South West Hungarian Engineering Cluster	Cluster of Electronics, Mechatronics and Mechanics of Morocco (CE3M)	Morocco	<ol style="list-style-type: none"> 1) Knowledge and technology transfer 2) Sharing experience 3) R&D projects possibilities 4) Renewable energy projects 5) Share information about events
	Palestinian Stone Cluster	Palestine	<ol style="list-style-type: none"> 1) New technologies suppling to Palestine 2) Engineering capacities to Hungarian 3) Sharing ongoing/new projects and e-catalogue
	AGRINOVA	Morocco	<ol style="list-style-type: none"> 1) Sharing project's ideas about renewable energies (fuel cells and wind power plant) 2) Environmental engineering education 3) Contacts for biotechnology from Hungary
	Egyptian Renewable Energy Cluster Initiative (ERECl)	Egypt	<ol style="list-style-type: none"> 1) Wind power plants projects 2) Fuel cells projects 3) Technology transfer 4) Price information about the products



Cluster	Name	Country	Cooperation objective & next steps
	Date and Palm Cluster	Palestine	Manufacturing packaging machines for Palestine cluster members
Transilvania IT Cluster	Beirut Creative Cluster	Lebanon	Contact established and agreed to future cooperation
	CISE Maroc	Morocco	Development of a clusters management platform. And agreed to future cooperation
Transylvania Textile & Fashion	Salfit House of Furniture	Palestine	1) Study visit in Romania 2) Research projects related to reusing and recycling the used furniture and textiles from hotels, restaurants, etc
	Hebron Leather and Shoes Cluster	Palestine	1) To use the Hebron cluster capacity to realise products based on our designer's models 2) To establish an online selling point
	Oasis 500	Jordan	Create the contact between the designers of the two organisations
	Beirut Creative Cluster	Lebanon	Connecting designers of the two organisations
	Rawabi Tech Hub	Palestine	1) Study visits in Romania and Palestine 2) Connect the Rawabi Tech Hub with our INNOHUB 3) e-commerce 4) Cooperation agreements
	Moroccan Technical Textile Cluster – C2TM	Morocco	1) Visit in Romania 2) Solutions for reduce textile waste 3) Business cooperation for our members 4) Cooperation agreement
Exopalma (SME)	Hebron Leather and Shoe Cluster	Palestine	1) Commerce agreement 2) Products exported from Palestine to Romania
	Cluster MENARA	Morocco	1) Commerce agreement 2) Products exported from Romania to Morocco 3) Costumer tailored products 4) Packaging products for textile, organic fabrics...



Cluster	Name	Country	Cooperation objective & next steps
	Beirut Creative Cluster	Lebanon	Cooperation between companies from the creative cluster and Exopalma (SME) in textile domain
	Oasis 500	Jordan	Cooperation between cluster members
	Moroccan Technical Textile Cluster – C2TM	Morocco	1) Possible cooperation between EXOPALMA and Moroccan Technical Textile Cluster members. 2) Fabrics for hospitality industry



Table 5. Cooperation established with European organisations

Cluster	Name	Country	Cooperation objective & next steps
ARCHENERG/ COSMENERG-4i	ICT Cluster of Central Serbia	Serbia	Innosup project, Cosmenerg 4i Global alliance
	South West Hungarian Engineering Cluster	Hungary	Cosmenerg 4i Global alliance
Bulgarian Cluster Telecommunications	Cluster de l'Energia Eficient de Catalunya	Spain	1) Agreed to work together and cooperate for preparation of joint project under COSME, Cluster go International call and the Cluster Excellence call. 2) Agreed on second meeting at European Cluster Conference in Bucharest, May 2019
Castra	SECPHO	Spain	Explore opportunities for C2C cooperation in EU driven projects (C2B)
Catalonia Logistics	Cluj IT Cluster	Romania	Provide technology solutions to our detected technology gaps
	Smartcom Bulgaria AD ⁹	Bulgaria	Discussions in order to provide smart technology solutions to the sector
Cluj IT Cluster	Catalonia Logistics	Spain	n/a
Cluster de l'Energia Eficient de Catalunya	Food Cluster, Business Upper Austria	Austria	Collaborative projects and contact with other Austrian clusters interested in cleantech
Food Cluster, Business Upper Austria	Packaging Cluster	Spain	Cooperation is COSME event. Dissemination
	AgroTransilvania Cluster	Romania	Future EU project
	Catalonia logistics	Spain	EU project

⁹ SME



Cluster	Name	Country	Cooperation objective & next steps
Food Products Quality Cluster	AgroTransilvania Cluster	Romania	Exchange of the experience and information. Cooperation between our COSME Consortia
	South West Hungarian Engineering Cluster	Hungary	New technologies for Latvian meat producers from Hungary
ICT Cluster of Central Serbia	ARCHENERG/ COSMENERG-4i	Hungary / Belgium	Mr Ramon Vivanco will meet with GIVE Project Manager and talk about collaboration between GIVE and Cosmenerg-4i partnerships in terms of preparing the joint application for Innosup calls in 2020. We also agreed on continuing communication and knowledge transfer. Also 3B ICT Network was presented to the participant and possibility to become a part of this informal ICT and green-tech clusters network.
	Castra	Bulgaria	Joint research and development and to find companies who will be involved in development of real time operating systems and we proposed to connect him with two Faculties from the University of Kragujevac. Also, since the Castra is interested in blockchain technologies we connect them with our company Quantox Technology
	Transilvania IT Cluster	Romania	IT Cluster is based in Cluj-Napoca in Romania, the city which has Cluj IT Cluster (our partner on GIVE project and from 3B ICT Network), we agreed on continuation of communication and we set meeting in Cluj-Napoca on October 30-31, 2019, when the GIVE B2B event will take place this year. Also we talked about potential joint participation in EU projects and other activities.
Packaging Cluster	South West Hungarian Engineering Cluster	Hungary	Metal packaging members from Hungary interested in packaging sector in Spain
SECPHO	Castra	Bulgaria	Project proposal for H2020 call
South West Hungarian Engineering Cluster	ARCHENERG/ COSMENERG-4i	Hungary	<ol style="list-style-type: none"> 1) Sharing information planned EU projects 2) Membership fees to alliance 3) Renewable energy projects – wind power plants and fuel cells
Transilvania IT Cluster	ICT Cluster Central Serbia	Serbia	Agreed to cooperate in future projects in the region



6 Conclusions

The surveys analysed represented 95% of the total European delegation which included 17 cluster organisations and two SMEs¹⁰. According to the overall assessment of the feedback received, it can be concluded that the objective of the EU-South MED Cluster Matchmaking Event & TechDays was achieved and the results met successfully the expectations. Participants acquired knowledge on how to do business with the South MED region and on the situation of the market, and established new contacts with their counterparts from the South MED countries. In many cases, the European clusters laid the foundations to sign cooperation and formal agreements on different topics and collaborate in EU funded projects.

Regarding the overall quality of the event, very positive scores were given to the matchmaking session and the participants of South MED clusters in the event. Nevertheless, there are some aspects that may be taken into account in future events, such as conducting workshops focused on case studies in order to inspire the participants with their good practices and lessons learnt and know better the entities presented. Another point emphasised was that the need to cover a wide range of sectors when planning the field visits and selecting the trade fair in order to maximise the participation of EU delegates in these activities.

The participants indicated this event was very fruitful to increase international visibility and market penetration, develop new business activities and acquire knowledge of geographical market entry barriers for cluster organisations/ members.

In the context of the event, 255 formal and informal meetings were conducted by the European delegation during the event, 169 of them with South MED delegates and 86 with European delegates. The average number of meetings per European delegate with South MED organisations reached 9,4 meetings and 4,8 meetings per cluster participant in reference to the interactions with other European participants. From these C2C meetings, 102 collaborative project ideas emerged with an average of 5,7 per cluster. Moreover, delegates reported their

¹⁰ 100% of response rate among the cluster organisations and 50% of response rate among the SMEs.



intention of keeping further the contact with clusters and businesses to establish cooperation with an average of 6,7 contacts per cluster.

In summary, the outcome of the event was seen as very positive with most of the clusters reporting potential cooperation agreements. The content of the agenda was very satisfying as well as the organisation. Moreover, the delegates highlighted the fruitful participation of South MED clusters in the event.



Annex 1 – Agenda of the event

EU - South MED Cluster Matchmaking Event & TechDays

Venue: Hotel Palace D'Anfa

Day 1 – Tuesday, 9th April 2019

Time	Session
09.30 – 10.00	Arrival and registration of participants at Logismed
10.00 – 11.00	Logismed Opening
11.00 – 12.30	Guided tour to Logismed
12.30 – 14.00	Lunch
14.00 – 14.30	Opening of EU-South MED Cluster Matchmaking Event & TechDays <ul style="list-style-type: none">- Ms. Ulla Engelmann, Head of Unit Advanced Technologies, Clusters and Social Economy, Directorate General Internal Market, Industry, Entrepreneurship and SMEs, European Commission- Ms. Ingrid Schwaiger, Deputy Head of Unit for Regional Programmes Neighbourhood South, Directorate General for Neighbourhood and Enlargement Negotiations, European Commission- Ms. Fatima-Ezzahra Ait El Habti, Head of Office of Moroccan Cluster Development, Ministry of Industry, Trade, Investment and Digital Economy of Morocco
14.30 – 15.30	Cluster Introductions
15.30 – 17.00 Three workshops in parallel	Industry 4.0 – Case Study on MASCiR (1st round) <p>For the last 10 years, the image processing system went through a profound revolution with the development of deep learning systems. By using these methods, the Embedded Systems Department of MASCiR develop innovative solutions adapted to the issues encountered by industrial and agricultural actors. A few case studies resulting from the work of the department will be introduced in order to illustrate how this technological disruption can accompany the digitalization of industrial and agricultural sectors in the MENA region and how it can be an opportunity for innovation.</p> <p><u>Speaker:</u> François Bourzeix, Embedded Systems Department Manager, MASCiR</p> Clusters in Maghreb, between globalisation and territorialisation (1st round) <p>This session will explore collaboration opportunities between MENA clusters based on a study conducted on cluster demography in relation with public policies in Algeria, Morocco and Tunisia over the last 5 years. The study has been carried out on behalf of IPEMED.</p> <p><u>Speaker:</u> Paulette Pommier, Associated Expert, IPEMED</p>



Time	Session
	<p>Workshop “How to do business between Europe and South MED”: The 7 main things about South MED countries to develop a successful C2C cooperation (1st round)</p> <p>Based on participants experience and conceptual input by the moderator, the workshop will help to design a method to build a safe and productive relation between EU and South MED clusters. The workshop will be based on active learning method. Cultural and business issues will be addressed by the workshop.</p> <p><u>Speaker:</u> Alain Tubiana, international expert in cluster management and South MED region, gnomon, cluster management and collaborative innovation consulting</p>
17.00 – 17.30	Coffee break
17.30 – 19.00 Three workshops in parallel	<p>Industry 4.0 – Case Study on MASCiR (2nd round)</p> <p>For the last 10 years, the image processing system went through a profound revolution with the development of deep learning systems. By using these methods, the Embedded Systems Department of MASCiR develop innovative solutions adapted to the issues encountered by industrial and agricultural actors. A few case studies resulting from the work of the department will be introduced in order to illustrate how this technological disruption can accompany the digitalization of industrial and agricultural sectors in the MENA region and how it can be an opportunity for innovation.</p> <p><u>Speaker:</u> François Bourzeix, Embedded Systems Department Manager, MASCiR</p> <p>Clusters in Maghreb, between globalisation and territorialisation (2nd round)</p> <p>This session will explore collaboration opportunities between MENA clusters based on a study conducted on cluster demography in relation with public policies in Algeria, Morocco and Tunisia over the last 5 years. The study has been carried out on behalf of IPEMED.</p> <p><u>Speaker:</u> Paulette Pommier, Associated Expert, IPEMED</p> <p>Workshop “How to do business between Europe and South MED”: The 7 main things about South MED countries to develop a successful C2C cooperation (2nd round)</p> <p>Based on participants experience and conceptual input by the moderator, the workshop will help to design a method to build a safe and productive relation between EU and South MED clusters. The workshop will be based on active learning method. Cultural and business issues will be addressed by the workshop.</p> <p><u>Speaker:</u> Alain Tubiana, international expert in cluster management and South MED region, gnomon, cluster management and collaborative innovation consulting</p>
20.00 – 22.30	Networking dinner



Day 2 – Wednesday, 10th April 2019

Time	Session
09.00 – 09.30	Registration of participants
09.30 – 09.40	Opening of the matchmaking session Ms. Natalia Martínez Páramo, <i>Head of Unit COSME, Executive Agency for Small and Medium-sized Enterprises, European Commission</i>
09.40 – 09.50	Activities and services of the European Cluster Collaboration Platform (ECCP) Ms. Noelia Dosil, <i>consultant of Sociedade Portuguesa de Inovação, European Cluster Collaboration Platform</i>
09.50 – 10.00	Activities and services of THE NEXT SOCIETY project Ms. Raphaële Cohen, <i>Innovation Project Manager, ANIMA Investment Network, THE NEXT SOCIETY</i>
10.00 – 12.30	Bilateral meetings
12.30 – 14.00	Lunch
14.00 – 17.00	Bilateral meetings
17.00 – 17.30	Coffee break
17.30 – 18.30	Debriefing session

Day 3 – Thursday, 11th April 2019

Time	Session
09.30 – 11.30	Visit to MASCiR – Moroccan Foundation for Advances Science, Innovation & Research (RABAT)
12.00 – 13.00	Lunch break
13.30 – 14.30	Visit to ESITH – École Supérieure des Industries du Textile et de l'Habillement (CASABLANCA)
15.00 – 16.00	Visit to CTI – Centres Techniques Industriels Marocains (CASABLANCA)

Annex 2 – Overall quality of the event

Cluster	Event	Seminar	Matchmaking	Speakers	Organisation	Facilities	Information	Participation
AgroTransilvania Cluster	5	3	5	3,5	4	5	5	5
ARCHENERG/ COSMENERG-4i	5	4	5	4	5	5	5	5
Aria Normandie	5	5	5	5	5	5	5	5
Bulgarian Cluster Telecommunications	4	3	4	3	5	5	5	4
Castra	5	5	5	4	5	4	5	5
Catalonia Logistics	5	3	5	3	4	5	5	5
Cluj IT Cluster	4	4	5	4	5	5	5	5
Cluster de l'Energia Eficient de Catalunya	3	3	3,5	2,5	4	4	4	4
Food Cluster, Business Upper Austria	4	3	5	3	3	4	4	4
Food Products Quality Cluster	4	4	5	4	4	5	4	5
Foundation Cluster Information and Communication Technologies	5	4	5	4	5	4	5	5
ICT Cluster of Central Serbia	5	5	5	5	4	5	5	5
Packaging Cluster	4	4	3	3	4	4	4	4



Cluster	Event	Seminar	Matchmaking	Speakers	Organisation	Facilities	Information	Participation
SECPHO	5	4	5	4	5	5	5	5
South West Hungarian Engineering Cluster	4	4	5	4	4	4	5	5
Transilvania IT Cluster	4,5	4	5	4	4,5	5	5	5
Transylvania Textile & Fashion	5	5	5	5	5	5	5	5
Exopalma (SME)	5	5	5	5	5	5	5	5
Average	4,53	4,00	4,75	3,89	4,47	4,67	4,78	4,78

Annex 3 – Relevance of the event towards individual objectives

Cluster	Vision & knowledge of new markets	Knowledge of geographical market & entry barriers	Signature of cooperation agreements	Development of new business activities	International visibility & market penetration	R&D competences & developing concrete projects
AgroTransilvania Cluster	4	5	5	5	5	5
ARCHENERG/ COSMENERG-4i	4	5	5	5	5	4
Aria Normandie	3	3	3	5	5	5
Bulgarian Cluster Telecommunications	3	4	2	3	4	3
Castra	5	5	4	5	5	3
Catalonia Logistics	3	2	3	4	5	3
Cluj IT Cluster	4	4	4	3	5	3
Cluster de l'Energia Eficient de Catalunya	4	4	3	4	4	3
Food Cluster, Business Upper Austria	3	3	0	3	3	1
Food Products Quality Cluster	5	3	4	5	4	4
Foundation Cluster Information and Communication Technologies	5	5	4	4	5	3



Cluster	Vision & knowledge of new markets	Knowledge of geographical market & entry barriers	Signature of cooperation agreements	Development of new business activities	International visibility & market penetration	R&D competences & developing concrete projects
ICT Cluster of Central Serbia	5	5	5	5	5	5
Packaging Cluster	3	3	3	3	4	3
SECPHO	5	5	5	5	5	5
South West Hungarian Engineering Cluster	4	4	3	4	5	4
Transilvania IT Cluster	2	4	0	3	5	1
Transylvania Textile & Fashion	4	5	5	5	5	5
Exopalma (SME)	4	5	4	5	5	4
Average	3,89	4,11	3,44	4,22	4,67	3,56



Annex 4 – Impact of the event

Cluster	Number of agreements	Nº of organisations you plan to stablish cooperation	Nº of collaborative projects	Nº of meetings conducted with South MED	Nº of meetings conducted with EU
AgroTransilvania Cluster	7	14	4	12	10
ARCHENERG/ COSMENERG-4i	2	8	10	12	8
Aria Normandie	0	8	N/A	6	2
Bulgarian Cluster Telecommunications	1	3	1	8	3
Castra	6	6	0	10	5
Catalonia Logistics	4	4	10	5	6
Cluj IT Cluster	3	4	3	6	5
Cluster de l'Energia Eficient de Catalunya	1	5	5	7	2
Food Cluster, Business Upper Austria	2	3	2	3	2
Food Products Quality Cluster	5	5	8	15	5
Foundation Cluster Information and Communication Technologies	6	6	4	10	2
ICT Cluster of Central Serbia	3	5	1	7	3



Cluster	Number of agreements	Nº of organisations you plan to stablish cooperation	Nº of collaborative projects	Nº of meetings conducted with South MED	Nº of meetings conducted with EU
Packaging Cluster	2	7	24	9	9
SECPHO	11	13	11	25	10
South West Hungarian Engineering Cluster	1	15	15	11	8
Transylvania IT Cluster	3	5	1	8	1
Transylvania Textile & Fashion	2	6	3	8	4
Exopalma (SME)	3	3	0	7	1
Total	62	120	102	169	86
Average	3,44	6,67	5,67	9,39	4,78