



Taiwan 2016 Cluster Matchmaking Event

*Organised in the context of the
European Innovation Week in Taiwan*

Supported by the European Commission
DG Internal Market, Industry, Entrepreneurship and SMEs
(DG GROWTH)

Taipei (Taiwan) - 30th of May to 1st of June, 2016

MISSION PROCEEDINGS REPORT



Executive Summary

An ICT-focused cluster matchmaking event was organised during the European Innovation Week in Taipei (Taiwan) from 30th of May to 1st of June 2016. The European Innovation Week (30th of May to 3rd of June 2016) was a joint initiative of the European Commission in collaboration with Europe Silicon Worldwide, Enterprise Europe Network (represented by the Taiwan External Trade Development Council - TAITRA), EU Chamber of Commerce in Taiwan, European Cluster Collaboration Platform (ECCP) and the Industrial Technology Research Institute (ITRI).

The Cluster Matchmaking Event coincided with the COMPUTEX Fair (31st of May to 4th of June 2016). The Event represented a real opportunity to foster cooperation between European and Asian clusters and their SME members within the ICT field.

Under this scope, Sociedade Portuguesa de Inovação (SPI) organised and supported a delegation of European cluster representatives that attended the aforementioned Event. The clusters were selected primarily due to their relevance to the event and willingness and understanding of the need to collaborate with other clusters and network organisations in order to better support their SMEs in a competitive global market.

The European Cluster Delegation encompassed 23 cluster organisations from 11 different EU Member States (Belgium, Bulgaria, France, Germany, Greece, Hungary, Italy, Netherlands, Poland, Romania and Spain). The focus sectors for the Event were the following:

- 3D business & applications
- Cloud security
- Digital signage
- ICT for health and medical technology
- ICT for smart mobility
- Internet of things
- Mobile technology
- Robotics
- Smart cities
- Smart living
- Wearable technology

During the European Innovation Week, the cluster representatives had the opportunity to participate in several informative and networking activities. More specifically, the Cluster Introduction Session included the European delegation of 23 clusters and 9 Taiwanese ICT business association executives, which represent the bulk of the ICT Taiwan industry and commands a major positioning in the Taiwan value-chains. In this Session, each participant had the opportunity to briefly present their organisation and their interests for establishing collaborations. Therefore, the Session aimed to prepare the ground for further one-on-one discussions between clusters and business associations to identify potential synergies and collaborations. The session resulted in the consensus that Taiwan and EU clusters appear to be a perfect match for future collaboration: Taiwan with a world command on industrial electronics and consumer brand integrators such as ASUS, HTC, ACER and the EU clusters covering all the value-chain but especially active and diverse on Internet of Things which is the next step in the world market.

Moreover, the European Cluster Delegation participated in C2C and C2B matchmaking meetings, where they discussed collaboration and partnership opportunities. Overall, the cluster participants conducted more than 120 one-on-one meetings with Taiwanese organisations, including business associations, companies and governmental agencies.

The Event, and more specially the C2C and C2B meetings, allowed to achieve the overall objective of the Event, i.e. promote the establishment of contacts among European clusters and Taiwanese clusters/ associations. As a result, each Cluster Delegate plans to keep further contact to establish cooperation with around 4 clusters. Moreover, 76% of the Cluster Delegates have initiated or plan to establish cooperation agreements with Taiwanese clusters. Similarly, all Cluster Delegates have initiated or plan to establish cooperation agreements with Taiwanese businesses.

After the Matchmaking Session, a Cluster Debriefing Session was organised to gather the feedback from the Cluster Delegates. Overall, they considered the Event was very well organised. Over the course of the 3-day agenda concerning the Cluster Delegation, the delegates were able to promote their clusters and cluster memberships in a group setting, conduct one-on-one meetings with targeted potential Taiwanese clusters/associations, and tour highly relevant Taiwanese companies. Cluster Delegates highlighted, among other aspects, the information provided prior to the Event and the preparatory activities (mainly the preparatory webinar) as being very helpful in their preparation.

Moreover, the agenda of the European Innovation Week included several seminars addressing different relevant topics for the EU-Taiwan cooperation, as well as for the ICT and electronics industry. Furthermore, the European Cluster Delegates participated in a guided tour of the COMPUTEX Taipei Fair and attended a Welcome Reception, which provided further opportunities for informal networking. Last but not least, all European Cluster Delegates had the opportunity to visit interesting Taiwanese companies.

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1. Introduction

As part of a policy aimed at promoting international cluster cooperation for the benefit of SMEs, Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROWTH) of the European Commission launched in 2012 an initiative on international cluster cooperation for the benefit of SMEs. Since the initiative's establishment, it has contributed to the deployment of specific cluster matchmaking events to support cluster organisations and their SME members in their efforts to develop partnerships and business cooperation in global markets. SMEs typically seek out-sourcing and in-sourcing and high value cooperation projects, including joint-ventures. Cluster managers seek to arrange a steady level playing field to let the cooperation endure likewise along high value objectives including direct investment flow towards upgrading the standing of their cluster in the global value chains. As a result, growth and added value jobs are expected to materialise in the EU clusters along a bilateral win-win approach.

In this context, an ICT-focused cluster matchmaking event was organised during the European Innovation Week in Taipei (Taiwan) from 30th of May to 1st of June 2016. The European Innovation Week (30th of May to 3rd of June 2016) was a joint initiative of the European Commission in collaboration with Europe Silicon Worldwide, Enterprise Europe Network (represented by the Taiwan External Trade Development Council - TAITRA), EU Chamber of Commerce in Taiwan, European Cluster Collaboration Platform (ECCP) and the Industrial Technology Research Institute (ITRI).

The Cluster Matchmaking Event coincided with the COMPUTEX Fair (31st of May to 4th of June 2016). The Event represented a real opportunity to foster cooperation between European and Asian clusters and their SME members within the ICT field.

The matchmaking event organised in Taipei (Taiwan) is comparable with recent European cluster matchmaking events organised in Belgium, China, Germany, Italy, and Spain during 2014 and 2015. The organisation of European cluster participation at these matchmaking events has been facilitated by a consortium led by Sociedade Portuguesa de Inovação (Portugal) in partnership with Inno TSD (France) and Steinbeis-europa-Zentrum (Germany) selected and funded by the EC on a competitive basis.

2. Objective of the Cluster Matchmaking Event

The objective of the Cluster Matchmaking Event in Taipei (Taiwan) was to promote cluster and network cooperation between cluster organisations and business networks in Europe and Taiwan to begin shaping common visions to make innovation-based business grow and collaborative projects and sustained business partnerships flourish. The event was expected to initiate discussions that would result in Letters of Interest, Memoranda of Understanding, and other types of partnership agreements by means of setting the framework and first steps to do innovation and business together in both bilateral markets and the global market. As customary, the role for the cluster and network representatives was to act as a facilitator for their SMEs to help them eventually engage in collaborative projects and to liaise to knowledge centres back in their clusters as appropriate.

3. Cluster Delegation

The cluster delegation was selected on the basis of a competitive call for expression of interest launched and published on the European Cluster Collaboration Platform (ECCP) in March 2016. The clusters were selected based on their relevance, merit and added value to the event. A focus was placed on clusters representing the ICT field with a willingness and commitment to participate in the planned matchmaking event in Taipei (Taiwan).

The call was open to cluster and network organisations within the ICT field from countries participating in the Competitiveness and Innovation Framework Programmes (CIP)¹. The focus sectors for the Event were related to ICT, namely:

- 3D business & applications
- Cloud security
- Digital signage
- ICT for health and medical technology
- ICT for smart mobility
- Internet of things
- Mobile technology
- Robotics
- Smart cities
- Smart living
- Wearable technology

3.1. Selection process

Each cluster or network organisation had to submit an expression of interest that included:

- Cluster questionnaire;
- Evidence of the legal entity of the cluster organisation;
- Evidence of the cluster profile registered on the ECCP;
- 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 ECCP;
- 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”²;
- Have core activities corresponding to the targeted focus areas of the event mentioned above;

¹ 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. To be noted that further similar cluster matchmaking events will be funded under the EU COSME Competitiveness for Enterprises and SMEs programme (2014-2020).

² For more information see at: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2006:323:0001:0026:en:PDF>

- 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 maximise matchmaking opportunities based on a clear description of the type of partnership the cluster organisation was 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 Asia to better support SMEs in global competition through joint efforts. In this context, the participation in a European Strategic Cluster Partnership – Going International (ESCP-4i) was considered as an asset³.

22 expressions of interest were received from cluster organisations throughout Europe. Among them, almost 50% were members of ESCP-4i, Figure 1, thereby generating an upgrading or multiplier effect into their European activity. Similarly, almost 50% of them were certified with the bronze, silver or gold label of the European Cluster Excellence Initiative (ECEI), Figure 2, suggesting that the call could serve both to more mature and less mature clusters and ensuring a balanced participation of regions in the event. Based on the criteria above, 20 cluster organisations were selected to be part of the delegation.

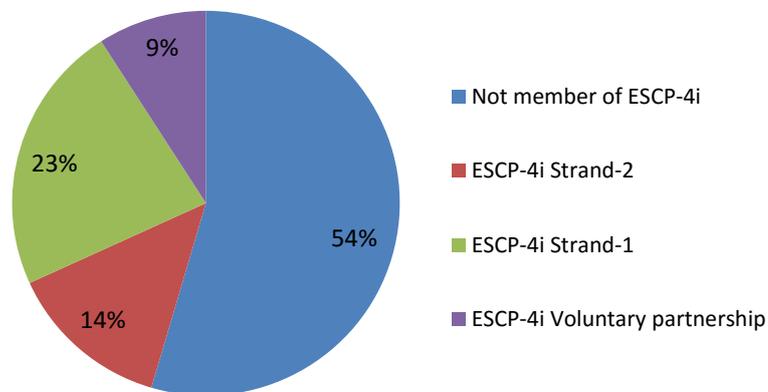


Figure 1. Distribution of clusters that were members of ESCP-4i among the EoI's received

³ Funded under COSME Programme and having started their activity in March 2016.

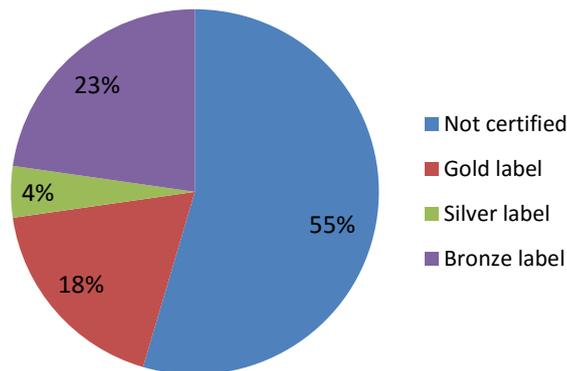


Figure 2. Distribution of clusters certified under the ECEI initiative among the EoI's received

3.2. Overview of the cluster delegation

Besides the 20 cluster organisations selected through the call for expression of interest, four additional clusters of Europe Silicon Worldwide registered to participate in the European Innovation Week held by the European Commission alongside COMPUTEX as they did not necessitate funding from the CIP programme and were direct or indirect part of a EU-labelled cluster partnership (ESCP4i). As a result, the European Cluster Delegation encompassed 23 cluster organisations from 11 different EU Member States (Belgium, Bulgaria, France, Germany, Greece, Hungary, Italy, Netherlands, Poland, Romania and Spain), Figure 3. 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*.



Figure 3. Origin countries of European Cluster Delegation

Table 1. Brief profile of the European Cluster Delegation

#	Cluster	Field(s) of activity	Country
1	ALT Brasov - Innovation and Technology Cluster	Business Services; Education and Knowledge Creation; Information Technology and Analytical Instruments	Romania
2	ANEA - Association Normande des Entreprises Alimentaires	Agricultural Inputs and Services Food Processing and Manufacturing	France
3	ARIA Normandie - Association Regionale de L'Industrie Automobile de Normandie	Automotive; Plastics; Production Technology and Heavy Machinery	France
4	Basque Energy Cluster	Electric Power Generation and Transmission; Lighting and Electrical Equipment; Oil and Gas Production and Transportation	Spain
5	BCT - Bulgarian Cluster Telecommunications	Communications Equipment and Services; Information Technology and Analytical Instruments	Bulgaria
6	CASTRA - Cluster Aero-Space Technologies, Research and Applications	Aerospace Vehicles and Defence; Information Technology and Analytical Instruments; Lighting and Electrical Equipment	Bulgaria
7	Cluster SCC - Fondazione Cluster Tecnologia per le Smart Cities & Communities Lombardia	Appliances; Information Technology and Analytical Instruments; Lighting and Electrical Equipment	Italy
8	Cool Silicon - Energy Efficiency Innovations from Silicon Saxony	Micro- and Nanoelectronic, Industry 4.0, Mobile Broadcasting, Sensor networks	Germany
9	Distretto - Fondazione Distretto Green & High Tech Monza Brianza	Communications Equipment and Services; Information Technology and Analytical Instruments	Italy
10	DSP Valley	Electronics, Microelectronics	Belgium
11	ECDF mKlaster	Communications Equipment and Services; Information Technology and Analytical Instruments; Marketing	Poland
12	GAIA Association of Electronic and Information Technologies in the Basque Country	Communications Equipment and Services; Information Technology and Analytical Instruments; Production Technology and Heavy Machinery	Spain
13	gi-Cluster	Education and Knowledge Creation; Information Technology and Analytical Instruments; Video Production and Distribution	Greece
14	High Tech NL	high-tech	Netherlands
15	ICT Cluster Bulgaria - Foundation Cluster Information and Communication Technologies	Communications Equipment and Services; Electric Power Generation and Transmission; Information Technology and Analytical Instruments	Bulgaria
16	INEO - Association of ICT Companies of Galicia	Communications Equipment and Services; Information Technology and Analytical Instruments	Spain
17	Klaster.info	Business Services; Information Technology and Analytical Instruments	Poland
18	mi-Cluster	Nano/microelectronics and embedded systems; Internet of Things; Cloud Computing & Big Data; Telecommunications	Greece
19	MINALOGIC	Digital technologies	France
20	MMCluster - Hungarian Mobility and Multimedia Cluster	Digital industry, ICT, web and mobile technology, telecommunications, telecommunications infrastructure, smart cities, IoT, big data, IoT	Hungary
21	Mov'eo - Mobility and Automotive R&D competitiveness cluster	Automotive; Transportation and Logistics	France

#	Cluster	Field(s) of activity	Country
22	si-Cluster	Aerospace Vehicles and Defence Communications Equipment and Services Environmental Services	Greece
23	Silicon Saxony	Micro- and nanoelectronic, smart system, application and energy system industries	Germany

From the ESCP-4i cluster organisations participating in the event, Silicon Europe Worldwide was well represented, with 6 members attending the event. In fact, Silicon Europe Worldwide together with DG GROWTH of the European Commission played a central role in organising the entire European Innovation Week agenda. Other ESCP-4i that had representation at the event were Space2ID, MobiGoln, SmartCityTech, REINA PLUS, CROSSCUT and GIVE.

4. Activities of the Taiwan Cluster Matchmaking Event

During the European Innovation Week, the cluster representatives had the opportunity to participate in several informative and networking activities, namely many seminars, a Cluster Introduction Session and a Matchmaking Session. Cluster representatives also had the opportunity to participate in a guided tour to COMPUTEX, a Welcome Reception and company visits. The full agenda of the European Innovation Week is presented in *Annex 2: Agenda of the European Innovation Week*.

4.1. Seminars

The agenda of the European Innovation Week, organised by the European Commission and the European External Action Service with the support of Taiwan authorities and of Silicon Europe Worldwide who provided major organisational-wise inputs to this event, included several seminars addressing different relevant topics for the EU-Taiwan cooperation, as well as for the ICT and electronics industry. These seminars allowed the cluster representatives to gain insight into the Taiwan ICT business ecosystem. An overview of the main seminars is briefly presented below.

The “**Smart health seminar: ICT for health**” focused on medical electronics and related personalised medicine opportunities and showed numerous cases and opportunity under Horizon 2020 for EU-Taiwan collaboration to take place, including in areas where joint bilateral R&D is already under way through EU RTD Framework programme 7 support. The overall opportunity for cluster cooperation was made apparent as the Taiwan health care system is moving towards e-health with many business opportunities associated with it.

The “**Smart mobility seminar: GNSS & IoT**” brought together key players from EU and Taiwan, to discuss possibilities for smart applications and services for mobility. Future trends in the industry were presented, which included new satellite navigation services, smart driving, and telematics technologies. The opportunities for cluster cooperation were made quite apparent as smart cities is a goal in Taiwan and the global car market is moving steadily towards smart mobility.

The “**EU-Taiwan Horizon 2020: ICT R&I and Open Innovation for Smart-X**” introduced the Horizon 2020 programme, especially the current ICT Work Programme 2016-2017. Success stories were presented by EU and Taiwanese experts. The seminar emphasised the possibility for Taiwanese

partners to join the consortia of Public Private Partnerships and large scale pilots made available under Horizon 2020 on ICT. Several relevant domains were identified that included: components and systems, cloud computing, future internet, big data, robotics & autonomous systems, KETs such as photonics and micro & nano electronics, factories of the future, digital security, and entrepreneurship support. This seminar included the active participation of clusters managers in the EU delegation: Ms Vinciane Meroux (Mov'eo) and Mr Sergio Saiz (Basque Energy Cluster, Tecnalia).

The “**Smart industry seminar**” likewise included the most active participation of EU cluster representatives: Ms Cristina Murillo (GAIA), Mr Paolo Piccinelli (Distretto HTMB) and Mr Peter Stavev (ICT Cluster), in a session titled “*Industry of the future: European clusters perspectives*”, moderated by Mr Ben van der Zon (High Tech Netherlands). The EU clusters had the opportunity to express to Taiwan business representatives their views regarding the future of smart industry. In particular, the session discussed the role of standards in the new digital market, the momentum towards Internet of Everything and how this requires SMEs to define new business models, and the starting of global companies following an open outsourcing approach towards innovative ICT SMEs and start-ups.



4.2. Cluster Introduction Session

The Cluster Introduction Session, organised in the afternoon of May 31st, included the European delegation of 23 clusters and 9 Taiwanese business association executives. The list of associations is presented below:

- CNFI - Chinese National Federation of Industry
- ITS - Intelligent Transportation Society of Taiwan
- NTCA - New Taipei City Computer Association
- SIPA - System Integration Promotion Alliance
- TAIROA - Taiwan Automation Intelligence and Robotics Association
- TaiSEIA - Taiwan Smart Energy Industry Association
- TAMI - Taiwan Association of Machinery Industry
- TBTC - Taiwan Building Technology Center
- TEEMA - Taiwan Electrical and Electronic Manufacturers' Association
- TSIA - Taiwan Semiconductor Industry Association

In this Session, each participant had the opportunity to briefly present their organisation and their interests for establishing collaborations. Therefore, the Session aimed to prepare the ground for further one-on-one discussions between clusters and business associations to identify potential synergies and collaborations.



The Session showed that the Taiwan ICT industry seems to present a good match opportunity for the European wide-ranging innovative applications, as both Taiwan and EU industry representatives appear complementary in value chains. Taiwan clusters and business associations were invited to perform technology scouting in Europe. Topics such as factory of the future, energy efficiency in ICT, smart cities with turnkey solutions and sustainable buildings, smart mobility, logistics, virtual reality and e-games, space applications (including focusing on start-ups, incubators), joint-ventures, and vertical solutions were largely discussed.

4.3. Matchmaking Session

During the afternoon of June 1st, the European Cluster Delegation participated in C2C and C2B matchmaking meetings, where they discussed collaboration and partnership opportunities. Overall, the cluster participants conducted more than 120 one-on-one meetings with Taiwanese organisations, including business associations, companies and governmental agencies. More qualitative information can be found in Table 2 below.



4.4. Debriefing Session

After the matchmaking Session, a Cluster Debriefing Session was conducted to obtain the feedback of the Cluster Delegation in regards to the Event. During the Session, Sociedade Portuguesa de Inovação acted as facilitator to gain the Cluster Delegation's feedback on the Event in regard to different aspects related to the overall quality of the Event and the results and impacts to each participant as well as recommendations and suggestions for future events.

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.

Feedback provided by the Cluster Delegates is detailed in Chapter 5.

4.5. Other networking activities

On May 31st, the European cluster representatives participated in a guided tour of the COMPUTEX Taipei Fair and attended a Welcome Reception. This Reception provided further opportunities for informal networking between the European delegation and Taiwanese relevant participants, including business associations. Last but not least, all European cluster representatives had the opportunity on June 2nd to visit one or



more of three world-class companies: Fair Friend Group (FFG), Advantech and Gogoro.

5. Debriefing Results and Conclusions

A debriefing questionnaire was sent by email to the European Cluster Delegation, aiming to obtain their feedback in a structured and quantifiable manner. In total, 19 debriefing questionnaires were received and analysed (out of 23 clusters).

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.

5.1. Overall quality of the event

Figure 4 shows the results obtained regarding the Cluster Delegates’ opinions on the **overall quality of the event**. In this regard, the Cluster Delegates gave a high score to the six related indicators. The indicator “quality of the overall organisation” stands out among the others, since 100% of the clusters considered it as good or very good. Similarly, the “quality of the information provided” and the “quality of the facilities” were very well scored, since 95% of the clusters considered that they were good or very good. On the other hand, the indicator “participation of foreign clusters and SMEs in the event” received comparatively lower yet quite favourable ratings with 37% of the clusters consider it not so good or moderately good.

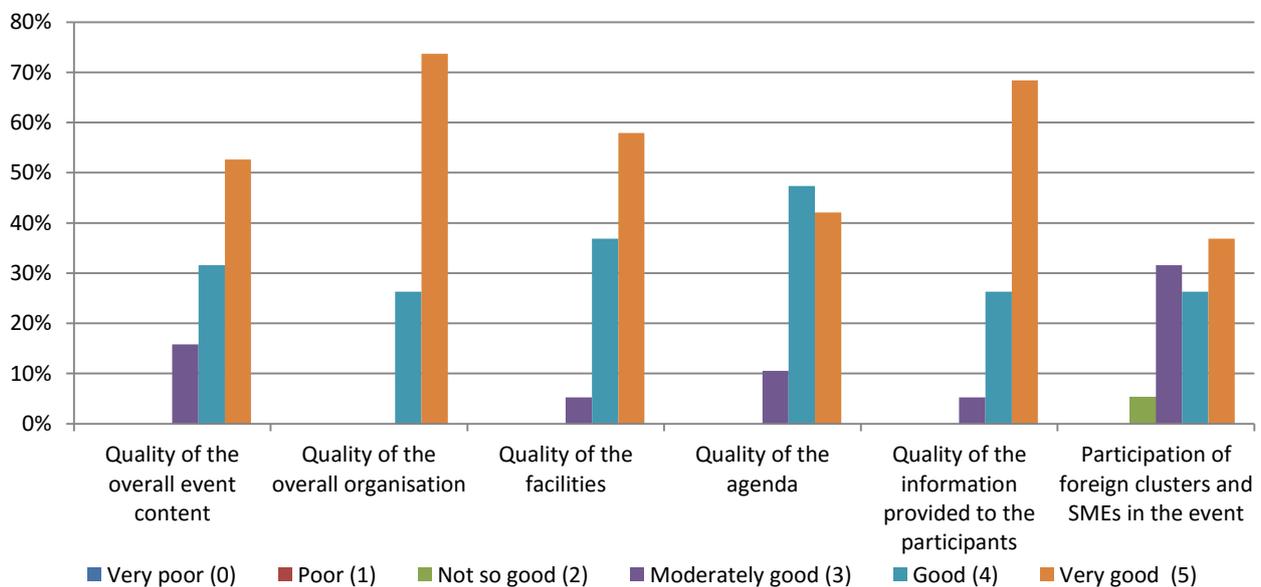


Figure 4. Results obtained regarding the Cluster Delegates’ opinions on the overall quality of the event

5.2. Relevance of the event towards individual objectives

Regarding the **relevance of the event towards individual objectives**, Cluster Delegates ranked most of the indicators with a quite positive score. As shown in Figure 5, they considered the Event especially useful to increase the “international visibility and market penetration: facilitate search for strategic alliances/ partners”, the “vision and knowledge of new markets and technology trends” and the “development of new business activities”, since 84%, 79% and 79% of them (respectively) ranked these indicators as good or very good.

On the other hand, the “signature of cooperative agreements” and the “access to new R&D competences and development of concrete projects” received lower scores: 37% and 42% of the clusters (respectively) ranked these indicators as moderately good or lower.

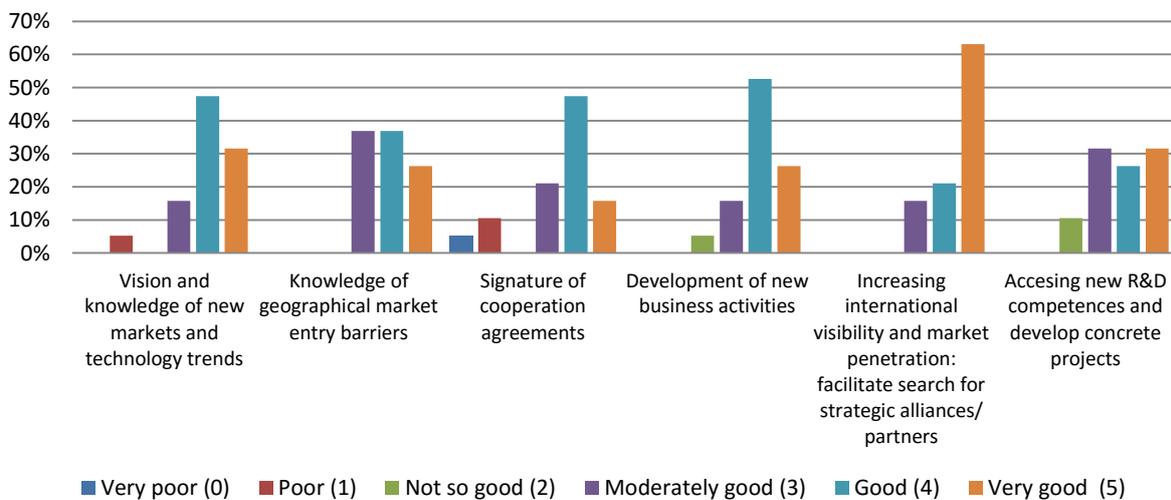


Figure 5. Results obtained regarding the Cluster Delegates’ opinions concerning the relevance of the mission towards individual objectives

5.3. Output of the event in terms of cooperation agreements and collaborative projects

The overall assessment concludes that, in general terms, the main objective of the event was achieved, i.e. promote the establishment of initial contacts among European clusters and Taiwanese clusters/ associations. In this regard, Figure 6 shows that, on average, Cluster Delegates plan to keep further contact to establish cooperation with around 4 clusters. Furthermore, 42% of the Cluster Delegates plan to keep further contacts to establish cooperation agreements with 4 or more clusters. Moreover, no Cluster Delegates indicated that they do not plan to pursue contacts to establish cooperation.

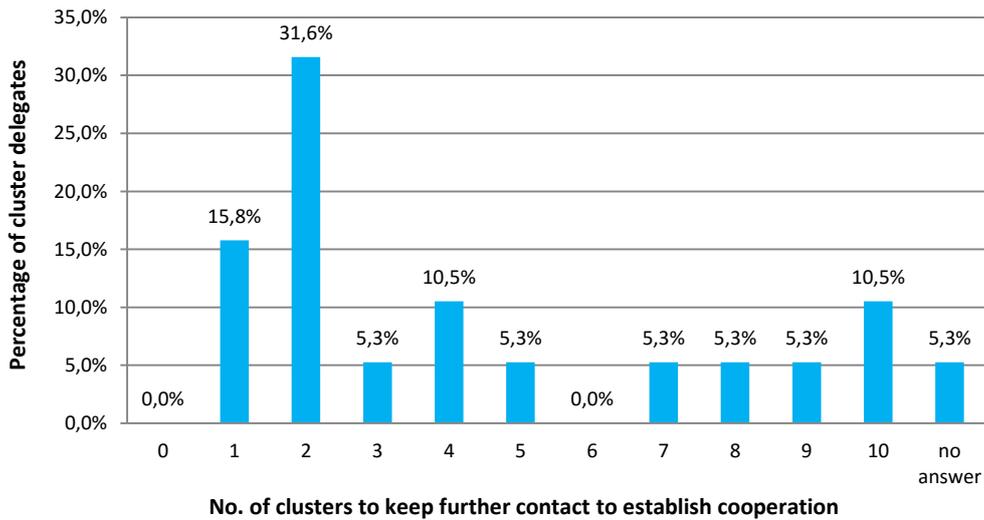


Figure 6. Results obtained regarding the establishment of further contacts

Going deeper, Figure 7 shows that 13 of the clusters (out of 17 responses for this question) have initiated or plan to establish **cooperation agreements with Taiwanese clusters**, while 4 Cluster Delegates indicated they do not plan to establish any cooperation agreement with Taiwanese clusters.⁴

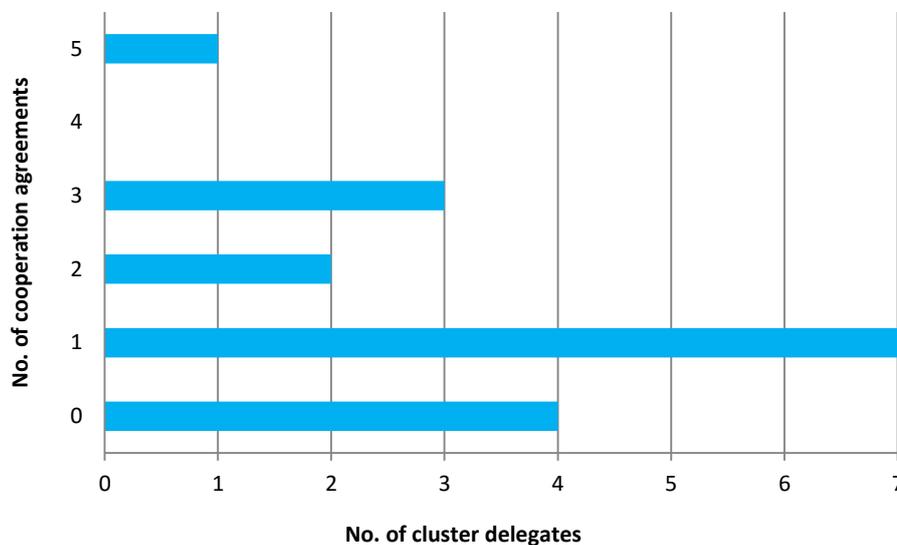


Figure 7. Number of cooperation agreements initiated or planned to establish with Taiwanese clusters

⁴ One cluster responded 22 cooperation agreements with Taiwanese clusters, which seems out of the range for the event; thus, this value was not considered in the analysis.

Similarly, all Cluster Delegates have initiated or plan to establish **cooperation agreements with Taiwanese businesses**, although most of them indicated a small number of agreements Figure 8. In fact, 55% of the Cluster Delegates responded they have initiated or plan to establish 1 or 2 cooperation agreements with Taiwanese businesses.

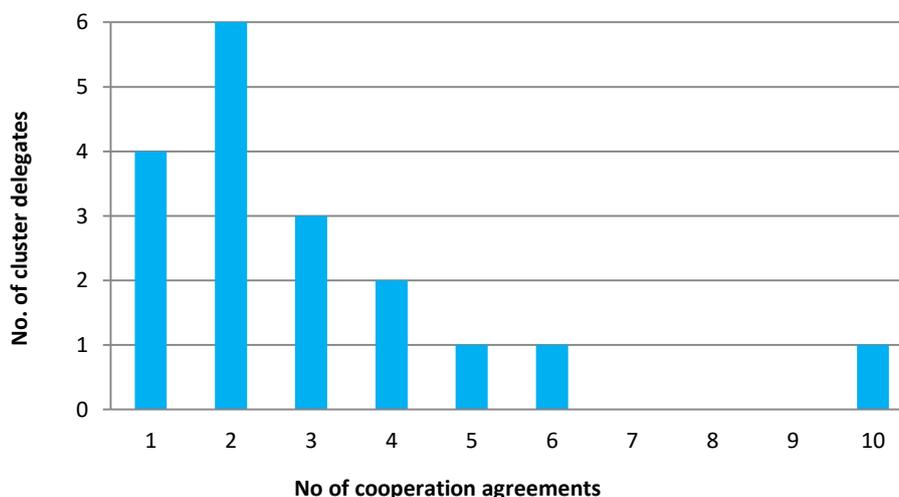


Figure 8. Number of cooperation agreements initiated or planned to establish with Taiwanese businesses

Furthermore, **between 24 and 49 collaborative project ideas** would have emerged to be explored from the total C2C meetings⁵; thus, an average of 2.7 collaborative ideas per cluster.

Additionally, clusters were asked to indicate other clusters they planned to pursue further cooperation. In this regard, Table 2 shows the organisations in Taiwan and Europe that each cluster indicated in this regard. As can be seen, most of the clusters plan to pursue cooperation with a number of Taiwanese organisations.

Table 2. Organisations with which clusters plan to pursue further cooperation

Cluster	Organisations planned for further cooperation
ALT Brasov - Innovation and Technology Cluster	<ul style="list-style-type: none"> Taiwan: Institute for Information Industry, Gran Systems Next Steps: Possible follow-up on collaborative projects Europe: CEA-Leti; Aria Normandy; Cool Silicon
ANEA - Association Normande des Entreprises Alimentaires	<ul style="list-style-type: none"> Taiwan: International Integrated Systems, Inc; Wayyen Enterprises Ltd; Fondly International Trade; eBsuccess Solutions Inc Next Steps: The cluster found the companies particularly interesting and has plans to develop some projects in collaboration with each.
ARIA Normandie - Association Regionale de L'Industrie Automobile de Normandie	<ul style="list-style-type: none"> Taiwan: ECCT-GNSS; Taiwan Automation Intelligence and Robotics Association Europe: ICT Cluster; GAIA; Innovation and Technology Cluster Romania; DSP Valley; Silicon Europe

⁵ 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.

Cluster	Organisations planned for further cooperation
BCT - Bulgarian Cluster Telecommunications	<ul style="list-style-type: none"> Taiwan: Industrial Technology Research Institute; SAMPE Taiwan Chapter; Taiwan Electrical and Electronic Manufacturer Association; New Taipei City Computer Association Europe: ARIA; DSP Valley; GAIA
CASTRA - Cluster Aero-Space Technologies, Research and Applications	<ul style="list-style-type: none"> Taiwan: ECCT – GNSS.asia; ODYSSEUS ;CHARNG MENG PLASTIC GROUP; National Space Association; LISA EVERFASHION CORP; Gran Systems; Dragon Systems & Technologies Co., LTD Next Steps: The cluster found ODYSSEUS particularly interesting to pursue. Europe: Klaster.info
Cool Silicon - Energy Efficiency Innovations from Silicon Saxony	<ul style="list-style-type: none"> Europe: Innovation and Technology Cluster Romania
Fondazione Distretto Green & High Tech Monza Brianza	<ul style="list-style-type: none"> Taiwan: New Taipei City Computer Association; Taiwan Electrical & Electronic Manufacturer Association; Yoda Communications Inc Next Steps: The cluster is looking at developing long-term collaboration, nothing specific at the moment. Fondly International Trade (Taiwan company) is pursuing through the cluster possible distributors for Europe. Europe: ICT Cluster Bulgaria
DSP Valley	<ul style="list-style-type: none"> Taiwan: Taiwan Semiconductor Industry Association; Taiwan Electrical & Electronic Manufacturer Association
ECDF mKlaster	<ul style="list-style-type: none"> Taiwan: Taiwan Electrical & Electronic Manufacturer Association Europe: MOV'EO; DSP VALLEY; ARIA NORMANDIE; GI-CLUSTER; GAIA; ICT CLUSTER BULGARIA; KLAUSTER.INFO; SILICON SAXONY
GAIA Association of Electronic and Information Technologies in the Basque Country	<ul style="list-style-type: none"> Taiwan: Taiwan Electrical and Electronic Manufacturer's Association; Industrial Technology Research Institute; Taiwan Rapid Innovation Prototyping League for Entrepreneurs Europe: ICT Cluster Bulgaria
ICT Cluster Bulgaria - Foundation Cluster Information and Communication Technologies	<ul style="list-style-type: none"> Taiwan: Taiwan External Trade Development Council (TAITRA)in the Balkan region; Society for the Advancement of Material and Process Engineering; Tech to Biz; Taiwan Printed Circuit Association; Taiwan Electrical and Electronic Manufacturers' Association; Taiwan Turnkey Project Association; Yoda Communications Inc. Next Steps: The cluster is following up with UP TEKS Co. and Yoda Communications Inc. for opportunities to collaborate, the company information will be shared with the cluster membership and the membership of clusters from neighbouring countries. Already one Serbian company has interest in talking to them.
MINALOGIC	<ul style="list-style-type: none"> Taiwan: Taiwan Electrical & Electronic Manufacturer Association Europe: ICT Cluster Bulgaria; INEO – Association of ICT companies of Galicia
MMCluster - Hungarian Mobility and Multimedia Cluster	<ul style="list-style-type: none"> Taiwan: Taiwan Electrical and Electronic Manufacturers' Association; Taiwan Printed Circuit Association; Eiger Law; OncQue; Lumex Europe: Klaster.info; DSP Valley; ICT Cluster Bulgaria; Innovation and Technology Cluster Romania
Mov'eo - Mobility and Automotive R&D competitiveness cluster	<ul style="list-style-type: none"> Europe: DSP Valley, GAIA
si-Cluster	<ul style="list-style-type: none"> Taiwan: National Space Organization; Taiwan Space Industry Association
Silicon Saxony	<ul style="list-style-type: none"> Innovation and Technology Cluster Romania

Overall, clusters considered the event was very well organised. As qualitative feedback received during the Debriefing Session, clusters mentioned the preparatory webinar was very helpful to focus

the planning of their participation. Also, the Cluster Introduction Session is considered very useful, but more time should be allocated to this session and to informal networking after it.

Finally, as part of the debriefing questionnaire Cluster Delegates provided suggestions to improve future cluster matchmaking events:

On the overall agenda and event

- Having some more time for informal and/or semi-structured networking both among the European clusters and with the Taiwanese clusters;
- Having cluster organisations accompanied by a number of cluster members (e.g. two companies) with deep interest in the target country;
- Having more interactive panel discussions;
- When possible, sending previously information of the country, especially linked to topics of interest, in this case Industry 4.0 or cluster policy;
- Having less packed events, allowing clusters to visit the exhibition and meet with companies identified during the event.

On the Cluster Introduction Session

- Having a longer Cluster Introduction Session at the beginning of the event to foster interaction between Cluster Delegates since the beginning.

On the Matchmaking Session

- Having shorter C2C meetings, of 20 or 25 mins/meeting (in this case meetings were 30 minutes);
- Ensuring a higher participation of local clusters in the overall event, but also for the matchmaking session;
- Organising different sessions in different slots, especially for C2C and B2B, since they are different groups with different interests. In this respect, meetings at various levels (companies, clusters, other organisations working on international cooperation, government, etc.) could be organised.

Annex 1: List of Cluster Delegation

#	Cluster	Sector	Country	Representative	E-mail Contact Person
1	ALT Brasov - Innovation and Technology Cluster	Business services; education and knowledge creation; information technology and analytical instruments	Romania	Mihai Dumitrescu	contact@altbrasov.org
2	ANEA - Association Normande des Entreprises Alimentaires	Agricultural inputs and services food processing and manufacturing	France	Laure Civita	laure.cvt@live.fr
3	ARIA Normandie - Association Regionale de L'Industrie Automobile de Normandie	Automotive; plastics; production technology and heavy machinery	France	Vincent Civita	vincent.civita@arianormandie.com
4	Basque Energy Cluster	Electric power generation and transmission; lighting and electrical equipment; oil and gas production and transportation	Spain	Sergio Saiz and Andoni Diaz de Mendibil	sergio.saiz@tecnalia.com
5	BCT - Bulgarian Cluster Telecommunications	Communications equipment and services; information technology and analytical instruments	Bulgaria	Peter Statev	office@btcluster.org
6	CASTRA - Cluster Aerospace Technologies, Research and Applications	Aerospace vehicles and defence; information technology and analytical instruments; lighting and electrical equipment	Bulgaria	Vesselin Vassilev	vesselin.vassilev@castra.org
7	Cluster SCC - Fondazione Cluster Tecnologie per le Smart Cities & Communities Lombardia	Appliances; information technology and analytical instruments; lighting and electrical equipment	Italy	Paolo Piccinelli	p.piccinelli@distrettohtmb.it
8	Cool Silicon - Energy Efficiency Innovations from Silicon Saxony	Micro- and nanoelectronic, industry 4.0, mobile broadcasting, sensor networks	Germany	Frank Bösenberg	frank.boesenberg@silicon-saxony.de
9	Distretto - Fondazione Distretto Green & High Tech Monza Brianza	Communications equipment and services; information technology and analytical instruments	Italy	Paolo Piccinelli	p.piccinelli@distrettohtmb.it
10	DSP Valley	Electronics, microelectronics	Belgium	Peter Simkens	Peter.Simkens@dspvalley.com
11	ECDF mKlaster	Communications equipment and services; information technology and analytical instruments; marketing	Poland	Marcin Paradowski	marcin.paradowski@mklaster.pl
12	GAIA Association of Electronic and Information Technologies in the Basque Country	Communications equipment and services; information technology and analytical instruments; production technology and heavy machinery	Spain	Cristina Murillo Gómez	murillo@gaia.es
13	gi-Cluster	Education and knowledge creation; information technology and analytical instruments; video production and distribution	Greece	Julia Phoca	j.phoca@corallia.org
14	High Tech NL	High-tech	Netherlands	Ben van der Zon	ben.van.der.zon@hightechnl.nl
15	ICT Cluster Bulgaria - Foundation Cluster Information and Communication Technologies	Communications equipment and services; electric power generation and transmission; information technology and analytical instruments	Bulgaria	Filip Stoyanovich	office@ictcluster.org
16	INEO - Association of ICT Companies of Galicia	Communications equipment and services; information technology and analytical instruments	Spain	Luis Rey Fernández-Arruty	proyectos@ineo.org

#	Cluster	Sector	Country	Representative	E-mail Contact Person
17	Klaster.Info	Business services; information technology and analytical instruments	Poland	Zbigniew Bieńkowski	info@klaster.info
18	mi-Cluster	Nano/microelectronics and embedded systems; internet of things; cloud computing & big data; telecommunications	Greece	Nikos Vogiatzis	n.vogiatzis@corallia.org
19	MINALOGIC	Digital technologies	France	Laure Quintin	laure.quintin@minalogic.com
20	MMCluster - Hungarian Mobility and Multimedia Cluster	Digital industry, ICT, web and mobile technology, telecommunications, telecommunications infrastructure, smart cities, IoT, big data	Hungary	Barnabas Malnay	barnabas.malnay@mklaszter.com
21	Mov'eo - Mobility and Automotive R&D competitiveness cluster	Automotive; transportation and logistics	France	Vinciane Meroux	vinciane.meroux@pole-moveo.org
22	si-Cluster	Aerospace vehicles and defence communications equipment and services environmental services	Greece	Jorge Sanchez	j.sanchez@corallia.org
23	Silicon Saxony	Micro- and nanoelectronic, smart system, application and energy system industries	Germany	Nadja Dehne	nadja.dehne@silicon-saxony.de

Annex 2: Agenda of the European Innovation Week

30th of May (Monday)

Time	Session	Venue
09:15 – 10:15	Opening of the week	Songshang Cultural and Creative Park, Taiwan Design Center (TDC) 2F, Creative Theatre
10:30 – 12:30	Smart health seminar: ICT for health	Songshang Cultural and Creative Park, Taiwan Design Center (TDC) 2F, Creative Theatre
12:30 – 14:00	Lunch reception	Songshang Cultural and Creative Park, Taiwan Design Center (TDC) 2F, 201 Meeting Room
14:00 – 17:00	Smart mobility seminar: GNSS & IoT	Songshang Cultural and Creative Park, Taiwan Design Center (TDC) 2F, Creative Theatre

31st of May (Tuesday)

Time	Session	Venue
10:30 – 12:00	COMPUTEX TAIPEI VIP tour for EU delegation	Taipei World Trade Center (TWTC) Nangang Exhibition Hall
13:30 – 17:00	EU-Taiwan Horizon 2020: ICT R&I and Open Innovation for Smart-X	Songshang Cultural and Creative Park, Taiwan Design Center (TDC) 2F, Creative Theatre
16:45 – 18:15	Cluster introduction session	Songshang Cultural and Creative Park, Taiwan Design Center (TDC) 2F, 201 Meeting Room
19:00 – 21:00	Welcome reception (EU Delegation Only)	Sangri-La's Far Eastern Plaza Hotel

1st of June (Wednesday)

Time	Session	Venue
9:15 – 12:00	Smart industry seminar	Taipei World Trade Center (TWTC) Nangang Exhibition Hall, Room 504
14:00 – 18:00	Business and Clusters matchmaking: B2B, B2C and C2C meetings	Taipei World Trade Center (TWTC) Nangang Exhibition Hall, Room 504
18:00 – 18:30	Clusters debriefing session	Taipei World Trade Center (TWTC) Nangang Exhibition Hall, 4F, VIP briefing room

2nd of June (Thursday)

Time	Session	Venue
9:00-17:00	Company visit (EU Delegation Only)	n/a
9:00-17:00	EU-Taiwan Nanoelectronics Symposium	R209, Bldg. 78, Industry Technology Research Institute (ITRI)
9:00-12:00	Industry 4.0 – pitches on smart technologies and applications made in Germany	Taipei World Trade Center (TWTC) Hall 1, Conference Room 2

3rd of June (Thursday)

Time	Session	Venue
9:00-17:30	EU-Taiwan 5G workshop	GIS MOTC Convention Center