



Executive summary

ESCP-4i Name and acronym: *New Frontiers for Emerging Industries in Food - New Frontier in Food*

Partners:

- *Wagralim (coordinator)-BE*
- *Food Valley – NL*
- *Vitagora – FR*
- *Valorial - FR*

Summary of key achievements:

The overall objective of New Frontiers in Food project has been the development of a joint internationalisation strategy for our 4 clusters, a smart strategy based on an original combination of various interconnected specializations and a joint Roadmap. Together we aim to enhance the competitiveness of the SMEs in our clusters, to encourage the development of emerging industries in Europe and to access emerging markets more easily.

By smartly combining various specializations, the consortium members, Wagralim (B), Vitagora (F), Food Valley NL (NL) and Valorial (F), clusters that are active in the agricultural food industry sector, have defined three complementary value chains that represent great opportunities of growth for their member companies at an international level:

- a) the market of connected food;
- b) the market of functional food and healthy ingredients;
- c) the market of processed food product.

These value chains are the meeting point of the clusters' expertise. The development of a joint internationalisation strategy has enabled the participating clusters to have a unique and specialised joint position enabling to participate to the development of new emerging technologies. The priority target audience of this project was Cross-Sectoral SMEs, more specifically those that are active in healthy ingredients, food processing companies and others active in new communication and digital technologies. The close interaction of the four participating clusters with the interested SMEs has proven to be useful in defining a tailor-made strategy and action plan. At the end of 18 months, the action plan has delivered actions towards a Business-Research-Innovation dynamic-for SMEs in order to increase their opportunities and turnover in the international markets identified and to develop new technological partnerships.

In this Business-Research-Innovation dynamic, another target was research centers and universities closely linked with these three value chains. This scientific target will enable technological partnerships to be developed with SMEs and will strengthen the deployment of innovation within these companies.

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Especially in the interaction with the non-European target countries a rapid and valuable connection could be made with universities and research centers.

The previous experience of the clusters in the targeted countries, the complementary approach between business intelligence activities and fact-finding missions and the bottom-up approach used through the High Level Advisory Board (HLAB), where key stakeholders were involved, have been key steps to achieve the alignment between the clusters whilst giving confidence on the relevance of the internationalization strategy.

The objectives of the New Frontiers in Food project were fully aligned with the pillars of the EU Clusters Policy, not only in supporting internationalization of clusters, but also in pushing Clusters to develop new frontiers in emerging areas, and therefore facilitating the needed transformation of EU Food industry with regard to the emergence of new technologies (particularly digital), new consumption models, new competitors, new societal challenges. The project brings a unique contribution to further explore how clusters of clusters can shape emerging industries, and how a rather focussed approach can respond to a better positioning of this partnership on the target markets.

Other specific achievements:

- Development of new relations with new clusters (European and non-European clusters)
- Sharing and benchmarking between the participating clusters
- Better understanding on the targeted countries (intelligence gathering)
- The project raised awareness of our SMEs on the targeted countries
- Common decision to continue the project, implementing the roadmap and the legal entity
- Improvement of the networking between our members (one French company is doing business with a Belgian one)
- SMEs are engaged to take part to the next step (implementation phase)
- working groups / matchmaking missions / benefit from the missions to meet the future partners, confirm the potential highlighted in the intelligence work (WP3)
- 4 MOUS signed with third countries (Brazil, China, Canada)

Cluster cooperation achievements:

- Cooperation with AdPack consortium:
 - Information sharing on opportunities between network
 - Discussion on-going to implement synergies in the implantation phase of New Frontiers in Food
- Cooperation with international clusters, outside of Europe, with MoU signed:
 - In Brazil, with MoU signed with Agropolo, followed by their visit to Europe in November 2017 in
 - In China, with :
 - MoU signed with Henan Academy of Agriculture Science
 - MoU signed with Sino-Euro Food Valley
 - In Canada, with MoU signed with Créneaux Québec during their visit in June 2017
- Cooperation with other international clusters, resulting in further actions:
 - In Canada with Natural Products Canada: MoU in discussion, preparation of joint actions for 2018
- In South Korea with Foodpolis: mission of a French delegation at the occasion of the International Foodpolis Conference, in November 2017.

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<p>SME cooperation achievements: <i>As we were in the Phase 1 of the project: development of an international strategy and a roadmap the consortium doesn't still have an example of internationalisation.</i> We can nevertheless underline that one French company is doing business with a Belgian one, as a result of the SME involvement in the High Level Advisory Board</p>
<p>Testimonials from cluster and SME: <u>Following the visit of the delegation from Guelph, Canada:</u> <i>"Very pleased with the program. B2B was the most useful. Fantastic job!"</i> <i>"We were pleased to have made several new connections and look forward to our continued work together".</i></p> <p><u>Following the High Level Advisory Board:</u> <i>"Thank you again for the invitation. The event was very interesting, and I've been able to make promising connections".</i></p>
<p>Key recommendation(s) on the future of the "Cluster go International" initiative: All four clusters have developed a wide variety of actions and contacts both inside as well as outside Europe, and can count on privileged partnerships in some parts of the world but, until this project, no joint structured action for large exports had been elaborated and deployed. This project has precisely helped us to shape a European Cluster Partnership in a more strategic manner at a European level, to pool our efforts, networks and expertise to move faster and better in developing our SME-companies internationally. The approach was to start with a small core partners group, involving them to define a precise international strategy and long-term cooperation agenda and in parallel, along the project, to identify potential other European clusters that could join the initial "Meta-cluster" for international activities, and find further complementarities and synergies with the strategy our initial 4 clusters would have defined.</p> <p>Other specific recommendations :</p> <ul style="list-style-type: none"> • To have a better understanding of the portal and its use, • To meet the project officer to align on ways of working.

Please indicate the number of events attended by the partnership by category (preparatory events, C2C events and B2B events):

TARGET COUNTRIES	EVENTS 10				
	Preparatory events, e.g. workshop, seminars, visits (excluding C2C and B2B events)	C2C Events	C2C meetings	B2B Events	B2B meetings
Brazil				Brazil Vitagora café September 2016	

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Korea	Seoul food and Hotel May 2017				
China	Food ingredients China and Alibaba visit March 2017				
USA				Food tech mission San Francisco March 2017	
Canada		European food lab Tour June 2017			
Brazil	Delegation from Minas Gerais June 2017				
Canada		Benefiq (October 2016)			
Brazil			Mission to Brazil identification of potential partner (Sao Paulo/ Curitiba december 2016)		
Brazil			Minas gerais : Rio /Bel horizonte (August 2016)		
Canada					Delegation visit from Guelph (october 2016)
TOTAL	3	2	2	2	1

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Please indicate the number of respective stakeholders (clusters and SMEs in Europe and Third countries) involved directly in the development of the partnership activities

STAKEHOLDERS INVOLVEMENT in the development of activities (excluding surveys and promotion activities) targeting cooperation with 3rd markets (Number)				
	EU Clusters	EU SMEs	Clusters and other intermediary organisations from 3 rd -country	SMEs and businesses in 3 rd country
Brazil Vitagora café	2	4	0	0
Seoul food and Hotel	2		8	
Food ingredients China and Alibaba visit	1			0
Food tech mission San Francisco	1			
European food lab Tour (Canada)	3			
Delegation from Minas Gerais Brazil	1			
Benefiq - Canada	2	4	4	
Mission to Brazil identification of potential partner (Sao Paulo/ Curitiba)	2	0	11	0
Brazil : Minas gerais : Rio /Bel horizonte	1			
Delegation visit from Guelph (Canada)	1	3	1	4

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TARGET COUNTRIES	OVERVIEW OF COOPERATION CASES BY EUROPEAN CLUSTERS (eg. Collaborative project initiated, MoU signed, other initiatives)					
	Cooperation case (name/nb)		Brief description	Types of cooperation objectives (select category numbers in table below)	Sector / Technology	3 rd -country Partner name
	1) Collaboration project (e.g. exchange visits), 2) Formal agreements (e.g. MoUs) 3) Representation office/role appointed by the consortium 4) Other					
	Type	Nb.				
Third Country Brazil	1)	1	MOU signed	1, 2, 12, 13, 14	Healthy food / processed food	Agropolo Campinas
	2)					
	3)					
	4)					
Third Country China	1)	1	Mou signed	1, 2, 10, 12, 13, 14	Processed food	Henan Academy of Agriculture science
	2)	1	Mou signed	1, 2, 10, 12, 13, 14	Processed food and Digital Marketing	China Fudjian (Sino-Europe food valley)
	3)					
	4)					
Third Country Canada	1)	1	Mou signed	1, 2, 12, 13, 14	Healthy food	Québec International (Créneau

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						d'excellence Aliments santé)
	2)	¹	MOU under discussion	1, 2, 12, 13, 14	Healthy food	Natural product Canada (under discussion)
	3)					
	4)					
TOTAL			4 MOUs signed	1, 2, 10, 13, 14		