



**Photonics
For Advanced
Manufacturing**
By PIMAP Partnership

D1.1 Good practices on cross-sectoral cooperation and internationalisation

Lessons learnt from the PIMAP Partnership





The PIMAP Partnership at one glance

The PIMAP Partnership is a European project funded by the European Commission under the call Cluster Go International, aiming at strengthening cross-sectoral cooperation and internationalisation of clusters and their members, especially SMEs.

The PIMAP Partnership is led by four clusters to support the adoption of photonics and microwaves technologies for the development of advanced manufacturing and related industrial applications. The project will provide a springboard for cluster SMEs to internationalise towards the United-States and Canada.

Partners involved in the project:



Strategic objectives

The PIMAP Partnership seeks to enhance innovation among SMEs and support their access to international markets by:



Defining the thematic areas and value chains for **cross-sectoral collaboration** between photonics and advanced manufacturing technologies



Reinforcing cross-fertilisation and inter-regional collaboration between clusters and SMEs



Organising business missions to the United-States and Canada to test the PIMAP market positioning



Building an **internationalisation roadmap** to unleash the export potential of European SMEs



Supporting the constitution of **sustainable European Strategic Partnership**



Why this handbook?

This good practice handbook for SMEs aims at supporting the knowledge exchange among project partners to support cross-sectoral cooperation and internationalisation.

This handbook is setting out recommendations for the project partners to provide a framework for their collaboration towards international markets and maximise its impact for SMEs.

A series of success factors have been identified to ensure the engagement of each cluster ecosystem to build the foundations for a sustainable partnership. This handbook will be shared and disseminated in each cluster ecosystem to support cross-sectoral cooperation and internationalisation.

By publishing this good practice handbook, the PIMAP Partnership is willing to share its experience after one year of partnership building and preparation of a joint internationalisation strategy.

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About the project

www.clustercollaboration.eu/escp-profiles/pimap-partnership



ESCP-4i award ceremony in Brussels, February 2018

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Methodology

This good practices on cross-sectoral cooperation and internationalisation handbook was developed following a comprehensive methodology detailed below.

1 - Exchanges on the existing tools in each cluster ecosystem:

- Interclustering experience
- Internationalisation strategies
- Experience in taking SMEs abroad
- Support provided by regional or national internationalisation agencies

2 – Desk research on existing successful experiences on cross-sectoral collaboration

3 – Interactive workshops between cluster partners and SMEs to review the good practices and identify key success factors

4 – Summary of the discussions and design of an illustrated handbook for clusters and SMEs

5 – Dissemination of the main findings in each cluster ecosystem



Workshop with SMEs, technology centres, universities and regional authorities in Bordeaux, January 2019



Good practices on cross-sectoral cooperation

Clusters are important vehicles and facilitators as they manage networks of companies, universities, research laboratories and institutions on the whole value chain that develop and sell products and services.

Cross-sectoral cooperation acts as a main driver for innovation among the different cluster ecosystems.



Overview



Organise exchanges between companies from different sectors

The dialogue between companies is essential to enable cooperation. Open exchanges facilitate the exploration of grounds for cross-sectoral cooperation.



Involve stakeholders from the Research & Development & innovation ecosystem

The involvement of RDI stakeholders in the activities allows to connect the different cluster ecosystems and find synergies.



Strengthen synergies with European initiatives

Synergies between the different initiatives European allow to increase the impact and the visibility of the project by laying the foundations for joint actions.



Define a clear value chain for the partnership

The definition of a clear value chain offers a better visibility on the positioning of the partnership.





Organise exchanges between companies from different sectors

Exchanges between companies from different sectors are main drivers for innovation as they allow to explore the grounds for potential cooperation.

The involvement of different companies along the value chain defined by the cluster members is fostering the knowledge exchange and the identification of a common interest in terms of international markets.

Cross-sectoral cooperation between companies allows to unleash their innovation potential by developing new products and services.



Main benefits of cross-sectoral exchanges between companies

- Meet potential partners from **different backgrounds**
- Find **new clients or distributors** for existing products and services
- Identify potential needs and innovation solutions for the **development of new industrial products**
- Explore cooperation opportunities and facilitate the **emergence of innovative ideas**
- Share information on **international markets**
- Learn from each other and **exchange good practices**





Involve stakeholders from the Research & Development & Innovation ecosystem

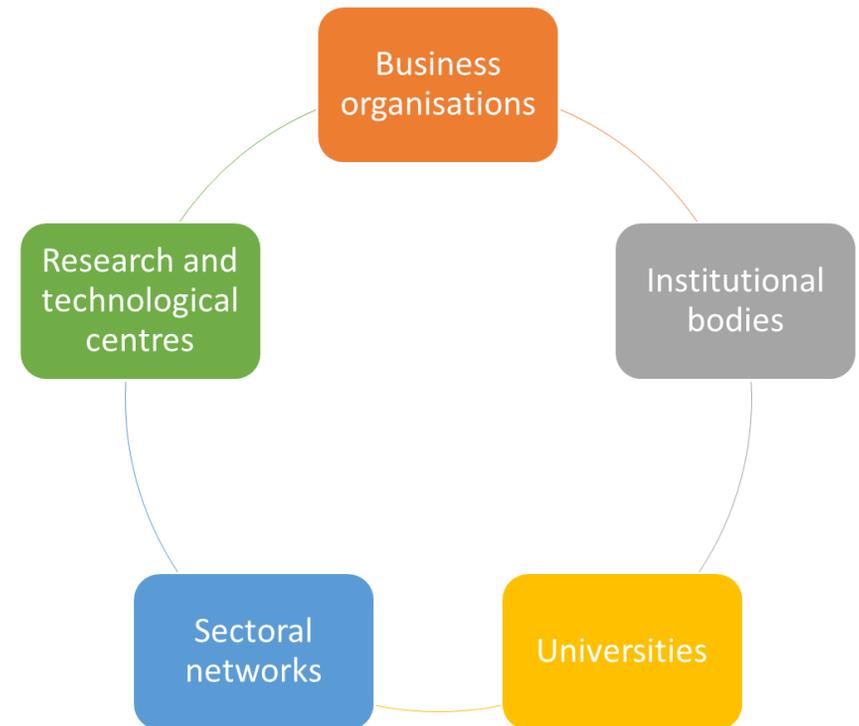
The involvement of the Research & Development & Innovation ecosystem of each cluster member is supporting the consolidation of the partnership and the implementation of the internationalisation strategy.

The challenges of supporting growth, innovation and employment are shared by a number of RDI stakeholders. The involvement of business organisations, research and technological centres, institutional bodies, sectoral networks and universities in the project activities allows to raise awareness, share knowledge and good practices.

Furthermore, the involvement a wide panel of actors from the RDI ecosystem supports the emergence of innovative projects and business opportunities through the creation of new linkages between the stakeholders.



Strategic stakeholders from the Research & Development & Innovation ecosystem



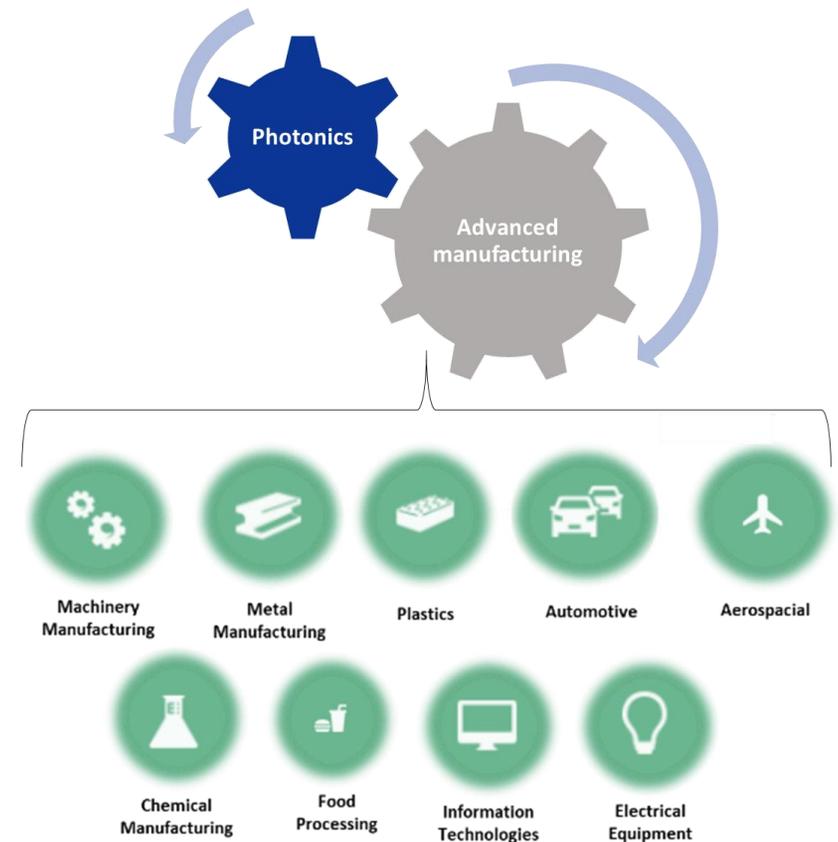
Define a clear value chain for the partnership

The definition of a clear value chain for the partnership across sectoral borders facilitates the exchange flows between cluster ecosystems with concrete perspectives in terms of applicative markets.

Main benefits of value chain definition

- Understand the **key capabilities** of each cluster ecosystem
- Illustrate the **linkages between each cluster ecosystem**
- Evaluate the **added-value created by the cross-sectoral cooperation** initiated by the cluster ecosystems
- Determine where the **competitive advantage of the partnership** lies

The PIMAP Partnership value chain, at the intersection of photonics and advanced manufacturing





Strengthen synergies with European initiatives

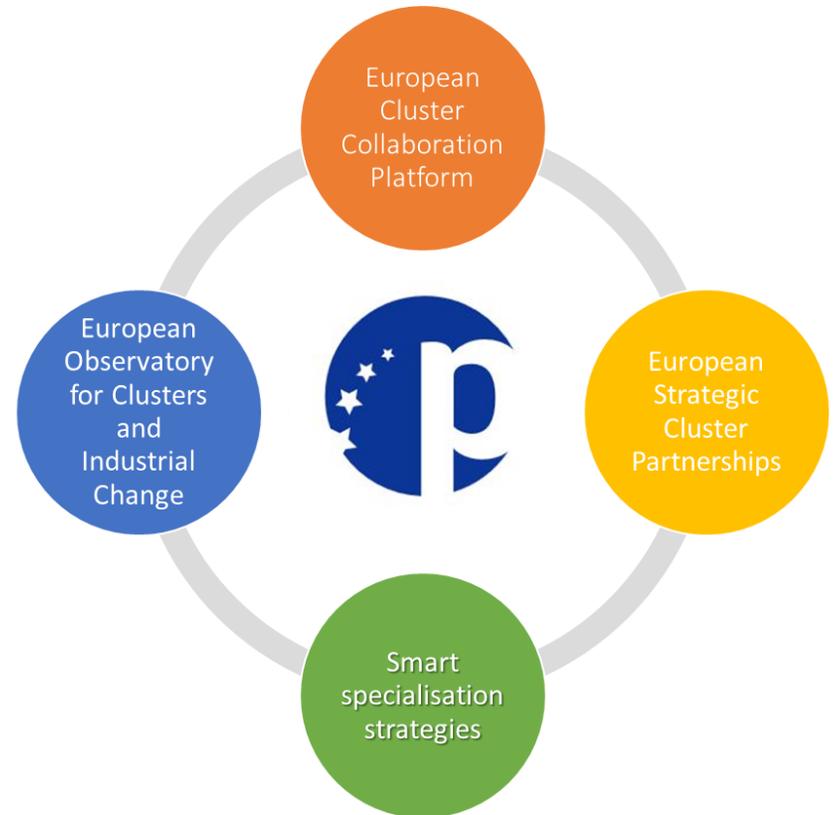
The European ecosystem supporting clusters and innovation is dense. Synergies between the different initiatives allow to increase the impact and the visibility of the project.

The PIMAP Partnership is working towards the development of synergies with European initiatives such as the European Cluster Collaboration Platform, the European Observatory for Clusters and Industrial Change, the European Strategic Cluster Partnerships and Smart Specialisation strategies.

The alignment with the European framework is essential to ensure the coherence of the PIMAP partnership action. The participation to international events and the establishment of strategic contacts at the European level are core aspects of the strategy implemented by the partners.



Synergies with European initiatives





Good practices on internationalisation

Clusters are important facilitators as they manage networks of companies, universities and research institutions that develop and sell products and services. Internationalisation is a key tool to extend their activities and find new distributors or clients.

Main benefits of internationalisation

- Access to **new clients** and **increased market share**
- Access to **talent** and **human resources**
- Privileged access to potential **investors/partners**
- Access to **key infrastructures and services**



Overview



Identify common market interest

Market needs and interest can vary among the members of the partnership. A clear vision of the opportunities available guarantees coherence between the objectives and the final target.



Develop a common approach towards international markets and explore the needs of SMEs

The development of a common approach towards international markets in alignment with SMEs needs creates a critical mass and facilitates the access to international markets.



Engage with international stakeholders

Connections with stakeholders based in the country such as Chambers of Commerce and accelerators facilitate market penetration.

KPI

Define Key Performance Indicators to monitor the results

Key Performance Indicators allow to measure the benefits of the international activities for the clusters and its SMEs.





Identify common market interest

The exploration of the grounds for cooperation is essential before to reach international markets. It is essential to have a good knowledge of each partner needs and expectations.

The analysis of market trends supports the coordination and cooperation within the partnership in the combined internationalisation effort and the set-up and planning of exploratory missions

Highlights from the PIMAP Partnership

The PIMAP Partnership conducted an analysis of market trends and opportunities in the United-States and Canada to identify:

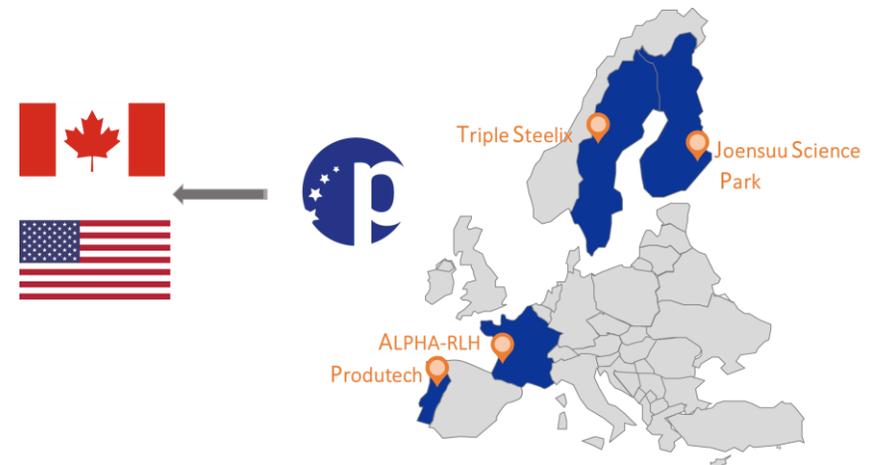
- Main global trends and opportunities
- Country overview
- Description of each industrial sector, including:
 - Main economic aggregates,
 - Major locations of industry agglomerates
 - Main sector industrial associations
 - Main industry events and fairs
 - Information regarding international trade.



PIMAP approach towards international markets

The analysis conducted by the PIMAP Partnership highlighted the opportunities for photonics and advanced manufacturing in the United-States and Canada, the two targeted markets of the partnership.

The project partners are working together to reach international markets. Critical mass offers greater market perspectives for both clusters and companies.





Develop a common approach towards international markets and explore the needs of SMEs

The development of a common approach towards international markets facilitates the constitution of a critical mass to reach international markets. The exploration of the SMEs needs is ensuring the alignment of the strategy with the expectations of each cluster ecosystem.



Benefits of a common approach towards SME internationalisation

- Better understanding of **new markets/players**
- Knowledge sharing and inspiration, identification of **new opportunities**
- Access to **new partners and broadening networks**
- Strengthened **presence/visibility in new markets**
- Initiation of **long-term research and innovation collaboration**
- Initiation of **commercial contract or commercial transaction**



Engage with international stakeholders

The establishment of a joint internationalisation strategy is a major step for the sustainability of the cluster members of the partnership.

The engagement with international stakeholders allows the creation of strong linkages with local stakeholders and ensures a greater impact of the action.

To foster the engagement with international stakeholders, several steps have been identified by the PIMAP Partnership and are presented in the opposite page.



Key steps to engage with international stakeholders





Define Key Performance Indicators to monitor the results

The international activities of the partnership are measured by a well-defined set of indicators to evaluate their impact, both for clusters and SMEs.

The use of Key Performance Indicators helps to measure the performance and results of the action. They allow to measure the progresses made by the partnership.



Indicators from the PIMAP Partnership

To monitor the international activities of the project, a set of indicators has been defined, including:

- **International third-country visits** attended by cluster managers to test PIMAP concept and value chain
- **Exchange of experience** with cluster managers and Cluster Go International projects
- Participation to **international matchmaking events**
- Direct and indirect **benefits for SMEs**
- **Contacts with international partners**, clusters and technology brokers to sign agreements
- Organisation of **workshops**
- Engagement with **business networks** and **regional development agencies**





Further reading and resources

- Cluster Collaboration and Business Support Tools to Facilitate Entrepreneurship, Cross-sectoral Collaboration and Growth

https://www.clustercollaboration.eu/sites/default/files/eu_initiatives/cluster-collaboration-and-business-support-tools-to-facilitate-entrepreneurship-cross-sectoral-collaboration-and-growth_en_0.pdf

- The European Cluster Collaboration Platform
www.clustercollaboration.eu/

- Strategic Internationalisation - a tool for clusters
https://issuu.com/clusterexcellencedenmark/docs/ced_h_ndbog_uk_web

- Best practices in internationalization for clusters, EU4SportsClusters project
<https://www.clustercollaboration.eu/profile-articles/best-practices-internationalization-clusters-0>

- Cluster internationalisation, Better cluster policies and tools for implementation, TACTICS
<http://www.innovationclusters.no/globalassets/filer/nic/verktoy-filer/cluster-internationalisation-handbook-2012.pdf>