

# 1. PUBLISHABLE SUMMARY

## **Summary of the context and overall objectives of the project (For the final period, include the conclusions of the action)**

COSMENERG-4i project implementation started on the 1st of December 2017. The project ended on the 30th of November 2019. Activities under work packages (WP) 1,2,3,4 and 5 were completed.

COSMENERG-4i achieved the following objectives that were mostly accomplished:

- Creating the basis for joint internationalisation and promotional activities through a common identity: joint communication/marketing and branding strategy (CE-ME-ASEAN) building on the jointly developed intelligence available: SME members need analysis, value chain and market analyses, joint consortium strategy, market trends and opportunities by the European Cluster Observatory;
- Facilitating the identification of/and establishment of joint research and/or innovation and/or business development potentials, activities at partnership, cluster and SME members level towards the target market stakeholders, partners, fostering the sustainability of the internationalisation activities beyond the lifetime of the project;
- Establishing the CE-ME-ASEAN service as a joint brand of the COSMENERG-4i partnership under the consortium commercialisation/promotional strategy;
- Designing and establishing the CE-ME-ASEAN joint service package, based on the COSMENERG-4i internationalisation strategy and considering the new elements gathered in the market studies and requirement specification;
- Designing and establishing CE-ME-ASEAN online collaboration platform following internal needs and a commercial vision and realising collaboration agreements in the countries and target regions to launch the service provision and let SME's participate in business matchmaking events and start generating joint business development projects;
- Reinforcing cluster collaboration in order to support the internationalisation of cluster members (SMEs) in the target (eco- and bio-) energy, renewable energy and environmental technologies markets and paving the way for additional markets: Vietnam, Malaysia, Singapore and Indonesia (ASEAN), Israel, Jordan, and United Arab Emirates (Middle East) and other markets (Taiwan, Turkey, India) through integrating internationalisation potentials at COSMENERG-4i partnership level and substantiating them with appropriate funding (cluster resources, national and EU funding);
- Building on the already existing relations in the target markets, establishing long-term strategic collaboration partnerships and agreements for promoting cluster members' joint, cross-border, innovation and global value chain development activities, trade and investment opportunities;
- Providing SMEs of the (eco- and bio-) energy, renewable energy and environmental technologies (emerging industry) with concrete opportunities for internationalisation (through training, networking events, joint business initiatives, B2B meetings, business matchmaking events, joint technology and investment forums) and integrating them into globally competitive value chains and fostering new ones;

- Fostering and generating joint research and innovation and/or business projects with selected partners from the target markets in order to provide COSMENERG-4i partnership members (SMEs) with sustainable, innovative internationalisation cluster services through common business platform, newsletters, representation at regular business events in the target markets;
- Fostering COSMENERG-4i and EU private sector into institutional settings in regional trade integration processes in the field of renewable energy and environmental technologies (i.e. ASEAN).

**Work performed from the beginning of the project to the end of the period covered by the report and main results achieved so far (For the final period please include an overview of the results and their exploitation and dissemination)**

COSMENERG consortium (Clusters Excellence Programme) provided for the basis of the internationalisation strategy of COSMENERG-4i partnership. The internationalisation strategy sets the long-term cooperation of COSMENERG-4i. We assessed partner clusters' complementarities through a SWOT analysis and we carried out members' needs analysis. This is the basis of the internationalisation strategy that targets the development of CE-ME-ASEAN joint service for internationalisation. The internationalisation strategy sets the long-term cooperation beyond COSME-funded project implementation. The exit strategy sets the key elements and immediate steps for the continuous cooperation, expansion, and sustainability of COSMENERG-4i partnership, as follows:

- CE-ME-ASEAN joint service package for internationalisation. We started to provide the service to members when organising the business/trade missions in 2019 under COSME-funded project. We developed an agenda of opportunities/ business projects to implement in the year ahead after the project. The exit strategy includes the key elements for the sustainability of COSMENERG-4i and the CE-ME-ASEAN joint service for internationalisation. We took some elements from the guidelines 'Elaboration of Sustainability Business Plans' organised in a dedicated webinar by the European Observatory for Clusters and Industrial Change and presented by SPI.
- Service maintenance and development. We agreed to further develop the service and offer it to outsiders. We agreed on a commercial vision of the service. This is also part of the sustainability of COSMENERG-4i and it comes with the idea of getting additional funding. We created an internal workflow linking the work of each cluster to the partnership central office. We targeted trainings that are needed to launch/sustain the joint CE-ME-ASEAN internationalization and project generation service. These include trainings on internationalization process at the level of clusters and for clusters' members, stakeholders in internationalization, IPR issues, project development in the context of internationalization, provision of the CE-ME-ASEAN internationalization service, communication and workflow, documentation matters and issues, service provision process, and intranet handling.
- Long-term cooperation agreements with relevant stakeholders. We carried out fact-finding missions in 2018 and 2019 to all the target countries, except for Qatar. We negotiated and signed/agreed 17 collaboration agreements/ MoUs with partners in the target regions (Israel, Jordan, Viet Nam, Malaysia, Indonesia). But we also negotiated and signed/agreed MoUs with partners from other countries (Taiwan, India, Turkey, Tunisia). This is the result of participating in cluster matchmaking events. We addressed continuously expressions of interest to participate in international matchmaking events and we were successful.
- Representations established and maintained in the two target regions. We established the partnership central office in Budapest and two representation offices in the target regions. We agreed with two key partners on this. The Arab Renewable Energy Commission based in Amman is the representation

in Jordan and the Middle East. The Viet Nam Silicon Valley is the representation in Viet Nam and ASEAN. But other partners are also representatives in their countries. We formalized this in the MoUs without incurring in costs.

– Further strengthening the partnership with inclusion of new EU/ target country clusters of the environmental industries. We started discussions on this with potential partners. This was during the participation in cluster matchmaking events and also through direct contacts. We found positive feedback from several clusters. We had discussions with other existing alliances in the field of energy and cleantech technologies but we agreed not to join for the time being (i.e. International CleanTech Network). But, we may sign one MoU for collaboration.

– International Cluster Alliance maintained and extended. COSMENERG-4i partner clusters signed one partnership statute committing themselves for long-term collaboration. The official name is COSMENERG-4i ‘Global Clusters for Renewable Energy and Environmental Technologies’. The partnership statute included rules on internal governance and on the scope and activities of the partnership. We appointed Mr. Ramon Vivanco Mugarra as manager of the partnership and also established a legal entity behind the partnership for joint application in EU and international projects and management of the partnership.

We appointed one staff member as communication/social media officer at the end of 2018 to deal with social media networks (i.e. Facebook, LinkedIn, Youtube, Twitter, Instagram) and the update of the content of the website ([www.cosmenerg4i.com](http://www.cosmenerg4i.com)). The number of followers has steadily increased over the implementation of the project. We used the European Cluster Collaboration Platform and our website to post pieces of news, events, and references. The dissemination activities targeted the partnership clusters and SME members and other stakeholders in Europe and third countries (i.e. clusters, business intermediaries, etc.) and SMEs interested in the project and the services for internationalization.

### **Progress beyond the state of the art, expected results until the end of the project and potential impacts (including the socio-economic impact and the wider societal implications of the project so far)**

We signed a long-term partnership statute committing to long-term work. We also set a legal entity to manage the partnership and to apply for international and EU-funded projects. We applied for 2 projects that were not successful. But this gave the chance to enhance joint work. We are currently brainstorming with partners four more project applications. A key project opportunity focuses on developing pilot clusters in the field of renewable energy and environmental technologies in the target regions. Partners agreed on this. We prepared a concept note for the development of projects on clusterisation in the target regions. The intention is to transfer the knowledge gathered under EU-funded COSME projects to the target regions. Thus, we are continuously monitoring project opportunities to develop the idea. We are also interested in playing a role as private sector in international cooperation and development in line with EC’s policy. We intend to transfer the acquired knowledge on cluster development to the target regions. We agreed on an agenda of opportunities to develop. This includes the integration of EU private sector and COSMENERG-4i in institutional settings under ASEAN institutional settings. We agreed on this with ASEAN Centre for Energy (ACE). The exit strategy sets the follow-up steps for the development of the sustainability/ business plan of COSMENERG-4i. The online platform is a key tool for the maintenance of CE-ME-ASEAN joint services for internationalisation and the internal workflow. It includes a business matchmaking

platform where SMEs can register. We developed a big European and international network of contacts that are currently fostering new opportunities.

We signed and/or agreed 17 MoUs with partners in the target regions. We developed tangible services for CE-ME-ASEAN joint services for internationalisation. We intend to make the network grow. We plan to have a representation to the International Renewable Energy Agency (IRENA) in Abu Dhabi. This could be done through the signature of one MoU with one key partner in the UAE or through securing funding with the services. We intend to improve the services. The objective is to turn COSMENERG-4i into a global consultancy service in the long-run.

We conducted an online survey among SMEs to assess the impact on turn-over and employment following the internationalisation service. The results are positive and show that almost all surveyed SMEs expect an increase in their turn-over and in the employment prospects as a result of the internationalisation activities.

**Address (URL) of the project's public website**

[www.cosmenerg4i.com](http://www.cosmenerg4i.com)