



## Key achievements

**ESCP-4i Name and acronym:** EU4SportsClusters Alliance

**Partners:**

- INDESCAT (ES - coordinator),
- Sports & Technology (NL),
- Cluster Montagne (FR),
- Flanders Bike Valley (BE)
- EPSI (BE)

**Summary of key achievements:**

One of the main actions of the project has been the organization of 2 missions abroad to China and USA, in which 30 different companies have taken part. Whereas for some of them the mission has been a fact-finding action to explore the target market, others even signed contracts and cooperation agreements with local stakeholders. They have been highly effective since we succeeded in bringing both knowledge and business to the companies, but also we benefited as clusters: the participation of some companies that were not cluster members has allowed us to grow our SMEs membership by incorporating them as members, increasing the critical mass within the sports industry.

Some of the project actions and achievements are as follows:

**Trade mission to China.** 14 different EU companies took part in this mission in February 2017, which has allowed them to sign 10 business contracts and 2 cooperation agreements with local stakeholders.

As a consequence of our agenda in Beijing, INDESCAT received in September 2017 in Barcelona a delegation of the Chinese delegation of SEAC (Sport Equipment Administrative Centre), with whom we have signed a Memorandum of Understanding, representing the whole consortium. They wanted to learn how the sports industry worked in Catalonia and met again the companies that were part of the mission in order to get a deeper knowledge on them and possible future collaborations.

Also in September, Flanders' Bike Valley received a delegation of the Chinese Jiangsu Bike Association, including around 20 companies and governmental organizations.

To pinpoint just a success story of the project, an export group on the football segment has been created, aimed to continue exploring the Chinese market and expand the business of the 3 companies that are part of it, who had taken part in the mission.

Other companies that were part of the mission, such as Idom, continue targeting the Chinese market. They returned to China on their own for 2 weeks in September – October with a specific agenda to

explore other areas in the Chinese country. They also have signed an agreement to join forces with a local organization to apply to a tender aimed to build sports facilities. This company joined INDESCAT membership just after the mission since they verified the added value of being in a cluster. The same happened with Agrupació Barça Jugadors, an association of former FCB players.

Another organization, Play and Train, is working on bringing winter professionals from a Chinese Mountain Resort to the Catalan ski resort La Molina, in order to organize an educational program to coach them to manage ski activities with sports practitioners with disabilities.

**Trade mission to USA.** 16 different European companies took part in this mission carried out in September 2017, which has allowed them to sign 9 business contracts. We visited Ogden, in the state of Utah, since they are a pool of attraction of the outdoor sports industry. We also visited Interbike, the most important tradeshow on the bike segment in the world. We are still monitoring its results, but they are really promising.

Just to mention a couple of them, we signed a charter of cooperation with the mayor of the City of Ogden, and one of the companies, Skitude, has signed a contract with an important American sky resort: Powder Mountain. They are even planning to settle down in Ogden, since they have discovered an open market for them.

### Export groups

**Segment: football.** 3 companies: 2 Dutch (GP Systems and Dotcomsports) and 1 Catalan (Kaptiva Sports) have made a football export group. The group was born in the Chinese mission and they have been working since then, just after its kick off in Barcelona. INDESCAT is the promotor of this group, who subcontracted an export manager to tackle China again. They presented a well-structured track-record on football in China and the companies decided that wanted to learn how the government invests and promotes football. In December they have travelled to China again, where they had different business meetings in Nanjing (with the Department of Football, Culture, Sport and Health Bureau, Education General Administration of Jiangsu Province), Hangzhou and Beijing, where they met the 1st division team Beijing Sinobo Guoan F.C.

**Segment: ski.** This export group was naturally born from the mission to USA as per companies' needs. It involves 4 French companies and 1 Catalan, related to the ski segment with the main objective of getting a deeper analysis on the benefits of setting up a local office in USA: requirements, processes, time and cost in Ogden, Nevada or Delaware (tax and legal aspects); process and cost to hire an external in USA and costs of local offices; customs requirements; insurances; data protection; and any other specific legal requirements for sports business.

**Segment: outdoor.** This export group was also born after the mission to USA, and involves two companies that want to target the USA market: Click & Bike N.V. (Flanders Bike Valley) and Baoum Organic Nutrition (Cluster Montagne). Its aim is to facilitate and coordinate access to key partners in the following areas: Market understanding; Critical cultural insights and business practices knowledge; Corporate structure; US laws governing all relevant business areas; Intellectual property; Liability and risk management; Ongoing legal support; Regulatory requirements; Marketing including focus groups and advertising; Competitors analysis; Distribution and logistics; Local representation; and Staffing.

**Iran.** After the matchmaking event with the EU Commission, we organized a session explaining the possibilities on exporting or investing in Iran. 12 different companies and organizations attended the session to learn about the peculiarities and opportunities that this emerging market offers for sport as a result of its recent opening.

From this trip, the Iranian national tourist agency contacted us in order to explore their possibilities on promoting Iran. We passed the contact to the Catalan tourist board.

One of INDESCAT members, BUFF, made a trip a month later and visited some of the contacts that we did during the trip, such as the Outdoors sport association or the ski resort Tochal.

As part of the project activities, we carried out a market study on the sports industry in Iran, which has been shared with our companies. Even though we will not go on a trade mission within the project scope, all the clusters agreed that it will be an excellent opportunity to have more information for a future mission.

**2- Sessions on EU funding.** More than 150 companies participated in 4 different sessions (in Catalonia, France, the Netherlands and Belgium), in which we presented a guide on EU funding for the sports sector. This guide included real examples on sports projects already funded and is a tool to identify which programs meet the companies’ needs.

***Cluster cooperation achievements:***

The trade missions also became a success story for the participant clusters, as the consortium signed a total of 1 MOU and 4 Cooperation agreements. These agreements give us the possibility to continue our collaboration as a source of information and latest news in each target country.

INDESCAT, on behalf of the whole consortium, and after our trade mission in Beijing and the reverse mission in Barcelona, signed a MOU with the Chinese Sport Equipment Administrative Center.

4 Cooperation Charters with Ogden City Corporation were also signed in our mission to the USA with the participant partners.

***SME cooperation achievements:***

CHINA

- ✓ 14 participants companies and organizations
- ✓ + 130 bilateral meetings with Chinese counterparts
- ✓ 10 business agreements
- ✓ 3 cooperation agreements
- ✓ 1 export group on the football segment

USA (Utah + Interbike tradeshow)

- ✓ 16 participants companies and organizations
- ✓ + 120 bilateral meetings with American counterparts
- ✓ 9 business agreements
- ✓ 1 cooperation agreements
- ✓ 2 export groups on the ski and outdoor segments.

It is important to highlight that more time is needed in order to get a final impact of the project. China is a really complex market that requires much more time than others, whereas the mission to USA was just carried out in September.

***Testimonials from cluster and SME:***

“A European multi-country delegation of sports clusters generates higher attractiveness to foreign countries and open doors that would be impossible otherwise on an individual basis, such as the General Administration of Sport of China, the Economic Department of Ogden (Utah) or other governmental institutions”.

“The collaboration among different EU countries provides a higher critical mass: larger amount of SMEs and fewer costs per cluster”.

“A cross-sectoral approach involves participation of EU companies from different value chains and sectors. Interaction of SMEs of different countries leads to EU business collaborations”.

**Key recommendation(s) on the future of the "Cluster go International" initiative:**

This COSME programme scheme is a totally commendable initiative with a real impact in clusters and SMEs that needs to be continued.

As recommendations, we would say that the different nature of the participants, some of them more cross-sectoral, but others more focused on a particular segment, does not facilitate the alignment of the consortium strategies and this should be taken in account in the programme.

The project mandatory procedure has left little room for modification, particularly at the beginning of the project. Learning and improving by doing should be always considered as well as present political and economic scenarios if we want to be really acting strategic.

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

TARGET COUNTRIES	EVENTS (Number)				
	Preparatory events, e.g. workshop, seminars, visits (excluding C2C and B2B events)	C2C Events	C2C meetings	B2B Events	B2B meetings
China	4	1	4	1	130
USA	5	1	5	1	120
Iran	1	1	1	-	-
<b>TOTAL</b>	<b>10</b>	<b>3</b>	<b>9</b>	<b>2</b>	<b>250</b>

**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 3 <sup>rd</sup> markets (Number)				
	EU Clusters	EU SMEs	Clusters and other intermediary organisations from 3 <sup>rd</sup> -country	SMEs and businesses in 3 <sup>rd</sup> country
China	3	14	3	69
USA	4	16	1	60
IRAN	3	-	1	5



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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 <sup>rd</sup> -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.				
China	1)	1	All the partnership: Meeting and information session	12	Sports products	ISPO Beijing
	1)	1	Flanders Bike Valley: reverse mission Jiangsu Bike Association (Paal – Belgium)	12,13	Cycling	Jiangsu Bike Association
	1)	1	Cluster Montagne has the opportunity to welcome in France various delegations of Chinese authorities in the framework of the 2022 Olympic Games and mountain tourism development projects.	14	Mountain development	China
	1)	1	Cluster Montagne is involved with Auvergne Rhône Alpes region into a project that aims to establish a representation office focused on the global value chain for the next Olympic Games in 2022 (mountain development, mountain sportswear, promotion of mountain destination and formation).	14: Institutional representation	Mountain development	China
	1)	1	INDESCAT: reverse mission (Barcelona)	13,14	Sports products and services	SEAC (Sport Equipment Administrative Centre), Department of GASC (General Administration of Sport of China).

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	2)	1	All the partnership: Collaboration and formal agreement (MoU) and reverse mission (Barcelona)	12,13,14	Sports products and services	SEAC (Sport Equipment Administrative Centre), Department of GASC (General Administration of Sport of China).
US	1)	1	All the partnership: Meeting and information session	12	Bike	Interbike organisation
	2)	1	All the partnership : Collaboration and formal agreement (MoU)	12,13,14	Outdoor	Ogden City
<b>TOTAL</b>		<b>8</b>				

**OVERVIEW OF COOPERATION CASES BY EUROPEAN SMEs**  
(eg. Collaborative project initiated, MoU signed, other initiatives)

	Cooperation case (e.g. business project, innovation test, visit) (name/Nb.)		Brief description	Types of cooperation objectives (select category numbers in table below)	Sector / Technology	3rd-country Partner type of organisation (and name if not confidential)
	Name	Nb.				
China	Play & Train - ES	1	A delegation from the Vanke Ski resort (China) has been invited to attend the La Molina ski resort (Catalonia) to learn an education program for coaches for sports practitioners with an impairment.	12 (sports events through educational programs)	Ski	Vanke Ski Resort
China	Idom - ES	1	MoU to participate in the Bidding Process for the expansion of Changsha Airport	6	Transportation	CABR
China	Idom - ES	1	MoU to participate in the Bidding Process for the design and construction of the Chengdu Soccer Stadium.	6	Sports facilities	TAJD
China	Kaptiva - Sports – ES	2	Tickets sales for Football Club Barcelona Matches for Chinese tourists visiting Barcelona	8	Events	YESports

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China	Kaptiva Sports – ES	1	Tickets sales for Football Club Barcelona Matches for Chinese tourists visiting Barcelona	8	Events	U-Tour
China	Dotcomsport NL	1	Collaborative project initiated	3	Football	Football clubs
China	GP systems- NL	1	Collaborative project initiated	3	Football	Football clubs
USA	Locura Digital - ES	1	This company is at present main US partner to produce our freestyle scooters and accessories. It is a professional factory specialized in our field. We had a very interesting meeting in INTERBIKE with the Export Manager and with the Technical Manager to develop the new line of products for our program in 2018	1 and others: Manufacture our products with our designs and requirements	Sports products: freestyle scooters	Factory Donnguan Aixi Industries limited
USA	Locura Digital -ES	1	New contact made in INTERBIKE. Very interesting company that develops and produces electric scooters for urban mobility. It is a high level product for “last mile transportation”. We have started the cooperation with the first samples to test, check the approvals and improve if the product needs it. Our plan is develop this product under our brand and put them on the market at the beginning of 2018	1 and others: Manufacture our products with our designs and requirements	Urban mobility: electronic Scooter	Factory Zhejiang Youqi Technology Co., ltd
USA	Skitude - ES	1	Business contract with an important American resort that was visited in the mission to USA	3	Ski	Powder Mountain
USA	Matgroup - ES	1	Cooperation agreement with a local distributor	3	Sports products: helmets and security	Confidential at the moment
USA	CompeGPS – ES	2	Business contracts with 2 local distributors	3	Sports products: GPS	Confidential at the moment
USA	Patronat de Turisme	1	On-going business contacts with this tour operator to attract sports tourism to Catalonia	Promotion of active tourism in	Tourism	Dick Jensen Tours



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	Costa Brava Girona - ES			Costa Brava and Pyrenees		
USA	Patronat de Turisme Costa Brava Girona - ES	1	On-going business contacts with this tour operator to attract sports tourism to Catalonia	Promotion of active tourism in Costa Brava and Pyrenees	Tourism	Morris Murdock Travel
TOTAL		16				

### More details on Cooperation cases<sup>1</sup>:

1) by EU clusters<sup>2</sup>

EU Cluster organisation	Sector	Partner organisation		Explain/describe cooperation case (please elaborate)	Main steps undertaken	Next steps envisaged (if any)
		Name	Country			
All the consortium	Sport	CluSport	EU	Smart specialization platform on sport involving 2 regions of Finland, South of Netherlands, Valencia, Flanders, Upper Austria and Catalonia (INDESCAT + ACCIÓ).	Building of the partnership and the involving region and definition of the project concept note	COS-CLUSTPARTNS- 2017-03-02: European Strategic Cluster Partnerships for Smart Specialisation Investments
All the consortium	Sport		EU	Our strategy in 2018 is to continue with some international actions already started in the project.		Follow-up actions of the results of the two trade mission carried

<sup>1</sup> Cooperation with:

- other cluster partnerships (which ones?)
- other EU initiatives (e.g. Low Carbon business Action, EU Gateways)
- others

<sup>2</sup> As mentioned on page 3 Table: Cooperation cases by EU clusters

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				We will continue the collaboration with the project partners. In this sense, we are part of an initiative called <a href="#">ClusSport</a> (mentioned above) and trying to find common target countries in which we can work together in a new joint trade mission.		<p>out in the project execution period.</p> <p>In February we will do a seminar about the social networks in China and how to sell online in China with Alibaba.</p> <p>We will do a new trade mission which will come out from the companies' needs. The target market will probably be: China, Iran or Kazakhstan.</p>
INDESCAT	Sport	SEAC	China	Follow-up the future collaboration after the reverse mission to China and the signature of the MOU		tbd
INDESCAT	Sport	Ogden City Council	USA	Follow-up the future collaboration after the signature of the Charter of Cooperation	Support in the market study to settle in Utah	tbd
FLANDES BIKE VALLEY	Cycling	American Outdoor TV	USA			Coming in Spring2018
FLANDES BIKE VALLEY	Cycling	Mercury Wheels	USA			Invited to the windtunnel testing
FLANDES BIKE VALLEY	Cycling	Alto Cycling	USA			Invited for benchmark testing
FLANDES BIKE VALLEY	Cycling	BTIN	USA	Smart Helmet Purchased – Product Testing		tbd

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SPORT AND TECHNOLOGY	Sport innovation	Sport Equipment Centre	China	Exchange of possible innovation activities	Exchange of cluster information	tbd
SPORT AND TECHNOLOGY	Sport innovation	Soda Soccer	China	Investigation of bringing new technology into Chinese football clubs	Exchange of contacts and possible collaborations	tbd
SPORT AND TECHNOLOGY	Sport innovation	China Sporting Goods Federation	China	Investigating of bringing new suppliers into Chinese market	Exchange of cluster information	Possible participation in Chinese trade fair

## 2) by European SMEs<sup>3</sup>

EU SME	Sector	Partner organisation		Explain/describe cooperation case (please elaborate)	Main steps undertaken	Next steps envisaged
		Name	Country			
Play & Train - ES	Ski	Vanke Ski Resort	China	After the invitation to Catalonia and a learning process, Play and Train expects to implement onsite their education program for sports practitioners with an impairment	Business contacts ongoing	Education program in China for 2018
Idom - ES	Transport infrastructure	CABR	Beijing, China	EOI to participate in the Bidding Process for the expansion of the Changsha Airport. The process was mutually suspended.	Sharing information about the Joint Venture	In a 2nd visit to Beijing by October 2017, it was reinforced the intention of maintaining commercial relationship pursuing project of mutual

<sup>3</sup> As mentioned on page 4 Table: cooperation cases by European SMEs

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						interest in China and abroad
Idom - ES	Sports	TAJD	Shanghai, China	EOI to participate in the Bidding Process for the Project of the Chengdu City Soccer Stadium	It was presented an EOI to the authorities of Chengdu City	In a 2nd visit to Shanghai by October 2017, it was reinforced the intention of maintain commercial relationship pursuing project of mutual interest in China and abroad
Idom - ES	Sports	New mission	China	Visit to China during October 2017 (Beijing, Jinan, Qingdao, Nanjing and Shanghai)	New contacts with several companies contacted on February 2017 + new companies and groups contacted, specially related to sports venues	Follow-up various pre-agreements and bidding process that raised during the visits.
Kaptiva sports - ES	Football	New mission: different football clubs and accademies.	China	Part of an export group on the Chinese football market	New contacts made in a second mission to China within export group in December 2017 visiting Beijing, Nanjing and Hangzhou	Capitalize the contacts of this second mission to improve the Educational Football training in China.
Dotcomsport - NL	Football	New mission: different football clubs and	China	Participation in export group to Chinese football market	New contacts made in a second mission to China within export group in December 2017 visiting Beijing,	Capitalize the contacts of this second mission to improve the Educational Football training in China.

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		accademie s.			Nanjing and Hangzhou	
GP Systems - NL	Football	New mission: different football clubs and accademie s.	China	Participation in export group to Chinese football market	New contacts made in a second mission to China within export group in December 2017 visiting Beijing, Nanjing and Hangzhou	Capitalize the contacts of this second mission to improve the Educational Football training in China.
Locura Digital - ES	Sports products	SECARTYS	Spain	Project to introduce our brands in the US market through the search of local partners to distribute our products. We will have a local Sales Manager for some months working on the area	Signature of the project agreement, preparation of a preliminary report about the US market	Select and contact the companies of the profile target to make the cooperation proposal
Skitude - ES	SKI	ACCIÓ	Spain	Part of an export group on the ski segment to explore the possibility to set up a local office in USA: requirements, processes, time and cost in Ogden, Nevada or Delaware	Ongoing study	Set up in the most suitable area
Ridley - BE	Cycling	Backcountry	USA	Business contract as a dealer		Ridley is planning to set up in USA, probably in NYC but in the future also in Ogden
Bioracer - NL	Cycling	Oakley	USA	Business contract		
Snooc - FR	SKI	ACCIÓ	Spain	Part of an export group on the ski segment to explore the possibility to set up a local office in USA: requirements, processes, time and cost in Ogden, Nevada or Delaware	Ongoing study	Set up in the most suitable area

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Alpim & Co - FR	Ski	Okemo in Vermont	USA	Business contract		On going agreement should be done with Powder Mountain UT Sundance UT and Keystone CO
Alpim & Co - FR	Ski	Crested Butte in Colorado	USA	Business contract		
Alpim & Co - FR	SKI	ACCIÓ	Spain	Part of an export group on the ski segment to explore the possibility to set up a local office in USA: requirements, processes, time and cost in Ogden, Nevada or Delaware	Ongoing study	Set up in the most suitable area
Baouw! Organic Nutrition - FR	Ski	ACCIÓ	Spain	Part of an export group on the ski segment to explore the possibility to set up a local office in USA: requirements, processes, time and cost in Ogden, Nevada or Delaware	Ongoing study	Set up in the most suitable area
Baouw! Organic Nutrition - FR	Outdoor	Global Osmosis	Florida	Part of an export group on the outdoor segment to facilitate and coordinate access to key partners in key areas.	Ongoing study	Accelerate US market entry
Click & Bike N.V - BL	Outdoor	Global Osmosis	Florida	Part of an export group on the outdoor segment to facilitate and coordinate access to key partners in key areas.	Ongoing study	Accelerate US market entry