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CLUSTER COLLABORATION  
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# EU – Mexico Seminar and Cluster & Business Matchmaking Event

Mexico City, Mexico | 25<sup>th</sup> – 27<sup>th</sup> of October 2016



25<sup>th</sup>-27<sup>th</sup> OCTOBER  
MEXICO CITY (MEXICO)

EU-MEXICO  
**CLUSTER &**

**BUSINESS  
COOPERATION  
SEMINAR AND  
MATCHMAKING  
EVENT**

## Mission Follow-up Report

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## 1 Introduction

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The EU – Mexico Seminar and Cluster & Business Matchmaking Event in Mexico City (Mexico) took place from the 25<sup>th</sup> to 27<sup>th</sup> of October 2016. The event was jointly supported by the DG Internal Market, Industry, Entrepreneurship and SMEs (European Commission) and ProMexico (Mexican Government), and organised by the European Cluster Collaboration Platform in cooperation with the Low Carbon Business Action in Mexico.

The event aimed at fostering cooperation between European and Mexican clusters and SMEs within the context of the Green Expo 2016 (26 – 28 October, Mexico City). It provided all participants with a framework designed to learn about the host country, explore common areas of interest for cooperation and discover potential partnerships.

A debriefing session was organised by the project team in order to gain feedback on the event's effectiveness and on potential improvements for future European Cluster Collaboration Platform (ECCP) activities. The debriefing results were documented by deliverable D.9. Proceedings Report. However, since the event's outcomes might vary over time due to numerous reasons, a follow-up survey was conducted some months after the event took place in order to understand its impact in the mid-term. The follow-up survey questionnaire addressed a wide range of topics; nevertheless, the primary focus was placed on the cooperation and formal agreements established through contacts made via the event, as well as the benefits gained by the SME members of the clusters that could be directly linked to the aforementioned event.



## 2 Overview of European Delegation



Figure 1 - Map of the EU Delegation



Table 1 - EU cluster delegation

#	Cluster <sup>1</sup>	Field(s) of activity	Country
1	<b>Agrofood Regional Cluster</b>	Food waste management, water, packaging	Romania
2	<b>ArchEnerg</b>	Renewable energy & environmental protection	Hungary
3	<b>ARIA Normandy</b>	Automotive	France
4	<b>Basque Energy Cluster</b>	Smart grids, offshore wind energy, efficiency	Spain
5	<b>CD2E</b>	Cleantech, greentech and circular economy	France
6	<b>CEEC - Cluster d'Eficiència Energètica de Catalunya</b>	Cross sectoral energy efficiency	Spain
7	<b>CWP - Catalan Water Partnership</b>	Water sector	Spain
8	<b>Green Energy Innovative Biomass Cluster</b>	Biomass	Romania
9	<b>Green Synergy Cluster</b>	Environmental services and energy efficiency	Bulgaria
10	<b>Lombardy Energy Cleantech Cluster</b>	Power gen, renewables, smart grid	Italy
11	<b>Oekoenergie-Cluster (OEC)</b>	Renewable energy and energy efficiency	Austria
12	<b>PRO WOOD</b>	Wood waste, biomass	Romania
13	<b>Water Alliance</b>	Waste water treatment	Netherlands
14	<b>ZINNAE</b>	Waste water, water and energy efficiency	Spain

#### Observations

**Out of the 14 EU participants, 12 participants completed the survey (86%).** Despite the difficulty associated with getting people to respond to questionnaires, especially when they are asked to provide significant detail after a long period has passed since the event took

<sup>1</sup> The clusters which name is in bold, answered the questionnaire.



place, the response rate was very good. Nonetheless, the results obtained must be considered carefully.

For instance, some participants responded to the survey, but provided little information and answered several questions with “N/A”, which can reflect several types of results, such as: they did not achieve any results in the mid-term, they did not have any results to add, or they were not interested in devoting their time to what they consider to be more bureaucracy. This might have heavily influenced some of the topics where half of the clusters did not provide complete responses.

Despite the efforts realised by the ECCP team, Oekoenergie Cluster (Austria) and ProWood (Romania) did not answer the follow-up questionnaire or send any other feedback that could be used for the purpose of this report.

### 3 Cooperation activities initiated or established at the matchmaking event

The clusters reported a total of **22 cooperation agreements** initiated with various organisations present at the EU–Mexico event. The ECCP team received detailed information on 20 of the 22 cooperation agreements initiated. This information included: the type of organisation with which the cluster established collaboration, the type of cooperation, objectives pursued, next steps envisaged, and the expected impact. Therefore, the results presented below are based on these 20 cooperation agreements (see Annex I).



### 3.1 Type of organisation and cooperation

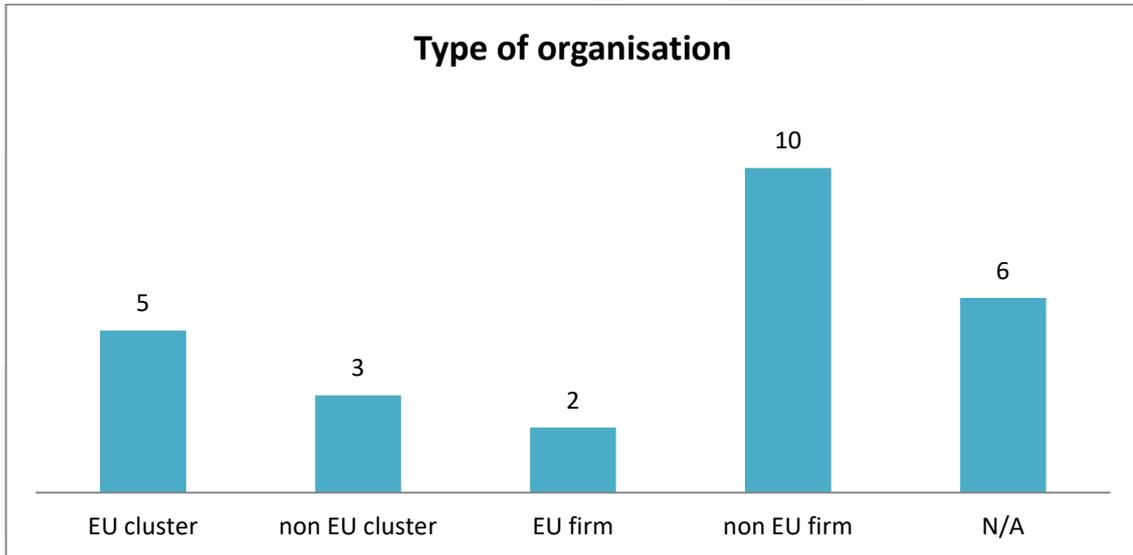


Figure 2 - Type of organisations with which clusters reported cooperation

Figure 1 shows that 50% of the established cooperation agreements were with non-EU firms. The cooperation agreements with EU clusters, EU firms and non-EU clusters represented the remaining 50%. 6 clusters answered N/A, which may indicate that these 6 clusters did not achieve significant results or decided not to give information in this regard.

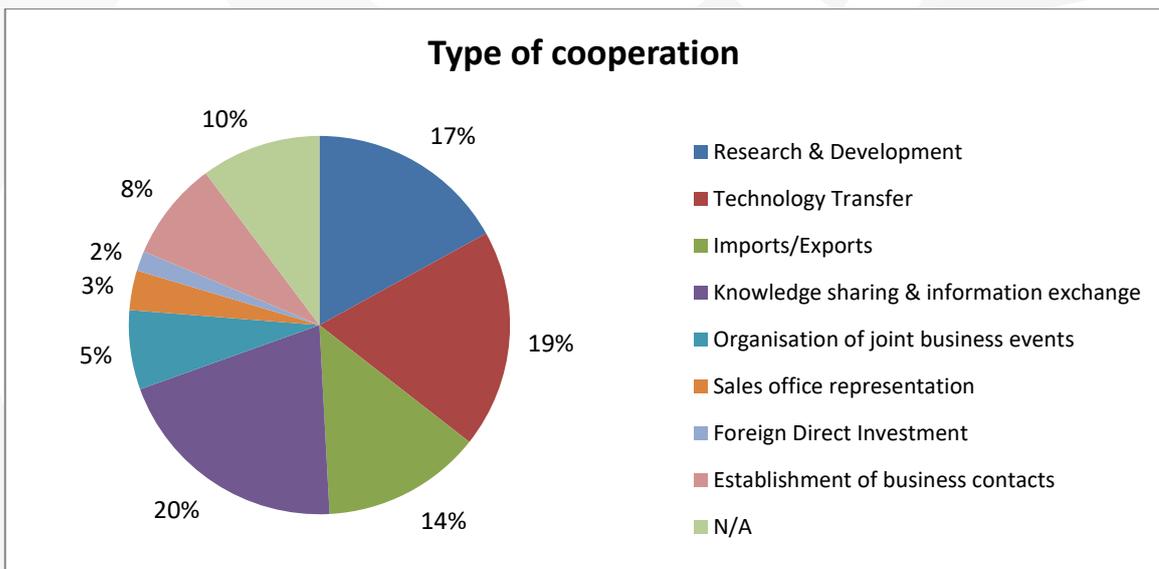


Figure 3 - Type of cooperation initiated by the event



**Figure 2** shows that the most common types of cooperation established were: knowledge sharing & information exchange (20%), technology transfer (19%), and research and development (17%). The cooperation achieved through imports and exports (14%) and the establishment of business contacts (8%) are noteworthy as well.

Some collaborations were pursued through joint business events (5%), establishment of a sales office representation (3%) and foreign direct investments (2%). On the other hand, none of the clusters reported cooperation regarding staff exchange, merger and acquisition, joint venture and academic purposes. Finally, 6 clusters (10%) responded N/A to this question as explained with regard to Figure 1.

## 3.2 Cooperation objectives and next steps

Table 2 - Cooperation objectives and next steps

Clusters	Organisation	Cooperation objective & next steps	The type of technology/service involved
<b>Agrofood Regional Cluster</b>	Orquídea de Vanillia de Tuxpan	New Products	Functional Food
	Ejido Caoba	Information Exchange	Information Exchange
	RECISOC	Information Exchange	Packaging Sector and Food Export
	ELAN	Registration in the platform and info.	Information Exchange
	Green Power Construction	Information Exchange	Information Exchange
	AMEXA	Information Exchange	Information Exchange
	Carbon Trust	Technology and Information Transfer	Technology and Information Transfer
	ANIERM		
	Socio Lab	Technology and information transfer	Technology and information transfer
	Labizet	Technology & info transfer in food waste and food products development	Technology & info transfer in food waste and food products development.
<b>ArchEnerg</b>	Tunna	None, nobody is responding to our emails	Chemicals to clean the environment



Clusters	Organisation	Cooperation objective & next steps	The type of technology/service involved
	Green Synergy Cluster	N/A	N/A
Basque Energy Cluster	Smart Grid Mexico	Share knowledge and organize cooperation events or meetings about Smart Grids in Mexico	Smart Grids
	CEEC (Clúster d'Eficiència Energètica de Catalunya)	Sharing lessons & experience. Cooperation in the sector of Energy efficiency. Further meetings in similar events	Energy Efficiency
	Energy Cleantech Cluster	Coop. in offshore energy and learning purposes from a Gold Cluster. Meetings around the Vanguard Initiative and exchange of info.	Offshore energy
	PEMEX	Develop new joint innovation projects.	Oil & Gas sector
CD2E	Technical equipment	Company will export equipment (machines) to Mexico. This case is a "best practice" example that can be used to convince other SMEs.	Existing equipment.
CWP - Catalan Water Partnership	N/A	Cooperation agreement between EU SME and MX company	Existing equipment.
	Water treatment engineering		Water Treatment
Water Alliance	Pole-EAU Montpellier	Sharing knowledge. Visit at the HydroGaïa next week	Agreement

### Observations

As aforementioned, a total of 20 cooperation agreements originated at the event continued their course in the mid-term. However, **Table 2** reflects these cooperation agreements were produced by 6 clusters, with an emphasis on Agrofood Regional Cluster (Romania) that proved to be quite productive and achieved 10 cooperation agreements of various types. The Basque Energy Cluster declared 4 cooperation agreements; while Archenerg (Hungary) and Catalan



Water Partnership (Spain) declared 2 cooperation agreements each. Finally, Water Alliance and CD2E indicated 1 cooperation agreement each.

Unfortunately, Archenerg mentioned that no action has been taken since their counterparts did not respond or maintain any kind of communication after the event. This fact, together with the lack of information regarding some specific collaboration opportunities (i.e. Agrofood Regional Cluster with ANIERM), might indicate that the amount of cooperation agreements maintained at the mid-term could be lower than the ones indicated by this list.

Finally, technology transfer and exchange of information appear to be the most common cooperation agreement objectives, which is in line with Figure 2 that reflects all types of cooperation. The results also indicate the energy and water sectors are the most popular sectors for agreements.

### 3.3 Involvement of EU SMEs in cooperation activities

The involvement of the EU SMEs in cooperation activities appears strongly dependent on the particular approach taken by each cluster. Within the context of the Low Carbon Business Action Mexico activities, that took place in parallel with the event, 10 clusters were accompanied by a select number of SMEs. Those clusters that were accompanied by SMEs could achieve better results since the SMEs were able to directly represent themselves and, therefore, reinforce the success of their cluster. However, this was not the case for all the participant clusters.



### 3.3.1 Involvement of the SMEs prior to the event

Table 3 - Involvement of the SMEs prior to the event<sup>2</sup>

Clusters	SMEs	
	Have you developed the framework for a specific SMEs agenda both individually and collectively in the cluster to pursue international cooperation with 3 <sup>rd</sup> -country clusters?	How many SMEs were involved in the SMEs agenda?
Agrofood Regional Cluster	Yes	3
ArchEnerg	No	
ARIA Normandy	N/A	
Basque Energy Cluster	Yes	7
CD2E	Yes	15
CEEC - C'Eficiència Energètica de Catalunya	N/A	
CWP - Catalan Water Partnership	Yes	2
Green Energy Innovative Biomass Cluster	N/A	
Green Synergy Cluster	Yes	7
Lombardy Energy Cleantech Cluster	N/A	
Water Alliance	N/A	
Zinnae	Yes	4

#### Observations

Although the numbers regarding the SMEs involved in the agenda vary from 2 to 15 depending on the cluster, many of the clusters made efforts towards the preparation of an agenda for their SMEs to pursue international collaboration. 6 clusters (50% of the participants in the survey) worked directly with their SMEs to harness the full potential of the event beforehand, 5 clusters responded N/A, while 1 cluster answered no to the question.

<sup>2</sup> Since Okoenergie and Pro Wood did not answer the questionnaire, the two clusters have been excluded from this table and all other figures and illustrations in the present document



### 3.3.2 SMEs that benefited directly from the cooperation initiated by their cluster

**Figure 3** shows the impact of the cooperation established by each cluster in terms of direct or indirect benefit for their SMEs. Nevertheless, the figure does not detail the specific collaboration achieved with particular organisations. It only shows the number of SMEs who claim to have benefited.

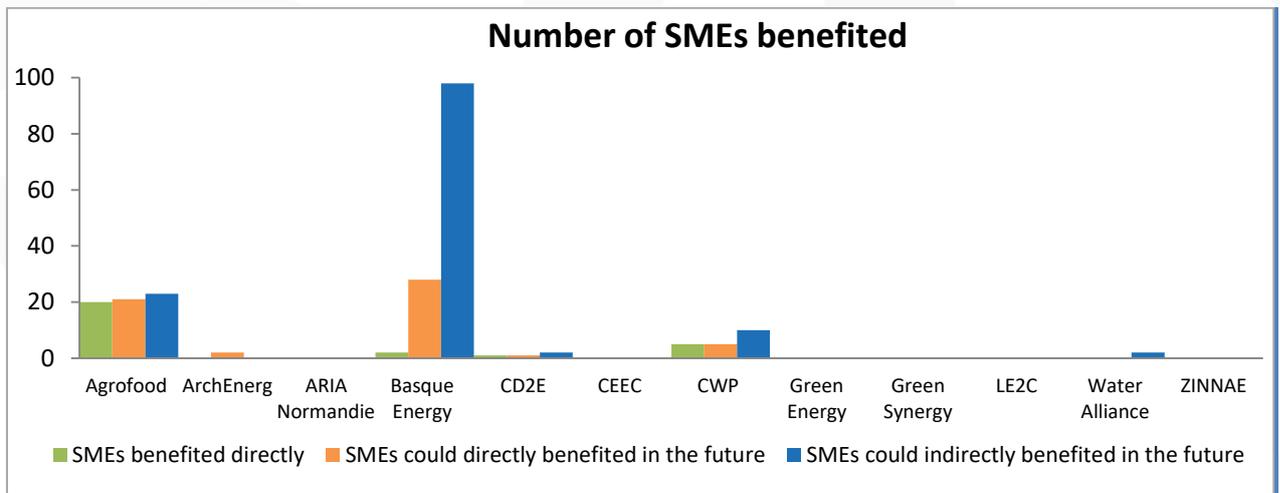


Figure 4 - Number of SMEs directly and indirectly benefited.

**A total of 28 SMEs directly benefited** from the cooperation initiated by their clusters. However, as it can be observed in Figure 4, these 28 SMEs were reported by 4 clusters (29% of the total delegation): Agrofood Regional Cluster (71% of the total SMEs benefited), Basque Energy Cluster, CD2E and CWP (29% of the total SMEs benefited).

Regarding the future expectations, ArchEnergy and the 4 clusters already mentioned above indicated that **57 SMEs could benefit in the future** from the cooperation established; while **135 SMEs, including SMEs from Water Alliance, could benefit indirectly** from the cooperation established. These estimations of future expectations are significantly higher than the total number of SMEs directly benefited (28 as presented above).



### 3.3.3 Type of benefits identified

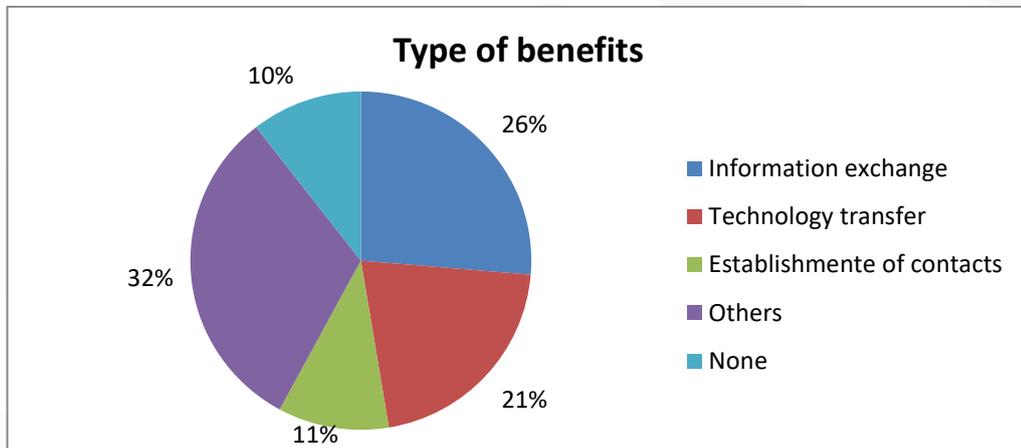


Figure 5 - Type of benefits identified by the clusters

The most frequent benefits identified are **information exchange** and **technology transfer**, which in many cases appeared together and account for 47% of the outcomes reported (21% technology transfer and 26% information exchange). The establishment of contacts, which accounts for 11% of the total, was acknowledged as the third most frequent type of benefit; while 10% of the clusters believe that SMEs did not obtain any benefits from the event (Figure 4).

Among the category 'Others', that represents 32% of the total, the following responses were provided:

- Basque Energy Cluster
  - Jointly organized a workshop with CEEC where we shared cluster experiences with them and other clusters from Catalunya.
  - Benefit in learning purposes for the cluster and offshore energy for SMEs.
  - Collaboration between PEMEX and 2 SMEs from the Basque Energy Cluster to develop new projects in Mexico.
- CD2E
  - Company attended the event in Mexico City.
- CWP
  - Market information.
  - Potential CPA agreement with LCBA project.
  - Private contract with Mexican company.



## 4 Formal agreements achieved at the matchmaking event

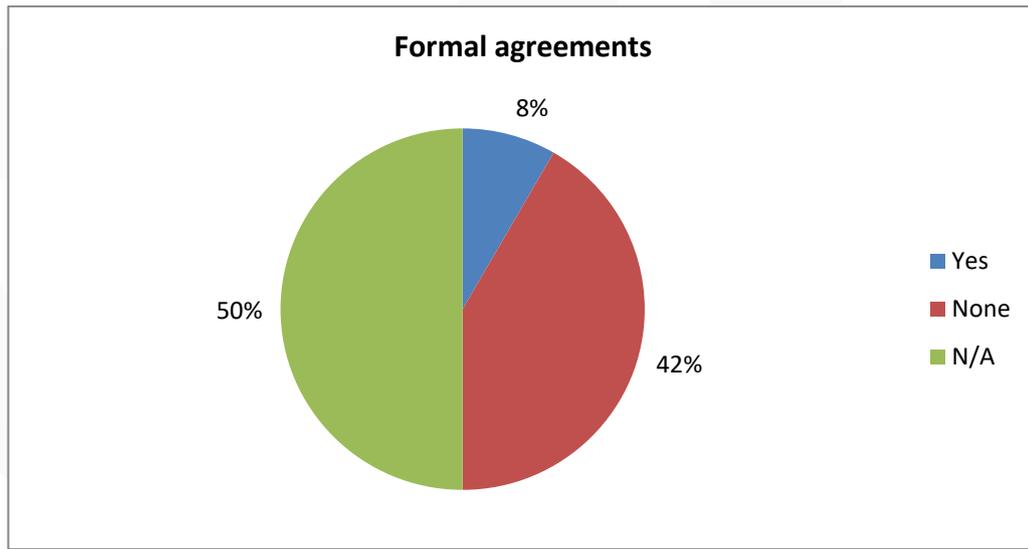


Figure 6 - Formal agreements signed by the clusters

The EU clusters were not successful in signing formal agreements in the mid-term (Figure 5). In fact, only one cluster, ArchEnerg, responded positively to this question. The cluster reached a formal agreement with a Mexican environmental company, with the objective to see if there would be a market in Europe for their products. Nonetheless, ArchEnerg added that they have not been able to follow-up with the company despite their many efforts and no result is expected at this point (Annex II).

Following the facts exposed above, no formal agreements were achieved through the event. This is a really poor outcome although in the scope of the aforementioned event, perhaps clearly justified. In fact there were few Mexican organisations attending the event making it difficult to find good counterparts and materialise the scheduled meetings. The language was also a handicap in several cases, which is further supported by the clusters indicating a difficulty to maintain any kind of business relation over time with the few Mexican organisations that showed an interest.



## 5 Benefits for SMEs

Table 4 - Clusters and their SMEs which benefited from the event

<b>Agrofood Regional Cluster</b> <ul style="list-style-type: none"><li>•Enis srl</li><li>•Agrofood management</li><li>•Meotis</li><li>•Wega invest</li><li>•Asimcov</li></ul>
<b>Basque Energy Cluster</b> <ul style="list-style-type: none"><li>•Cegasa Portable Energy</li><li>•Uriarte Safybox</li><li>•Zigor</li><li>•Erreka Fastening Solutions</li><li>•Ditrel</li><li>•Dutt</li><li>•Esteyco</li><li>•JEMA Energy</li><li>•Ingeteam</li></ul>
<b>Catalan Water Partnership</b> <ul style="list-style-type: none"><li>•Protecmed</li><li>•Amphos21</li><li>•Createch360</li></ul>
<b>Green Synergy Cluster</b> <ul style="list-style-type: none"><li>•Solery</li><li>•Crane</li></ul>
<b>Lombardy Energy Cleantech Cluster</b> <ul style="list-style-type: none"><li>•Yottawatt</li><li>•Ecologia applicata</li><li>•Isoil industria</li><li>•Wte srl</li><li>•More</li></ul>



## Observations

As previously mentioned, some clusters in the EU delegation were accompanied by a select number of their SMEs. Therefore, these SMEs benefited directly from the event; while the larger population of SMEs represented by the full cluster delegation had to rely on their cluster to represent their interests. The results concerning the benefits obtained for the SMEs emphasise this difference (Table 4). In general, those clusters which were accompanied by SMEs achieved better outcomes for their SMEs.

For example, the Lombardy Energy Cleantech Cluster (LE2C) did not show any positive result in regard to cooperation and formal agreements. However, this cluster indicated 5 SMEs benefited from the event. The Green Synergy Cluster indicated 2 SMEs benefited from the event, even though the cluster itself did not indicate any further benefits from the event. **Cluster d'Eficiència Energètica de Catalunya (CEEC)** mentioned 5 SMEs benefited, but the cluster did not provide more information in this aspect. Therefore, the cluster's results were not included since it was not possible to verify the data.<sup>3</sup>

### *Types of benefits obtained by the participating clusters' SMEs*

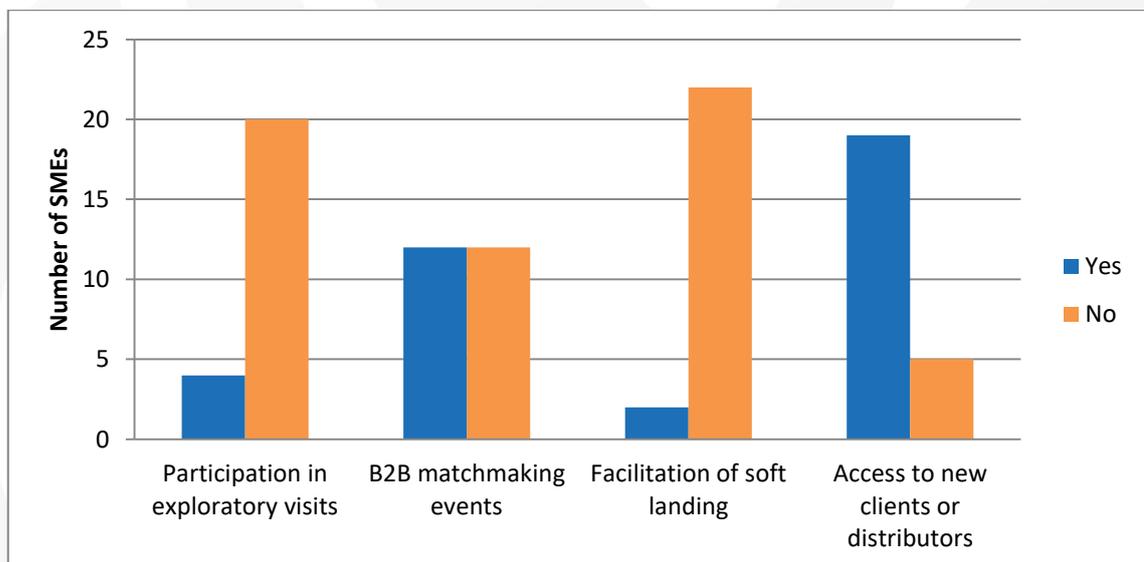


Figure 7 - Benefits obtained by the participating SMEs

<sup>3</sup> CEEC's representative in Mexico no longer works in the cluster. Therefore, another person from the cluster answered the questionnaire, which explains why some information is missing.



Naturally, this question was answered by the same 5 clusters mentioned above (Agrofood Regional Cluster, Basque Energy Cluster, Catalan Water Partnership, Green Synergy and Lombardy Energy Cleantech Cluster), with the remaining 6 clusters responded N/A.

As can be observed, **Figure 6** shows SMEs mainly benefited from access to new clients or distributors. The participation in B2match events was also a benefit for SMEs to a certain degree. However, the opportunities to facilitate the soft landing (92% NO responses vs 8% YES responses) and to take part in exploratory visits (83% NO vs 17% YES) were not obtained by the SMEs.

### Level of impact

- Number of actual service or product export-import contracts
- Estimated soft-landing facilities out-reach to cluster SMEs
- Collaborative projects agreed, including Horizon 2020
- Potential to increase the percentage of turnover from international activities in year 1, or year 2 (estimated)

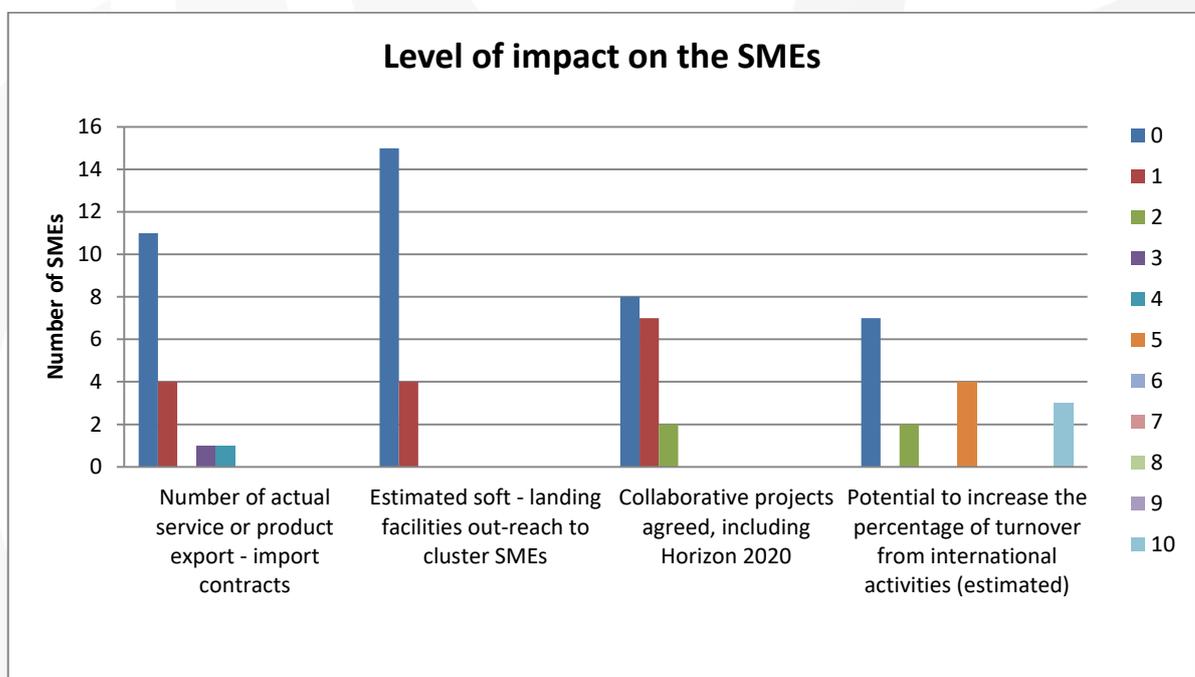


Figure 8 - Direct benefits gained by participating SMEs



The impact measured in **Figure 8** is quite negative, especially concerning the soft – landing facilities. While the export-import contracts and the collaborative projects agreed seem to obtain similar results, the benefit with the highest prospect, by far, is the potential to increase the percentage of turnover thanks to the international activities.

## 6 Conclusions

The follow-up survey results represent 86% of the EU – Mexico Seminar and Cluster & Business Matchmaking Event participating clusters. Therefore, all but two of the participating clusters responded to the survey. Even though the response rate was high it is important to note that many clusters, and quite often the same six clusters, chose to respond to questions with an N/A, which most-likely meant there were no achievements.

After the positive outcomes presented by the proceedings report (D2.9), some of the negative aspects cited by the clusters in the debriefing had a greater influence on the mid-term results, while some of the positive aspects remained intact due to their nature. For example, the knowledge gained about the country was not affected over time.

The difference between the proceedings report and the results obtained in this follow-up survey is unquestionable. While the clusters were quite positive in the debriefing held right after the event, the follow-up survey shows an overall negative response in comparison, especially in terms of cooperation and formal agreements.

Many of the cooperation agreement opportunities initiated in Mexico did not develop into formal agreements. For instance, the cooperation initiated at the event decreased by over 50% by the mid-term (44 vs 20). Several reasons were cited, such as the lack of interest and communication from the Mexican side. In addition, no formal agreements were signed, further indicating a lack of progress. The type of cooperation however remained constant with R&D and technology transfer being the main objectives for the collaboration between organisations.

Regarding SMEs, the results vary depending on the cluster. As it was previously mentioned, those clusters accompanied by their SMEs obtained better results since the SMEs were able to



interact directly with their counterparts in a very favourable context for this purpose. Moreover, some of these SMEs were involved in the event since the beginning and received a lot of support from their cluster to leverage the full potential of the matchmakings.

The most valuable benefit for the SMEs was the access to new clients or distributors; while the potential to increase the percentage of turnover, thanks to the international activities, was thought to have the greatest impact.

In summary, the specific problems that affected the cluster matchmaking, such as the low participation of Mexican organisations and their appropriateness and preparation before the event, is reflected in the present analysis. The overall outcomes achieved in the mid-term are less positive than was reported in the debriefing. In addition, the positive outcomes are related to a few clusters; while other clusters seem to not have profited at all from their participation, apart from the general aspects that relate to a first contact with a new country. Although, the benefits for SMEs can be considered quite positive.

It is important to highlight the fact that it is not always easy to materialise the collaborations initiated through such short meetings. The priorities of the clusters, the geographic distance, the cultural differences, and the realisation of a lack of synergies among other reasons play a big part in this regard. Therefore, it is expected that the mid-term results will not be as positive as the results gathered right after the event. In spite of this, it is safe to conclude that the EU-Mexico Seminar and Cluster & Business Matchmaking Event was beneficial in many aspects for the clusters.



## Annex 1 – Cooperation agreements

Clusters	Organisation	Type of cooperation	Have you involved SMEs prior to the event?	Have you surveyed your SMEs in preparation?	Please specify:	SME benefited	Benefits identified	How many SMEs could benefit in in the future?		Cooperation activity & next steps	Type of technology service involved	Expected impact on the SMEs
								Directly	Indirectly			
<b>Agrofood Regional Cluster</b>	Orquídea de vanillia de Tuxpan (non EU firm)	R&D Tech. transfer Imp/Exports	Yes	Yes	R&D	1	Info. exchange	1	3	New products	Functional food	1-3
	Ejido Caoba (non EU firm)	Tech. transfer Knowledge sharing & information exchange	No	No		1	Info. exchange	1	1	Info. exchange	Info. exchange	Info. exchange
	RECISOC (non EU firm)	R&D Technology transfer Imp/Exports Knowledge sharing & information exchange	Yes	Yes	Packaging products and banana export	3	Info. exchange	3	3	Information exchange	Packaging sector and food export	Info. exchange 1-3
	ELAN (EU cluster)	Organisation of joint business events	No	No		0		0	0	Registration in platform Information	Info. exchange	1+
	Green Power Construction (EU firm)	R&D Transfer technology	Yes	Yes	Green energy		Info. exchange	1	1	Info. exchange	Info. exchange	1-3



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								Directly	Indirectly			
	AMEXA (non EU cluster)	Imp/Exports Sales office FDI Org. of joint business events Knowledge sharing & info exchange	Yes	No		3	Info. exchange	3	3	Info. exchange	Info. exchange	Info. exchange
	Carbon Trust (non EU firm)	R&D Tech. transfer Knowledge sharing & info exchange	Yes	Yes	Green energy field	5	Tech. transfer	5	5	Technology and information transfer	Technology and information transfer	Technology and information transfer 1-3
	ANIERM (non Eu cluster)	Tech. transfer Imp/Exports Sales office Knowledge sharing & info exchange	Yes	Yes	Info. exchange	3	Tech. & info transfer	3	3	Yes		
	Socio Lab (non EU firm)	R&D Tech. transfer Knowledge sharing & info exchange	No	No		1	Technolog y & info transfer	1	1	Technology and information transfer	Technology and information transfer	Technology and information transfer
	Labizet	R&D Tech. transfer Imp/Exports Knowledge sharing & info exchange	Yes	Yes	Technology and info. transfer in food waste & product development	3	Tech. and info. transfer in food waste & product development	3	3	Technology and info. transfer in food waste & product development	Technology and info. transfer in food waste & product development	Technology and info. transfer in food waste & product development



Clusters	Organisation	Type of cooperation	Have you involved SMEs prior to the event?	Have you surveyed your SMEs in preparation?	Please specify:	SME benefited	Benefits identified	How many SMEs could benefit in in the future?		Cooperation activity & next steps	Type of technology service involved	Expected impact on the SMEs
								Directly	Indirectly			
ArchEnerg	Tunna (non EU firm)	Exports/Imports	No	No		0	The EU-MX Event was interesting , but overall it was a waste of time. None of the companies returned any correspondence	2		Yes - no response on the follow up None	Chemicals to clean the environment	None, because there is no communication with companies we me
	Green Synergy Cluster (EU cluster)	R&D Knowledge sharing & info exchange Establishment of business contacts	Yes	No						N/A	N/A	N/A
ARIA Normandie												



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								Directly	Indirectly			
<b>Basque Energy Cluster</b>	Smart Grid Mexico	R&D Knowledge sharing & information exchange Establishment of business contacts among members	N/A	N/A		0	Establish contacts, but no further events or coop agreements that could benefit the SMEs.	6	18	Share knowledge and organize events in Smart Grids in Mexico Exchange info about Smart Grids in MX and organize an event or meetings	Smart Grids	Impact on Smart Grids strategic area of the Basque Cluster which is ready to cooperate with this organisation.
	CEEC (Clúster d'Eficiència Energètica de Catalunya) (EU cluster)	Organisation of joint business events Knowledge sharing & info exchange Establishment of business contacts	Yes	N/A		0	Jointly organized workshop with CEEC where we shared experiences with them and other clusters from Catalunya	10	40	Cooperate in cluster matters (organizational and sharing of lessons and experiences) and in the Energy efficiency sector Further meetings in similar events	Energy Efficiency	Expect an impact acquiring info from CEEC to share with our SMEs in energy efficiency. Intern coop. could be explored in the future.



Clusters	Organisation	Type of cooperation	Have you involved SMEs prior to the event?	Have you surveyed your SMEs in preparation?	Please specify:	SME benefited	Benefits identified	How many SMEs could benefit in in the future?		Cooperation activity & next steps	Type of technology service involved	Expected impact on the SMEs
								Directly	Indirectly			
	Energy Cleantech Cluster	Knowledge sharing & info exchange Establishment of business contacts	N/A	N/A		0	Learning purposes for the cluster and offshore energy for smes.	10	30	Cooperation in offshore energy sector and learning purposes from a Gold Cluster. Meetings around Vanguard Initiative & exchange of info. about cluster matter	Offshore energy	Impact on the offshore energy due to Vanguard Initiative Energy Pilot. Intern. coop. Ready to visit and learn from a Gold cluster & in offshore energy.
	PEMEX (non EU firm)	R&D Tech. transfer Imp/Exports Organisation of joint events	Yes	N/A		2	Collaboration between PEMEX and 2 Basque SMEs to develop new projects in MX	2	10	MoUs signed between companies and visits to assess the development of the cooperation agreement	Oil&Gas sector	Sharing technology, develop new innovation projects, gain market vision.



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								Directly	Indirectly			
CD2E	Technical equipment (EU firm)	Imp/Exports	Yes	Yes	Analyse needs of SMEs to find opportunities, events and contacts that correspond them	1	Company attended the event in Mexico city.	1	2	Company will export equipment (machines) to Mexico.	Existing equipment.	This case is a "best practice" example that can be used to convince other SMEs.
CEEC - C'Eficiència Energètica de Catalunya												
CWP - Catalan Water Partnership	n/a (non EU firm)	Technology transfer	Yes	Yes		4	Contacts - Market information - Potential CPA with LCBA project	4	10	Cooperation agreement	Water Treatment	Contract between EU SME and MX company Yes
	Water treatment engineering (non EU firm)	Technology transfer	Yes	N/A		1	Private contract with MX company	1	0		Water Treatment	
Green Energy Innovative Biomass Cluster												



Clusters	Organisation	Type of cooperation	Have you involved SMEs prior to the event?	Have you surveyed your SMEs in preparation?	Please specify:	SME benefited	Benefits identified	How many SMEs could benefit in in the future?		Cooperation activity & next steps	Type of technology service involved	Expected impact on the SMEs
								Directly	Indirectly			
Green Synergy Cluster												
Lombardy Energy Cleantech Cluster												
OEC - Ökoenergie-Cluster												
PRO WOOD												
Water Alliance	Pole-EAU Montpellier (EU cluster)	R&D Knowledge sharing & info exchange Establishment of business contacts	Yes	No				0	2	Sharing knowledge Visit at the HydroGaïa next week	Agreement	2
ZINNAE												



## Annex 2 – Formal agreements

Clusters	Has your cluster signed formal agreement(s)?	How many formal agreements have you signed?	Organisation name	Type of organisation	Country	What is the main focus of the agreement?	Please specify	What are the expected results of the agreement?	What are the expected results of the agreement?
<b>Agrofood Regional Cluster</b>	No								
<b>ArchEnerg</b>	Yes	1	Environmental	non EU firm	MX	Business	To see if there would be a market in Europe	No	There was no response on the follow up
<b>ARIA Normandie</b>	N/A								
<b>Basque Energy Cluster</b>	N/A								
<b>CD2E</b>	N/A								
<b>CEEC - C'Eficiència Energètica de Catalunya</b>	No								
<b>CWP - Catalan Water Partnership</b>	No								
<b>Green Energy Innovative Biomass Cluster</b>	N/A								
<b>Green Synergy Cluster</b>	No								



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Clusters	Has your cluster signed formal agreement(s)?	How many formal agreements have you signed?	Organisation name	Type of organisation	Country	What is the main focus of the agreement?	Please specify	What are the expected results of the agreement?	What are the expected results of the agreement?
<b>Lombardy Energy Cleantech Cluster</b>	No								
<b>OEC - Ökoenergie-Cluster</b>									
<b>PRO WOOD Regional Wood Cluster</b>									
<b>Water Alliance</b>	N/A								
<b>ZINNAE</b>	N/A								