

# Admantex 2i

## ADVANCED MANUFACTURING AND ADVANCED TEXTILE MATERIALS GOING INTERNATIONAL TO STRENGTHEN RESILIENCE AND TO EMPOWER INDUSTRIAL RECOVERY

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## EXECUTIVE SUMMARY

The main objective of WP2 (Strategy development towards an implementation roadmap) is to implement the roadmap for going international in three target markets and ensuring the long-term sustainability of the partnership.

One of the first tasks, in the scope of joint actions planning and preparatory activities (Task 2.1), is the development of the detailed internationalization actions and calendars, considering the potential joint actions for deploying international activities, particularly identifying strategic stakeholders and opportunities, events and potential collaborations at partnership level, based on the implementation roadmap developed during task 1.4 (Roadmap of internationalization strategy implementation and partnership agreement).

So, this deliverable (D2.1 - *Report with the detailed internationalization actions and calendars*) includes a general overview of the three missions (USA, Japan and Canada), the steps needed for the mission implementation, the profile of each mission (including the region, expected date, main objectives, areas of interest, type of mission, type of activities, strategic stakeholders identified and KPIs) and the specific calendar for each mission, with a description of the specific activities and timeframe for each of the steps needed to the mission implementation.

KEYWORDS: INTERNATIONALIZATION; CLUSTERS; USA, JAPAN, CANADA, ADVANCED TEXTILES; ADVANCED MANUFACTURING

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## 1. INTRODUCTION

The present document corresponds to Deliverable D2.1 - *Report with the detailed internationalization actions and calendars*, of the European project ADMANTEX2i – Advanced Manufacturing and Advanced Textile Materials Going International to Strengthen Resilience and to Empower Industrial Recovery, funded by the European Union's COSME Programme under grant agreement No 101035895.

This document aims at presenting the detailed internationalization actions and calendars of the three missions (USA, Japan and Canada), based on the implementation roadmap developed during task 1.4 (Roadmap of internationalization strategy implementation and partnership agreement).

So, this deliverable includes a general overview of the three missions (USA, Japan and Canada), the steps needed for the mission implementation, the profile of each mission (including the region, expected date, main objective, areas of interest, type of mission type of activities, strategic stakeholders identified and Key Performance Indicators) and the specific calendar for each mission, with a description of the specific activities and timeframe for each of the steps needed for the mission implementation.

### 1.1 ADMANTEX2I PROJECT

Industrial digitalization and the green transition are the two pillars of the European Commission for building resilience, as highlighted during the Cluster conference 2020 that builds on top of the new industrial strategy of the European Commission and the EU Green Deal as significant pillars. Furthermore, strengthening digital and green-based SMEs' competitiveness is also a core pillar from the Next Generation EU initiative for recovery.

The primary strategy for this project is bridging the gap between technology producers and users to boost innovation and industrial modernization to catalyze sustainability and circular economy in the textile manufacturing industry.

It will enable the alignment of each cluster strategy with the RIS3 (Regional Innovation Strategies) priorities of each region and the uptake of digitalization and advanced production systems as a standard driver for growth via internationalization by exploiting innovation towards sustainability and circular economy. In addition, ADMANTEX2i will provide tools and support to partner's members to be globally competitive for going international.

ADMANTEX2i will also favor the cross-regional value chains involved and foster cross-regional cooperation with specialized eco-systems across Europe, focusing on the industrial smart specialization priorities where all partners are already active. For example, AEI TÈXTILS, CITEVE, and ATEVAL are part of the REGIOTEX platform for textile innovation. In contrast, PRODUTECH, EMC2, and AFIL are members of the S3P-Industry platform within the areas of 3DP and ESM and the participation in the pilot actions under the Vanguard Initiative umbrella.

ADMANTEX2i will continue driving the long-term cooperation strategy among the partners already seeded in CLAMTEX (ESCP4x) and GALACTICA (Innosup-01) projects. The continued fostering of cross-regional and cross-sectoral cooperation among all clusters will provide their members the leverage needed to become globally competitive with digitalization uptake.

The ADMANTEX2i consortium partners are:

Participant Organization Name	Country
AEI Tèxtils - ASSOCIACIÓ AGRUPACIÓ D'EMPRESES INNOVADORES TÈXTILS	Spain
ATEVAL - ASOCIACIÓN DE EMPRESARIOS TEXTILES DE LA REGIÓN VALENCIANA	Spain
CITEVE - CENTRO TECNOLÓGICO DAS INDÚSTRIAS TEXTIL E DO VESTUÁRIO DE PORTUGAL	Portugal
PRODUTECH - ASSOCIAÇÃO PARA AS TECNOLOGIAS DE PRODUÇÃO SUSTENTÁVEL	Portugal
AFIL - ASSOCIAZIONE FABRICA INTELLIGENTE LOMBARDIA	Italy
EMC2 – PÔLE EMC2	France

Figure 1 – ADMANTEX2i consortium partners

## 1.2 ADMANTEX2I OBJECTIVES

ADMANTEX2i's main objective is to lead international cluster cooperation in advanced manufacturing and advanced textile materials as an enabler for globally competitive sustainable products functional in a broad range of high-end applications. The key specific objectives are:

- To develop a joint internationalization strategy and a roadmap for going international based on the strategic cross-sectoral cooperation between clusters in advanced manufacturing and advanced textile materials which the EU is a strong leader
- To implement the strategy organizing three international business missions
- To foster the cross-sectoral cooperation
- To strengthen the sectoral resilience and boost growth based on internationalization

ADMANTEX2i strategic cooperation vision is that digitalization is a crucial enabler for both sectors to boost circular economy business solutions to strengthen resilience and drive the recovery growth of the economic opportunities of European SMEs. The Partnership comprises three advanced textile materials clusters and three advanced manufacturing clusters from six EU regions and four EU member states in southern Europe.

ADMANTEX2i focuses on three main pillars to build up internationalization opportunities: cooperation development, joint solid value proposition and international business missions as demonstrators.

## 2. GENERAL OVERVIEW OF THE THREE MISSIONS

ADMANTEX2i partnership has decided on the target countries and respective regions, as well as the sectors to be approached and type of activities to be implemented during the internationalization missions, based on SME survey results, market studies and ADMANTEX2i partnership knowledge and experience. So, missions will be performed in USA (California region), Japan (Kantō region) and Canada (Québec region). The sectors considered more relevant are automotive, aerospace and advanced manufacturing highlighting the opportunities for advanced textiles and sustainable textiles.

Each mission will include some of the following activities: B2B meetings between EU SMEs and local SMEs / local players, visit to relevant fairs and exhibitions, visit to RTOs (Research & Technology Organizations) for technological exchange of best practices and learnings, visit to local companies of reference, C2C meetings and/or trainings on business culture and market particularities.

The three missions have been designed in a complementary and balanced way to cover the overall ADMANTEX2i internationalization mission objectives, considering business culture, market opportunities and geographic areas of interest in each target country.



**Figure 2 – General overview of the three missions**

The USA mission (California) is planned to occur in the 1st quarter of 2023 and will be an exploratory and multisectoral mission. The areas of interest will be digitalization and sustainability for advanced manufacturing and advanced / sustainable textiles.

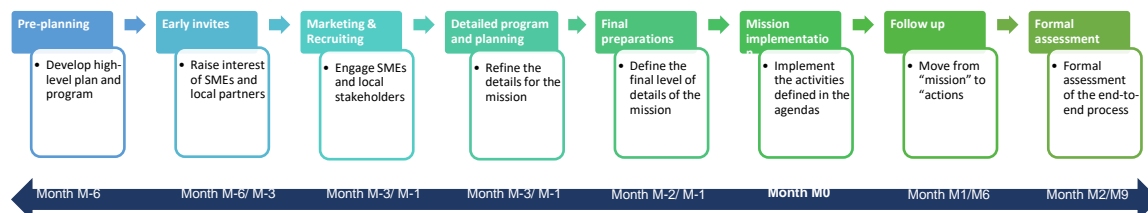
The Japan mission (Kantō) is planned to be held in the 2nd quarter of 2023 and will be an institutional mission targeting the textile industry as well as multisectoral. It may include the attendance to the trade fair “Interior Lifestyle Tokyo 2023”. The institutional part of the mission may also take in the Kansai area (Osaka and surroundings).

The Canada mission (Québec) is planned to be implemented in the 4th quarter of 2023 and will be mainly a business mission aimed at establishing MoUs (Memorandum of Understanding) with potential strategic local partners and business agreements for SMEs, including the participation in “Advanced Design and Manufacturing Expo” in Montréal. The sectors of interest will be both advanced manufacturing and advanced / sustainable textile with a focus on the related applications in the aerospace and automotive industries.



## 3. STEPS NEEDED FOR THE MISSIONS IMPLEMENTATION

Each of the three missions will be in line with the following implementation process, which include pre- and post-mission steps:



**Figure 3 - ADMANTEX2i missions implementation's phases**

The main goal and key action of each of the steps are:

- **Pre-planning** (at least, six months before the mission)

Goal: To develop the high-level plan and program

Key Actions: Identify key stakeholders; Contact potential local partners; define the mission specific communication plan; Confirm the dates of planned events and contact the organizer; Create a list of contacts and choose the most suitable ones for a balanced agenda; Check the legal restrictions in place and regulatory affairs to be solved for the mission
- **Early invites** (6 - 3 months before the mission)

Goal: Raise interest both for SMEs and local international partners

Key Actions: General communication (website, ECCP (European Cluster Collaboration Platform), social media); Pre-selection of companies with potential interest in the target countries; Preliminary agenda; Informal contacts with interested companies in local markets and SMEs members; Sharing of the summarized market assessments; Check the legal restrictions in place and regulatory affairs to be solved for the mission
- **Marketing & Recruiting** (3 - 1 months before the mission)

Goal: Engage SMEs and local stakeholders


Key Actions: Detailed communication plan; Preparation of communication material; Launch of Call for Expression of Interest (Eoi); Info-days engagement workshops; Coaching sessions with companies; Information about the trade fairs and related opportunities for SMEs

- **Detailed program and planning** (3 - 1 months before the mission)  
Goal: Refine the details for the mission  
Key Actions: Liaise with international partners; Agenda definition with local stakeholders; Ensure a customized program to add value to SMEs; Draft of MoU and Business agreement templates; List of local SMEs to establish B2B meetings; Ensuring the inclusion of a good mix of companies and RTOs (Research & Technology Organizations) in the agenda
- **Final preparations** (2 - 1 months before the mission)  
Goal: Define the final level of details of the mission  
Key Actions: Finalize the final agenda both general and customized; Pre-scheduled B2B meetings; Book flights and accommodation; Define a Plan B in case of contingencies; Prepare the legal documents to travel to the selected country; Pre-mission meetings
- **Mission implementation** (During the mission)  
Goal: Implement the activities defined in the agendas  
Key Actions: Run the mission as planned but being prepared for a plan B; Collecting participants' feedback during the mission; Promote the sharing of experience and knowledge during the mission; Mission management, potential adjustments, and monitoring
- **Follow up** (1 – 4 months after the mission)  
Goal: Move from “mission” to “actions”  
Key Actions: Communication with SMEs and local partners after each mission to materialize MoUs or Business Agreements; Organize debrief meetings with local stakeholders (especially institutional partners); Keep the local contacts established during the mission “alive” for future collaborations; Collect success stories from participants to share in ADMANTEX2i website and social media; Disseminate the results of the mission; Animation of the ECCP; Share best practices and learnings with other ESCP4i partnerships
- **Formal assessment** (2 – 4 months after the mission)  
Goal: Formal assessment of the end-to-end process  
Key Actions: Measurement of Key Performance Indicators (KPIs); Assess the mission outcomes and impact - Satisfaction survey and SMEs interviews; Evaluation of the expectations at Cluster level as well as at participant level; Plan the sustainability of the contacts made and the agreements signed to foster future collaborations


#### 4. PROFILE OF EACH MISSION

The mission profile for each mission is presented in a factsheet format, with fields for the general information of the mission related with the region, expected date, main objective, areas of interest, type of mission type of activities, strategic stakeholders identified and Key Performance Indicators (KPIs).


#### 4.1. USA MISSION PROFILE

 <b>USA mission</b>							
Region	<b>California</b>						
Expected date	<b>Q1 2023 (6th – 10th February 2023)</b>						
Main objective	<b>Identify partnerships and business opportunities between Californian and European companies, around technological challenges such digitalization and sustainability</b>						
Areas of interest	Advanced manufacturing	Advanced textiles	Digitalization	Sustainability	Aerospace	Automotive	comments
	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>Multisectoral</b>
Type of mission	<b>Essentially exploratory / inspirational but also with business contacts (business mission)</b>						
Type of activities	B2B meetings	RTO visits	Fairs and exhibitions	Local companies	Academia visits	C2C	comments
		<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	
Strategic stakeholders	<b>BusinessFrance   GO-BIZ California (California Governor’s Office of Business and Economic Development)   California Network for Manufacturing Innovation   California Manufacturing Technology Consulting   Textile Association of Los Angeles (TALA)   California Fashion Association (CFA) Southern California Manufacturers Group Advanced Manufacturing Partnership of Southern California Manufacturing Community   California Manufacturers &amp; Technology Association (CMTA)   California Technology Council   AICEP Portugal Global (Portugal Global – Trade &amp; Investment Agency)   Catalyst   Rick Rasmussen</b>						
KPIs	<b>Involved companies: 12 (2 per partner) 1 MoU 2 Business agreements</b>						

## 4.2. JAPAN MISSION PROFILE

 <b>Japan mission</b>							
Region	<b>Tokyo</b>						
Expected date	<b>Q2 2023 (June 2023)</b>						
Main objective	<b>Identify potential local business partners, local clusters and partnerships of interest for future collaborations and business opportunities between Japanese companies and European companies in the Sustainable Textiles and Advanced Manufacturing sectors; possible attendance in the trade fair “Interior Lifestyle Tokyo 2023”</b>						
Areas of interest	Advanced manufacturing	Advanced textiles	Digitalization	Sustainability	Aerospace	Automotive	comments
	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		<b>Multisectoral</b>
Type of mission	<b>Institutional mission</b>						
Type of activities	B2B meetings	RTO visits	Fairs and exhibitions	Local companies	Academia visits	C2C	comments
	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		
Strategic stakeholders	<b>AICEP (Portugal Global – Trade &amp; Investment Agency) Japan (Tokyo)   JETRO - Japan External Trade Organization   Portuguese-Japanese Chamber of Commerce and Industry   Messe Frankfurt   JCFA - chemical fiber manufacturers and chemical fiber spinning firms in Japan   Ministry of Education, Culture, Sports, Science and Technology (MEXT)   Ministry of Economy, Trade and Industry (METI)   Japan Society for the Promotion of Science (JSPS)   Fukui Prefectural Government   Shinshu University   Nagoya University National Composites Center (NCC)   Gifu University Composites materials Center (GCC)   Innovative Material R&amp;D Center from Kanazawa Institute of Technology (ICC)</b>						
KPIs	<b>Involved companies: 12 (2 per partner)</b> <b>1 MoU</b> <b>2 Business agreements</b>						

### 4.3. CANADA MISISON PROFILE

 <b>Canada mission</b>							
Region	<b>Québec (Montréal)</b>						
Expected date	<b>Q4 (2023) – November 2023</b>						
Main objective	<b>Establishing MoUs with potential local partners and business agreements for SMEs</b>						
Areas of interest	Advanced manufacturing	Advanced textiles	Digitalization	Sustainability	Aerospace	Automotive	comments
	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>Multisectoral</b>
Type of mission	<b>Business mission / Attendance to a trade fair (Advanced Design Manufacturing Expo)</b>						
Type of activities	B2B meetings	RTO visits	Fairs and exhibitions	Local companies	Academia visits	C2C	comments
	<b>X</b>		<b>X</b>	<b>X</b>		<b>X</b>	
Strategic stakeholders	<b>Canada – Italia Chamber of Commerce   Optonique   Consortium for Research and Innovation in Aerospace in Québec (CRIAQ)   Pôle de Recherche et d’Innovation en Matériaux Avancés du Québec (PRIMA)</b>						
KPIs	<b>Involved companies: 12 (2 per partner) 1 MoU 2 Business agreements</b>						

## 5. SPECIFIC CALENDAR FOR EACH MISSION

### 5.1. USA MISSION SPECIFIC CALENDAR

<p><b>Pre-planning</b> <b>June to August 2022</b></p>	<ul style="list-style-type: none"> <li>Identify key stakeholders</li> <li>Contact potential local partners</li> <li>Define the mission specific communication plan</li> <li>Create a list of contacts and choose the most suitable ones for a balanced agenda</li> <li>Check the legal restrictions in place and regulatory affairs to be solved for the mission</li> </ul>
<p><b>Early invites</b> <b>September &amp; October 2022</b></p>	<ul style="list-style-type: none"> <li>General communication (website, ECCP, social media)</li> <li>Pre-selection of companies with potential interest in the target countries</li> <li>Preliminary agenda</li> <li>Informal contacts with interested companies in local markets and SMEs members</li> <li>Sharing of the summarized market assessments</li> <li>Check the legal restrictions in place and regulatory affairs to be solved for the mission</li> </ul>
<p><b>Marketing &amp; Recruiting</b> <b>November 2022 to January 2023</b></p>	<ul style="list-style-type: none"> <li>Detailed communication plan</li> <li>Preparation of communication material</li> <li>Launch of Eols</li> <li>Info-days engagement workshops</li> <li>Coaching sessions with companies</li> <li>Information about the trade fairs and related opportunities for SMEs</li> </ul>
<p><b>Detailed program and planning</b> <b>November 2022 to January 2023</b></p>	<ul style="list-style-type: none"> <li>Liaise with international partners</li> <li>Agenda definition with local stakeholders</li> <li>Ensure a customized program to add value to SMEs</li> <li>Draft of MoU and Business agreement templates</li> <li>List of local SMEs to establish B2B meetings</li> <li>Ensuring the inclusion of a good mix of companies and RTOs in the agenda</li> </ul>
<p><b>Final preparations</b> <b>December 2022 to January 2023</b></p>	<ul style="list-style-type: none"> <li>Finalize the final agenda both general and customized</li> <li>Pre-scheduled B2B meetings</li> <li>Book flights and accommodation</li> <li>Define a Plan B in case of contingencies</li> <li>Prepare the legal documents to travel to the selected country</li> <li>Pre-mission meetings</li> </ul>
<p><b>Mission implementation</b> <b>February 2023</b></p>	<ul style="list-style-type: none"> <li>Run the mission as planned but being prepared for a plan B</li> <li>Collecting participants' feedback during the mission</li> <li>Promote the sharing of experience and knowledge during the mission</li> <li>Mission management, potential adjustments and monitoring</li> </ul>
<p><b>Follow up</b> <b>March to June 2023</b></p>	<ul style="list-style-type: none"> <li>Communication with SMEs and local partners after each mission to materialize MoUs or Business Agreements</li> <li>Organize debrief meetings with local stakeholders (especially institutional partners)</li> <li>Keep the local contacts established during the mission "alive" for future collaborations</li> <li>Collect success stories from participants to share in ADMANTEX2i website and social media</li> <li>Disseminate the results of the mission</li> <li>Animation of the ECCP</li> <li>Share best practices and learnings with other ESCP4i partnerships</li> </ul>
<p><b>Formal assessment</b> <b>April to June 2023</b></p>	<ul style="list-style-type: none"> <li>Measurement of KPIs</li> <li>Assess the mission outcomes and impact - Satisfaction survey and SMEs interviews</li> <li>Evaluation of the expectations at Cluster level as well as at participant level</li> <li>Plan the sustainability of the contacts made and the agreements signed to foster future collaborations</li> </ul>

## 5.2. JAPAN MISSION SPECIFIC CALENDAR

<p><b>Pre-planning</b> <b>October-December 2022</b></p>	<ul style="list-style-type: none"> <li>Identify key stakeholders</li> <li>Contact potential local partners</li> <li>Define the mission specific communication plan</li> <li>Confirm the dates of planned events and contact the organizer</li> <li>Create a list of contacts and choose the most suitable ones for a balanced agenda</li> <li>Check the legal restrictions in place and regulatory affairs to be solved for the mission</li> </ul>
<p><b>Early invites</b> <b>January-March 2023</b></p>	<ul style="list-style-type: none"> <li>General communication (website, ECCP, social media)</li> <li>Pre-selection of companies with potential interest in the target countries</li> <li>Preliminary agenda</li> <li>Informal contacts with interested companies in local markets and SMEs members</li> <li>Sharing of the summarized market assessments</li> <li>Check the legal restrictions in place and regulatory affairs to be solved for the mission</li> </ul>
<p><b>Marketing &amp; Recruiting</b> <b>March-June 2023</b></p>	<ul style="list-style-type: none"> <li>Detailed communication plan</li> <li>Preparation of communication material</li> <li>Launch of Eols</li> <li>Info-days engagement workshops</li> <li>Coaching sessions with companies</li> <li>Information about the trade fairs and related opportunities for SMEs</li> </ul>
<p><b>Detailed program and planning</b> <b>March-June 2023</b></p>	<ul style="list-style-type: none"> <li>Liaise with international partners</li> <li>Agenda definition with local stakeholders</li> <li>Ensure a customized program to add value to SMEs</li> <li>Draft of MoU and Business agreement templates</li> <li>List of local SMEs to establish B2B meetings</li> <li>Ensuring the inclusion of a good mix of companies and RTOs in the agenda</li> </ul>
<p><b>Final preparations</b> <b>April-June 2023</b></p>	<ul style="list-style-type: none"> <li>Finalize the final agenda both general and customized</li> <li>Pre-scheduled B2B meetings</li> <li>Book flights and accommodation</li> <li>Define a Plan B in case of contingencies</li> <li>Prepare the legal documents to travel to the selected country</li> <li>Pre-mission meetings</li> </ul>
<p><b>Mission implementation</b> <b>June 2023</b></p>	<ul style="list-style-type: none"> <li>Run the mission as planned but being prepared for a plan B</li> <li>Collecting participants' feedback during the mission</li> <li>Promote the sharing of experience and knowledge during the mission</li> <li>Mission management, potential adjustments, and monitoring</li> </ul>
<p><b>Follow up</b> <b>July-November 2023</b></p>	<ul style="list-style-type: none"> <li>Communication with SMEs and local partners after each mission to materialize MoUs or Business Agreements</li> <li>Organize debrief meetings with local stakeholders (especially institutional partners)</li> <li>Keep the local contacts established during the mission "alive" for future collaborations</li> <li>Collect success stories from participants to share in ADMANTEX2i website and social media</li> <li>Disseminate the results of the mission</li> <li>Animation of the ECCP</li> <li>Share best practices and learnings with other ESCP4i partnerships</li> </ul>
<p><b>Formal assessment</b> <b>September-November 2023</b></p>	<ul style="list-style-type: none"> <li>Measurement of KPIs</li> <li>Assess the mission outcomes and impact - Satisfaction survey and SMEs interviews</li> <li>Evaluation of the expectations at Cluster level as well as at participant level</li> <li>Plan the sustainability of the contacts made and the agreements signed to foster future collaborations</li> </ul>

### 5.3. CANADA MISISON SPECIFIC CALENDAR

<p><b>Pre-planning</b> <b>March 2023 - May 2023</b></p>	<ul style="list-style-type: none"> <li>Identify key stakeholders</li> <li>Contact potential local partners</li> <li>Define the mission specific communication plan</li> <li>Confirm the dates of planned events and contact the organizer</li> <li>Create a list of contacts and choose the most suitable ones for a balanced agenda</li> <li>Check the legal restrictions in place and regulatory affairs to be solved for the mission</li> </ul>
<p><b>Early invites</b> <b>June 2023 - July 2023</b></p>	<ul style="list-style-type: none"> <li>General communication (website, ECCP, social media)</li> <li>Pre-selection of companies with potential interest in the target countries</li> <li>Preliminary agenda</li> <li>Informal contacts with interested companies in local markets and SMEs members</li> <li>Sharing of the summarized market assessments</li> <li>Check the legal restrictions in place and regulatory affairs to be solved for the mission</li> </ul>
<p><b>Marketing &amp; Recruiting</b> <b>July 2023 to October 2023</b></p>	<ul style="list-style-type: none"> <li>Detailed communication plan</li> <li>Preparation of communication material</li> <li>Launch of Eols</li> <li>Info-days engagement workshops</li> <li>Coaching sessions with companies</li> <li>Information about the trade fairs and related opportunities for SMEs</li> </ul>
<p><b>Detailed program and planning</b> <b>July 2023 to October 2023</b></p>	<ul style="list-style-type: none"> <li>Liaise with international partners</li> <li>Agenda definition with local stakeholders</li> <li>Ensure a customized program to add value to SMEs</li> <li>Draft of MoU and Business agreement templates</li> <li>List of local SMEs to establish B2B meetings</li> <li>Ensuring the inclusion of a good mix of companies and RTOs in the agenda</li> </ul>
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<p><b>Mission implementation</b> <b>November 2023</b></p>	<ul style="list-style-type: none"> <li>Run the mission as planned but being prepared for a plan B</li> <li>Collecting participants' feedback during the mission</li> <li>Promote the sharing of experience and knowledge during the mission</li> <li>Mission management, potential adjustments, and monitoring</li> </ul>
<p><b>Follow up</b> <b>December 2023 to March 2024</b></p>	<ul style="list-style-type: none"> <li>Communication with SMEs and local partners after each mission to materialize MoUs or Business Agreements</li> <li>Organize debrief meetings with local stakeholders (especially institutional partners)</li> <li>Keep the local contacts established during the mission "alive" for future collaborations</li> <li>Collect success stories from participants to share in ADMANTEX2i website and social media</li> <li>Disseminate the results of the mission</li> <li>Animation of the ECCP</li> <li>Share best practices and learnings with other ESCP4i partnerships</li> </ul>
<p><b>Formal assessment</b> <b>January 2024 to March 2024</b></p>	<ul style="list-style-type: none"> <li>Measurement of KPIs</li> <li>Assess the mission outcomes and impact - Satisfaction survey and SMEs interviews</li> <li>Evaluation of the expectations at Cluster level as well as at participant level</li> <li>Plan the sustainability of the contacts made and the agreements signed to foster future collaborations</li> </ul>



## 6. CONCLUSIONS

This document structures the internationalization actions and calendars of the three missions (USA, Japan and Canada) towards a successful implementation. The specific profile and calendar of each mission must be seen as a reference guide, since during the mission's implementation adjustments may be necessary, either in the content as in the calendar. These adjustments may be due to change of unforeseen circumstances or due to force majeure, like constraints on relevant stakeholders, country restrictions, essential services unavailable, COVID19 pandemic rules, natural disaster or any other that has a direct impact on the planned mission activities and/or calendar.