



# How can European Automotive & Mobility clusters offer added value-services to their SMEs: best practices

## ACTION

European Cluster Excellence Programme

## PROJECT

Regrouping European Clusters in a Partnership of Excellence for Mobility



## BEST PRACTICES

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Clusters' good practices in terms of supporting SMEs towards excellence  
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Abstract (for dissemination)	This Publication #1 focuses on 6 best practices of RECIPE4Mobility's partners, to showcase how clusters generate innovation for SMEs, play a key role in business acceleration, allows them to benefit from wide-reaching networks and represent a strong voice for their needs to be taken into account in public policies.
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## Abstract

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RECIPE4Mobility strives to enhance clusters' management skills towards the generation of added-value services for SMEs. To this end, a peer-learning process has been developed and 17 activities shared, so that the consortium eventually selected 6 best practices that will be further explained in dedicated coaching sessions. The latter are described in this Publication #1 of RECIPE4Mobility, to showcase how clusters generate new horizons of innovation for SMEs, play a key role in business acceleration, allows them to benefit from wide-reaching networks and represent a strong voice for their needs to be taken into account in public policies.

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## Executive Summary

RECIPE4Mobility (stands for *Regrouping European Clusters in a Partnership of Excellence for Mobility*) is a 24-months project pursuing the overall objectives of strengthening our clusters' management skills, providing professional services to our ecosystems, especially SMEs, and generating cross-sectorial and cross-border European value chains in the urban mobility sector. This COSME project brings together 5 clusters in France (Mov'eo), Germany (E-Mobility), Hungary (Zone Cluster), the Netherlands (RAI Automotive Industry NL) and Portugal (Mobinov).

The first months of RECIPE4Mobility particularly focus on the enhancement of clusters' management skills towards the generation of added-value services for SMEs. To this end, our consortium assumes that the specific needs of the urban mobility sector should be taken into account, as well as the specific structure and resources of our clusters. That is why we defined a tailor-made and comprehensive methodology to define strategic areas for skills improvement for each cluster. This is achieved both through a peer-learning process and ESCA benchmarking (i.e. internal assessment) and consultations of our SMEs, scaling-up support organisations and regional authorities (i.e. external assessment).

This document puts forward the headlines of the peer-learning process during which 17 practices were shared, studied and discussed within the consortium. RECIPE4Mobility's partners selected 6 of them that will be further explained during the dedicated coaching sessions. They provide pathways for progress when it will come to the development and refining of clusters' individual strategies to support SMEs and start-ups in the safe and sustainable urban mobility context.

**You are a cluster manager and you wonder how to meet the needs of your members? You want to know how clusters generate innovation for SMEs, play a key role in business acceleration, allows their members to benefit from wide-reaching networks and represent a strong voice for their needs?**

- ⇒ **Explore this document and find out testimonies from several managers, from their vision to success stories!**

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## Clusters as generators of new horizons of innovation for SMEs

SMEs and start-ups are key drivers of innovation and growth in the European Union. First and foremost, those working in the safe and sustainable mobility sector contribute every day to the European Commission's objectives, so that Europe can become stronger in the world, climate-neutral and fit for the digital age thanks to an economy that works for people. To this end, clusters play a crucial role and provide the necessary tools so that these SMEs and start-ups design relevant projects and outperform the fierce competition that they face.

RECIPE4Mobility's partners shared many initiatives that they implement to support companies that sometimes don't have the expertise, time and resources to adapt their solutions to specific call for proposals and to the needs of big companies and end-users. **E-Mobility** showed how the ZIM-Networks connect SMEs with various expertise to share risks and receive extramural funding for innovative development. **Mov'eo** underlined how the selectivity of its label for projects enables the vast majority of the projects labelled by the cluster to be funded. The French cluster also presented its H2020 Transport booklet that explains calls for proposals in simplified terms and offers insights and lessons learned. **Zone Cluster** shed lights on its activities to identify project opportunities, help its members in the application process and in the creation of a strong consortium.

As partners of the RECIPE4Mobility project, we would like to present to you in more detail two best practices of our clusters in this field, which should be of interest to many cluster managers: the Open Innovation Challenge (**Mov'eo**) and the Electric Bus EMIL (**E-Mobility**).

## Open Innovation Challenge (Mov'eo)

#Tailor-made #Local #Long-Term #competitiveness

Marc Charlet, General Manager, Mov'eo



### Could you describe the service?

The Open Innovation Challenge aims to generate new partnerships by stimulating meetings between start-ups, SMEs and big companies. Mov'eo works with the latter to set the objectives and topics of open innovation, and then scout for SMEs and start-ups to identify innovative products and services to meet the big companies' needs. A one-day event is then organized to create business between them. The presence of tech experts from big companies is crucial to ensure that exchanges are relevant and lead to partnerships, hence the need to take sufficient time to specify the precise needs of the big group.

### What needs does it meet?

The very essence of Mov'eo is to help major automotive-centric companies to embrace the new mobility challenges thanks to outsourced and market-ready solutions: connectivity, autonomous vehicle, MaaS, electric & hybrid powertrains, new materials, etc. To this end, Mov'eo takes benefit from its wide-reaching network of SMEs and start-ups, and helps them to strike partnerships and generate new business.

We are therefore facilitators of these types of events, which are always a real success. Big companies' members are asking for new challenges (The French OEM, Renault<sup>1</sup>, did it twice for example), and new companies are interested by the concept every year. Afterwards, we register new SMEs and start-ups memberships that are pleased to have had access to new market opportunities. Therefore, they develop a better understanding of Mov'eo's central role in the animation of its innovation ecosystem.

### How can SMEs participate?



The Open Innovation challenge is carried out in-house, but for national and international targeting we can work with partnered clusters. Another proof of Mov'eo's desire to build loyalty among its members and support them throughout their growth is that the Open Innovation Challenge is free for our members, both on big companies and SMEs/start-ups side. We charge it 10 000 euros for non-member big companies, but it is worth it thanks to the multiplier and sustainable effect on the innovation capabilities of the companies. We

<sup>1</sup> <https://group.renault.com/en/>

register 25 to 30 qualified SMEs and start-ups applications per challenge, and the big company selects around 15 of them for the event.

### Why did your members enjoy the service?

Thanks to its expertise in Open Innovation Challenge, Mov'eo meets both the difficulties and the needs of companies to develop their innovation capabilities. Big companies appreciate carrying out in-depth work on their specific needs, and develop a real vision of the local and international innovation ecosystem, in which it is sometimes hard to find your way around. In a mirror effect, innovative SMEs and start-ups realize how essential it is for them to adapt their solutions to the requirements of big companies. Above all, the Open Innovation Challenge ensures the presence of big companies' experts on a same place on the same date, which can be tricky most of the time.

### Do you have a success story to share with us?

The Open Innovation Challenge launched by Faurecia<sup>2</sup> (French Supplier) and organized by Mov'eo in 2016 was a great success for all stakeholders involved. Faurecia, a global leader in automotive technology, had organized this kind of event throughout the world (China, Israel, Singapore, United States) and relied on Mov'eo to deepen its knowledge of the French innovative ecosystem.

The automotive industry is indeed trying to design cleaner and lighter vehicles to reduce fuel consumption and improve air quality, but also predictive and connected systems to improve safety and comfort onboard. To this end, Mov'eo had the great advantage of taking into account Faurecia's expectations and scout for SMEs working on sustainable mobility technologies and cockpit of the future.

Then, Faurecia selected 20 SMEs to participate in a one-day meeting in its headquarters in Nanterre. The selected SMEs pitched, presented their products on exhibition stands and met face-to-face with Faurecia experts. Overall, the automotive supplier met 15 new SMEs, established operational contacts with 7 of them, and will track the progress of the others. They have been particularly impressed by a solution allowing the recovery of environmental data in addition to the treatment system of the pollutants installed on the exhaust system, surface treatment without heavy metals, and a 3D control system at the end of production.

### Would you have a tagline that represents the spirit of this service?

I would quote Antoine de Saint-Exupéry:

*“The grandeur of a profession is...above all, uniting men: there is only one true luxury, that of human relationships”*

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<sup>2</sup> <https://www.faurecia.com/en>

## Innovation platform Electric Bus EMIL (E-Mobility)

#Innovation #Experimentation #test

*Uwe Pfeil, Cluster manager, E-Mobility Cluster*



### Could you describe the service?

The electric bus EMIL is an innovation platform for members of the E-Mobility Cluster. The city of Regensburg<sup>3</sup> has purchased 5 Midi Busses from the company Rampini<sup>4</sup>, which will be used in the old town of Regensburg. Only Members of the E-Mobility Cluster can use one the buses as a test platform to try out innovative projects in practical operation – roadworthy state. The prerequisite for projects with the electric bus is that it can remain in real use. This also gives companies the opportunity to market these projects well.

### What need does it meet?

The purchase of the bus (approx. 500,000 euros) was financed by the city of Regensburg. Since the innovation platform is also in regular use (bus operation), there was no additional investment. The innovation projects are financed from funds of the participating companies. The city bus operator supports with personnel during the time of conversion / installation of equipment needed for projects.

### How can SMEs participate?

Only Cluster members can use the innovation platform. They have to apply in order to use the service.

### Why did your members enjoy the service?

It is a unique opportunity to test innovative solutions in a real city environment.

### Do you have a success story to share with us?

One of the five electrically operated "Emil" buses in Regensburg travels through the old town with a newly developed electric drive. Special feature: The electric engine was developed by AVL Software and Functions in Regensburg itself. In cooperation with the East Bavarian Technical University, the company converted one of the five Emil buses to an alternative drive concept.

The technology company Bertrandt uses the EMIL E-bus from Regensburg as a research and development platform for building technologies for autonomous driving. On the old city route, raw sensor data is recorded using LIDAR and processed further for central research areas such as object recognition. About 20 TB of Data were collected. This will support autonomous driving in urban environments in the future.

<sup>3</sup> <https://www.regensburg.de/en>

<sup>4</sup> <https://www.rampini.it/en/>

The company Dyhpox has coated surfaces in the bus with a special paint. This protects against viruses and more. The invisible enemy gets an almost invisible enemy. An inconspicuous, clear varnish has been protecting drivers and passengers in the bus against bacteria, viruses, fungi and spores for two weeks. It is true that the substance cannot prevent infections via the air. But on all surfaces that you touch with your hands in the buses, the coating kills nasty pathogens - including covid-19 viruses.



Would you have a tagline that represents the spirit of this service?

*“I would say that this project is unique in Europe and shows the excellence of this cluster service ”*

## Clusters as key players in the business acceleration of SMEs

The SMEs and start-ups working in the safe and sustainable urban mobility sector are to be at the heart of innovation in the European Union, as they tackle worldwide issues linked with population concentration and urban sprawl. Therefore, it is all the more important that these solutions are based on strong business models and diversified market outlets on the continent and on a global scale. This is precisely the role of clusters, which strive to bring together SMEs in order to assemble a complete value chain and collectively address larger markets, but also to facilitate the purchase of innovation by large groups.

**Mov'eo** presented its SMEs groups that meet these requirements and help SMEs to diversify their business model and business portfolio geographically (export) and sectorally (techno push). In addition, **Zone Cluster** underlined the need to adapt these accelerators to specific sectors. That is why the Hungarian Cluster created the East Hub EIT Urban Mobility Accelerator, a six-month acceleration programme that includes co-working space, access to prototyping facilities and business coaching as well as urban mobility specific expertise.

As partners of the RECIPE4Mobility project, we would like to present to you in more detail two best practices of our clusters in this field, which should be of interest to many cluster managers: the Business Accelerator (**Mov'eo**) and the Business Club (**RAI Automotive Industry NL**).

## Business Accelerator (Mov'eo)

#expertise #training #tailor-made #market uptake

*Marc Charlet, General Manager, Mov'eo*



### Could you describe the service?

The Mov'eo Business Accelerator (MBA) is a collaborative body providing support to R&D projects and to companies to develop their business. Its mission is to support innovative SMEs and start-ups with high potential in their business vision, in order to raise funds and to enhance the marketing of their innovations.

To this end, Mov'eo builds on its wide network to identify high-potential SMEs and start-ups and gather multidisciplinary experts. The latter offer adapted advice thanks to a prior knowledge of the file, with due transparency and confidentiality. For this Accelerator to be fruitful, the personal involvement of the main representative of the company in the support of his project is crucial. The process indeed revolves around constructive discussions on project management and the difficulties that the SMEs and start-ups can face when it comes to market uptake.

Since its creation in 2015, the Mov'eo Business Accelerator has supported 22 start-ups and SMEs and actively participated in the labelling of 29 awarded projects for the French call "IPME" (SME Initiative) and the Innovation Contest of the French Environment & Energy Management Agency (more than 6M€ of subsidies granted to Mov'eo SMEs).

### What needs does it meet?

The Mov'eo Business Accelerator is open to high-potential SMEs and start-ups with market access barriers. The aim is to analyse performance and identify areas for improvement, in order to accelerate the commercial development of the project. It helps to identify and actuate the levers for growth, and therefore to strengthen the business model. In addition, the Business Accelerator deals with the fundraising strategy, the business plan, the identification of investors and funds, and prepare for pitch deck and due diligence.

### How can SMEs participate?

The first support phase is included into Mov'eo membership. A dedicated project manager from the cluster provides a pre-validation and prepares the representative for pitch deck. Then the hearing session takes place in front of the Mov'eo Business Accelerator expert committee, and the representative benefits from an individual diagnosis and half a day of coaching services by one of the experts of the MBA committee.

Furthermore, additional support is charged on a per day basis. A tailor-made support is discussed between the company manager and the expert, a second hearing session in front of the MBA expert committee can be held. Finally, Mov'eo may follow up the commercial development of the project via regular meetings.

### Why did your members enjoy the service?

The Mov'eo Business Accelerator stands out for its simplicity and effectiveness. It is based on a voluntary approach by the SMEs and start-ups or at the request of Mov'eo's thematic committees. The participants are requested to provide a standard synthetic folder, and then pitch their project to engage discussion with our experts. Therefore, they expand their network and eventually benefit from a quick analysis of the project's SWOT, a written market expert opinion, recommendations and proposals for action plans. This fast process mobilizes the company representative for a short period of time, especially since the decision is taken during the session to continue or not the support. The possibility of additional support and follow-up is finally much appreciated.

**Do you have a success story to share with us?**



The French SME *Better World* benefited from the Mov'eo Business Accelerator in 2019. The French start-up designed a customer feedback collection and analysis solution for automotive manufacturers and suppliers, based on AI and automated language analysis. This solution helps to overcome the difficulties associated with customer feedback analysis, that is both time-consuming and from which it is difficult to draw operational conclusions.

Its founders presented their activity and carried out a real-life demonstration in front of a dozen experts from Mov'eo's network. They were then supported by two mentors, one with an OEMs approach and the other one with a technology start-up experience.

The Mov'eo Business Accelerator helped *Better World* to align its solution with customer needs and organizational structure. They realized their solution can foster the development of vehicles of tomorrow, but also to better define marketing campaigns and better identify quality defects.

In addition, Mov'eo informed *Better World* of the Impact Connected Car project – in which the cluster is a partner – that aims to generate new value chains for the connected vehicle industry. The start-up applied and was selected among the 24 most innovative start-ups in Europe in this field.

**Would you have a tagline that represents the spirit of this service?**

This time I would quote Lewis Duncan:

***“Innovation is the ability to convert ideas into invoices”***

## Business Club (RAI Automotive Industry NL)

#influence #visibility #Inform&Inspire #expertiseSharing #BusinessCreation



*Freek de Bruijn, Program Consultant, RAI Automotive Industry NL*

### Could you describe the service?

The AutomotiveNL Business Club (ABC) is an informal collaborative body where a subset (about 30 partners) of our members are involved in. They meet each other regularly (once per two months) to discuss business activities, to inspire each other and to help others.

### What need does it meet?

The aim is to collaborate with and for members. Together we try to support each other where members internally have issues. Consider, for example, offering support in unforeseen circumstances where the (economic) impact is significant. This support can come from us, but also from the other members. In that case we as an organization will have to facilitate this.

### How can SMEs participate?

ABC partners first has to be a member of RAI Automotive Industry NL. At this moment about 30 companies are member of the Business Club. The Business Club itself has remained fairly the same for five years. The ambition is to maintain this culture, plus reinforcement through online opportunities.

### Why did your members enjoy the service?



Members feel the need to actively meet each other more often each year. These organizations are often represented in this by management, business development and sales. It is also about exclusivity, members want to hear the latest developments first. They want to be at the forefront, they want to receive advanced mail. It is also a part of a certain identity for members. For them it is the most direct connection with the association and thus they can provide and receive influence.

We are a wide population with larger and smaller companies. All members become more accessible to everyone. No hierarchy whatsoever. People don't feel alone. You belong to the association. You always have a familiar face around you.

### Do you have a success story to share with us?

Member A seized a moment during a Business Club meeting to thank member B and member C for the cooperation that has started between the parties. With the thank-you member A handed over a framed photo of a Formula-E car that includes parts from member B.

Would you have a tagline that represents the spirit of this service?

*“I would say that the Business Club is an elaboration of us as an association : being able to create and switch quickly. We support several companies at the same time. We do that for each other !”*

## Clusters as unique networks to remain at the forefront of technological developments and strike partnerships

The development and sustainability of SMEs and start-ups depends on their ability to remain at the forefront of technological developments, which has been a booming field in recent years. For this reason, they need to be involved in large and diversified networks in order to be able to adapt their solutions to the major trends and specific needs of a sector.

RECIPE4Mobility's partners are keen to contribute to the insertion of their member SMEs and start-ups in reference networks and sectorial events in order to connect with large groups and policy makers. **RAI Automotive Industry NL** organizes twice a year the Battery Day in which different parties within each 'part' of the chain can freely exchange ideas on this topic. The Dutch cluster also organizes the Technology for Automotive event, which aims to be the leading one in automotive technologies and matches their program lines, especially smart and green mobility. Likewise, **E-Mobility** holds an Annual Cluster Conference and is strongly involved in the annual Bavarian Innovation Congress. The latter gathers 250 participants and revolves around a thematically oriented keynote, four accompanying forums to dig into the topic (e.g E-Mobility, IT-Logistics, Health, FinTech). Above all, it offers the opportunity to present products and technological innovations to a broad professional audience. In addition, **E-Mobility** organizes a joint stand with its members in LogiMAT, an international trade fair for intralogistics solutions and process management, which meant to set new standards in Europe.

As partners of the RECIPE4Mobility project, we would like to present to you in more detail one best practice of our clusters in this field, which should be of interest to many cluster managers: Jobtech (**E-Mobility**).

## Jobtech (E-Mobility)

#Job #platform

*Uwe Pfeil, Cluster manager, E-Mobility Cluster*



### Could you describe the service?

JOBTECH is the ideal platform to bring students and future graduates together with companies from the region. The aim is to give our members as trade exhibitors the chance to convince young innovative students of their company, arrange a first meeting and open doors for deeper contacts. It is a means to counteract the current shortage of skilled workers and is also a marketing tool. At the same time, we give young people the opportunity to inform themselves about start-ups and SME companies in our region, to apply for jobs or simply to make the first contact. As a cluster, we can thus bind our members to us, have the opportunity to grow through external companies and promote networking.

### What need does it meet?

Members can participate as an exhibitor. It is a yearly event, we give the information to the cluster members about this event very early – in November. So they can register.

### How can SMEs participate?

Nowadays it is increasingly difficult to reach young target groups aged between 18 and 28 years and to arouse their interest. It is therefore important to think through the advertising measures well and plan special features/attractions to increase the incentive to participate.



### Why did your members enjoy the service?

The project is an important building block for the cluster to bind the members to us. On the one hand, JOBTECH represents a marketing tool, as it is used as a platform for advertising, e.g. mentioning the company on the homepage or naming it on promotional items. On the other hand, we offer the service of receiving support in the area of recruiting and becoming active there. Thus the event forms an important link.

Would you have a tagline that represents the spirit of this service?

***“We connect and support SMEs with a unique recruiting service !”***

## Clusters as trainers of public servants to meet SMEs needs

The unique positioning of the clusters allows them to be a key intermediary at the crossroads of SMEs, big groups, scaling-up support organizations and local authorities. All their action aims to bring these players together and to come up with collaborative projects, in order to take full advantage of the innovative solutions developed by SMEs and start-ups. Consequently, the clusters strive to converge working methods and expertise to facilitate this dialogue.

As partners of the RECIPE4Mobility project, we would like to present to you in more detail one best practices of our clusters in this field, which should be of interest to many cluster managers: Market creation (**Zone Cluster**). Indeed, Zone Cluster participates in the Multistage Design Thinking Project Support (MDTProS) to educated public servants and professionals working in urban mobility about new agile methodologies such as design thinking.

## Market creation (Zone Cluster)

#MarketCreation #User-centric #Agile #DesignThinking

*László Drescher, Cluster Manager, Zone Cluster*



### Could you describe the service?

Zone Cluster is committed to educated public servants and professionals working in urban mobility about new agile methodologies such as design thinking through different projects. During the EIT Urban Mobility UMI program participants from municipalities, start-ups, companies and universities will come together in three local hubs across Europe to learn how to solve urban mobility challenges using a novel design thinking methodology created by Ezri Tarazi. The UMI program has 2 main components: a fully online course and three online workshops each focusing on the challenges of our local hubs.

By exploring agile methodologies, public servants and experts will be more open to adapt new, user-centric innovations provided by current cluster members or SMEs and create more sustainable urban mobility solutions.

### What need does it meet?

Zone Cluster's current members and local SMEs provide innovative solutions to tackle the challenges in urban mobility. However, traditionally experts in the public sector preferred conventional methodologies and solutions in their day-to-day work. In addition, many of the current urban mobility solution fall behind when it comes to usability and user-friendliness. By learning more about a novel design thinking methodology, participants will be equipped with a new mindset and tools for creating sustainable solutions in urban mobility.

### How can SMEs participate?

All members of the knowledge triangle (cities, academia, and industry members) are welcome to join the online course and workshop after a quick online registration. We believe that entrepreneurs or SMEs can benefit from the program by learning about a user-centric, agile approach, by working on real-life issues faced by European municipalities and by strengthening their relationship with the cities. In order to make the course more accessible, both the course and the workshops will be provided for free in 2020, feel free to join!

### Why did your members enjoy the service?

The project is still ongoing, feedback from the participants is expected in July. However, the highly innovative course material (with the Y357 framework) has already been successfully tested in the public sector in Israel. We've also received positive feedback in Hungary regarding this opportunity.

**Do you have a success story to share with us?**



The project has just started and we are actively working on the content and marketing. The first online course and workshop will be held in July.

During the EIT Urban Mobility UMI program up to 90 participants from municipalities, start-ups, companies and universities will come together in three local hubs across Europe to learn how to solve urban mobility challenges.

**Would you have a tagline that represents the spirit of this service?**

I would quote Tim Brown, the Executive Chair of IDEO:

*“Design thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”*

## Conclusions

This Publication#1 concludes 4 months of best practices sharing between 5 reference clusters in the field of safe and sustainable urban mobility.

To disseminate our results to clusters managers throughout Europe, we highlighted the main levers available to the clusters to support innovation and growth of their member SMEs, and put forward 6 concrete examples that we hope will be useful to them.

These 6 best practices will be further explained during the dedicated coaching sessions. Together with the other 11 best practices, they therefore provide pathways for progress to RECIPE4Mobility's partners and allows them to move forward in the development and refining of clusters' individual strategies to support SMEs and start-ups in the safe and sustainable urban mobility context.

## RECIPE4Mobility Partners



**Mov'eo (France):** Gold Label automotive and mobility cluster that strengthens innovation and competitiveness of companies from Ile-de-France (Paris region) and Normandy regions. Created in 2006, Mov'eo has 620 members, from which 360 are cutting-edge SMEs operating in the urban mobility sector.



**E-Mobility Cluster Regensburg (Germany):** Created in 2011, E-Mobility Cluster Regensburg has the ambitious goal to place Bavaria region among the best locations for technological innovation. Particularly, in the field of electric-mobility which is part and parcel of the regional business development program. 30 out of the 40 members are SMEs.



**Zone Cluster (Hungary):** Created in 2018, Zone Cluster is a recent cluster which aims to become a significant European professional base for the future mobility solutions and infrastructures development. It has recently already encountered a major success being part of the EIT Urban Mobility.



**RAI Automotive Industry NL (Netherlands):** Created in 2011, since 2020 part of the RAI Association. RAI Automotive Industry NL is a strong and experienced cluster dedicated to working together with all automotive- and mobility related organizations to address the ongoing challenges facing the Dutch automotive industry. It regroups almost 200 members, 90% of them are SMEs.



**Mobinov (Portugal):** Created in 2016, Mobinov is an automotive cluster aiming to foster the growth of the national automotive sector through mobilizing initiatives and projects that enhance international competitiveness, innovation and increased added value for its members. It has 55 members, including 24 SMEs.



<https://recipe4mobility.eu/>



@R4M\_Project



<https://www.linkedin.com/showcase/recipe4mobility/>