Internationalisation and Commercialisation for Business Clusters and Networks (InterCom)
2013-1-PL1-LEO05-38152

# Cluster Internationalisation

Kaunas • 14 October 2014

# Objective: Internationalisation

How can the InterCom project help participating clusters internationalise?

What are the costs and benefits of internationalisation?

What are some typical international project opportunities for business clusters?

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# Agenda

Defining Cluster Internationalisation Strategy
- Business Cluster Strategy
- Cluster Member Strategy

Commercial Development Models
- Market Development (Direct Sales)
- Subcontracting Development (B2B2B / B2B2C Sales)
- Service Cooperation

Cooperation & Exchange
- Networking between Clusters
- Networking between Cluster Members
- Foreign Membership in Business Clusters
- Diaspora Marketing

Joint Project Cooperation
- European Union project cooperation
- Other sources of project cooperation
- Technology Transfer;
- Exhibitions and International Trade

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# 1. Internationalisation Strategy

# Internationalisation

International business consists of transactions that are devised and carried out across national borders to satisfy the objectives of individuals, companies, and organizations.

Internationalisation is a process by which an enterprise increases its share of international business, defined as international trade (imports and exports); subcontracting or using subcontractors; setting up international branches or subsidiaries; establishing partnerships, JVs or alliances with international partners; or seeking foreign direct investment.

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# Different Paths to Internationalisation

**Commercial Cooperation**

- Supply Contract (Trade Contracts)
- Long Term Contracting (e.g. Exclusive Contracts)
- Distribution and Commercial Representation
- Joint Research and Development
- Personnel Exchange
- Logistics Partnership
- EU Project Cooperation

**Joint Entity**

- Consortium or Strategic Alliance
- Joint Venture

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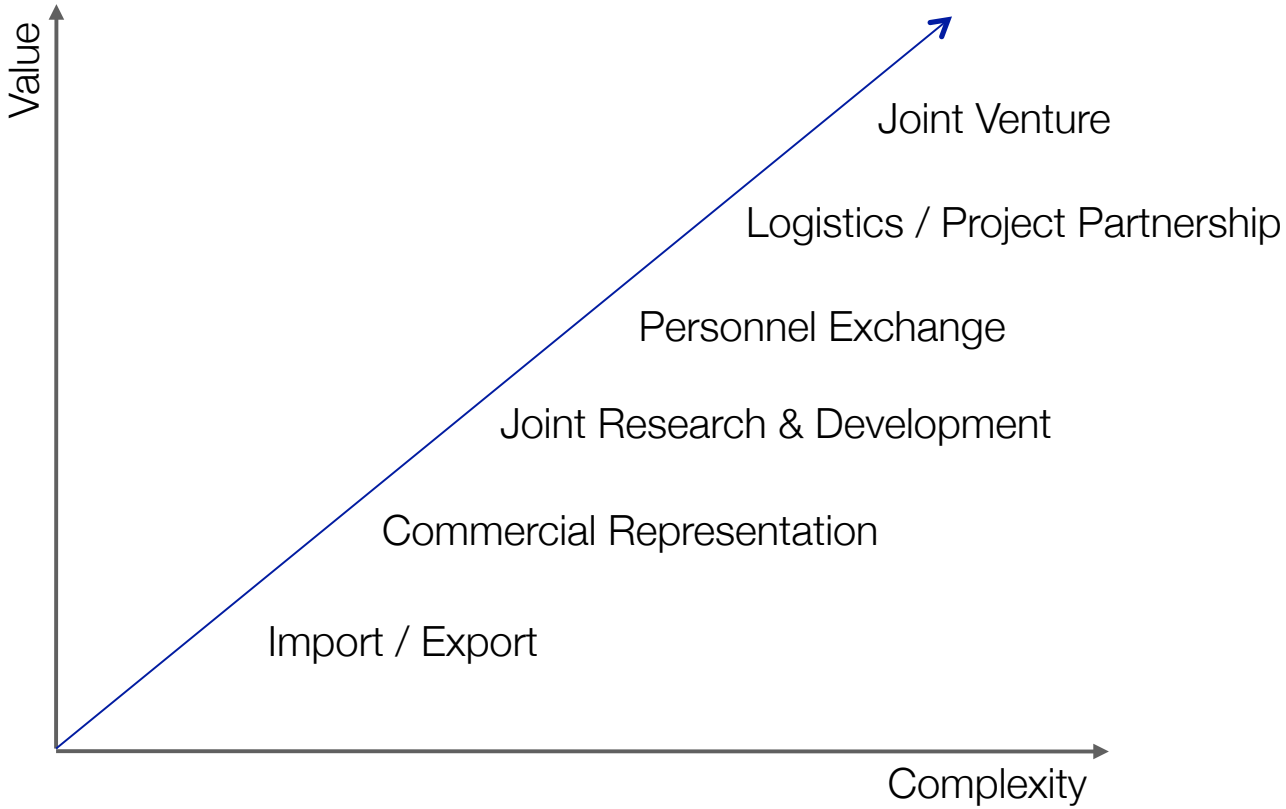
# Value Chain Migration

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# Levels of Expansion towards Internationalisation

| Heirarchy | Explanation |
|---|---|
| Local | The business cluster or enterprise is focussed primarily in a single city, e.g. Poznan, Leszno, Kaunas |
| Regional | The business cluster or enterprise focusses on a single region, or more than one regions, in a country |
| National | The business cluster or enterprise provides national coverage, e.g. members based nationally; sales and distribution points offering national coverage |
| European | The business cluster or enterprise includes members and/or locations in at least 2 or 3 EU or European countries |
| Global | The business cluster or enterprise includes members and/or locations from at least 4-5 global locations |

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# EU Research

The two most common modes of internationalisation are exports and imports:

- 25% of SMEs within the EU27 export, of which about 50% also go beyond the Internal Market (13%).
- 29% of SMEs within the EU27 import, again 50% import from countries outside the Internal Market (14%).
- 7% of SMEs within the EU27 are involved in technological co-operation with a foreign partner.
- 7% are a subcontractor to a foreign partner.
- 7% have foreign subcontractors
- 2% of SMEs are active in foreign direct investment

*9,480 SMEs surveyed in spring 2009*

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# Internationalisation and Size

There is a direct link between the level of internationalisation and size of the company. The larger the company, the more it tends to internationalise.

This applies to any single mode of internationalisation. For exports 24% of micro, 38% of small and 53% of medium-sized SMEs are active, for imports the respective percentages are 28%, 39% and 55%.

The smaller the country, the more its SMEs are internationalised, but the SME's proximity to a national border does not have much effect on its level of internationalisation

There is a negative correlation between the size of the SME's home country population and its level of international activity. Countries such as Estonia, Denmark, Sweden, the Czech Republic and Slovenia have a much higher percentage of exporters than the EU average of 25%.

Germany, France and UK score below average.

SMEs located close to a border show much higher activity rates with their cross border regions but this is not followed by being more internationally active in general.

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# Internationalisation and Public Support

SMEs are not aware of public support programmes for internationalisation.

- 15% of micro enterprises and 27% of medium sized enterprises are aware of support programmes
- 10% of enterprises that are not internationally active are aware of support programmes
- 22% of SMEs with international activities are aware.

Only a small number of the SMEs actually use public support measures. In 2009, financial support was used by 10% of micro-enterprises; 13% of small enterprises, and 16% of medium enterprises with international activities.

Non-financial support is used more by the smallest firms: micro 10%, small 8% and medium-sized enterprises 6%.

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# Main Forms of Internationalisation

- Import: wholesale
- Export: wholesale and manufacturing
- FDI: business services
- Technical cooperation: business services
- Subcontractor to foreign firm: transport and communication
- Having foreign subcontractors: transport and communication

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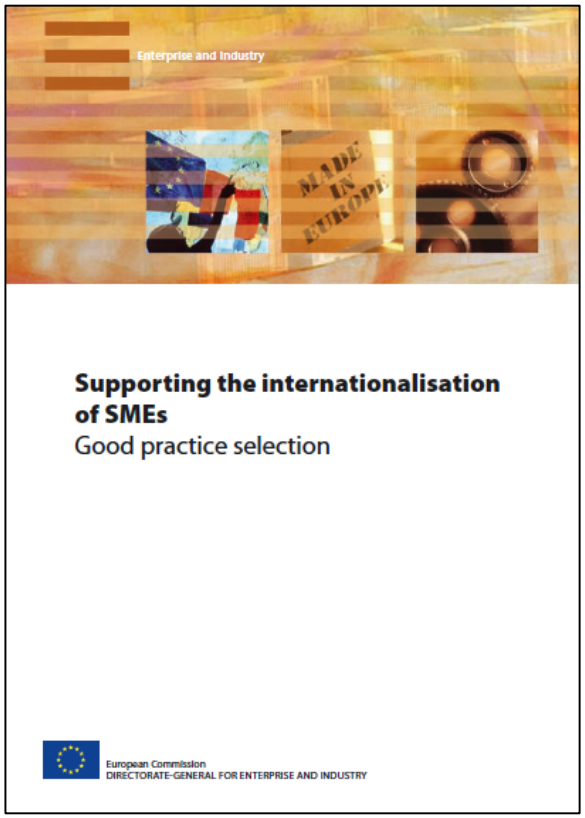
# Challenges to Internationalisation

For many small and medium-sized enterprises (SMEs), national frontiers still represent a significant barrier to expanding their business and they still depend largely, or solely, on their domestic markets.

Current estimates indicate that only one fifth of European SMEs have exports and only 3 % of SMEs have subsidiaries, branches or joint ventures abroad.

Even more worryingly, internationalisation is still not even considered by a substantial percentage of European SMEs despite the fact that SMEs are already exposed to strong international competition even within their own internal markets.




*2008 Best Practise Survey*

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# OECD: Barriers to Internationalisation

| Rank | Description |
|---|---|
| 1 | Shortage of working capital to finance exports |
| 2 | Identifying foreign business opportunities |
| 3 | Limited information to locate / analyse markets |
| 4 | Inability to contact potential overseas customers |
| 5 | Obtaining reliable foreign representation |
| 6 | Lack of managerial time to deal with internationalisation |
| 7 | Inadequate quantity of and/or untrained personnel for internationalisation |
| 8 | Difficulty in matching competitor prices |
| 9 | Lack of home government assistance / incentives |
| 10 | Excessive transportation costs |

OECD (2009), "Top Barriers and Drivers to SME Internationalisation", Report by the OECD Working Party on SMEs and Entrepreneurship, OECD.

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# Internal Barriers to Exports (Leonidou)

| | |
|---|---|
| Informational | Limited information to locate / analyse markets |
| | Problematic international market data |
| | Identifying foreign business opportunities |
| | Inability to contact overseas customers |
| Functional | Lack of managerial time |
| | Inadequate / untrained personnel |
| | Lack of excess production capacity |
| | Shortage of working capital |

*LEONIDOU. 279. Journal of Small Business Management 2004 42(3), pp. 279– 302. An Analysis of the Barriers Hindering Small. Business Export Development.*

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# Internal Barriers to Export – Marketing

| Marketing | Barrier |
|---|---|
| Product | Developing new products for foreign markets<br>Adapting export product design / style<br>Meeting export product quality standards / specifications<br>Meeting export packaging / labelling requirements<br>Offering technical / after sales sevice |
| Price | Offering satisfactory prices to customers<br>Difficulty in matching competitor prices<br>Granting credit facilities to foreign customers |
| Distribution | Complexity of foreign distribution channels<br>Accessing distribution channels<br>Obtaining reliable foreign representation |
| Logistics | Unavailability of warehousing facilities abroad<br>Excessive transport / insurance costs |
| Promotion | Adjusting export promotional activities |

*LEONIDOU. 279. Journal of Small Business Management 2004 42(3), pp. 279– 302. An Analysis of the Barriers Hindering Small. Business Export Development.*

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# External Barriers to Exports

| External | Barriers |
|---|---|
| Procedural | Unfamiliar exporting procedures / paperwork<br>Problematic communication with overseas customers<br>Slow collection of payments from abroad |
| Government | Lack of home government assistance / incentives<br>Unfavourable home rules and regulations |
| Task-oriented | Different foreign customer habits / attitudes<br>Keen competition in overseas markets |
| Environmental: Economic | Poor / deteriorating economic conditions abroad<br>Foreign currency exchange risks |
| Environmental: Political / Legal | Political instability in foreign markets<br>Strict foreign rules and regulations<br>High tariff and non-tariff barriers |
| Environmental: Socio-Cultural | Unfamiliar foreign business practises<br>Different socio-cultural traits<br>Verbal / nonverbal language differences |

*LEONIDOU. 279. Journal of Small Business Management 2004 42(3), pp. 279– 302. An Analysis of the Barriers Hindering Small. Business Export Development.*

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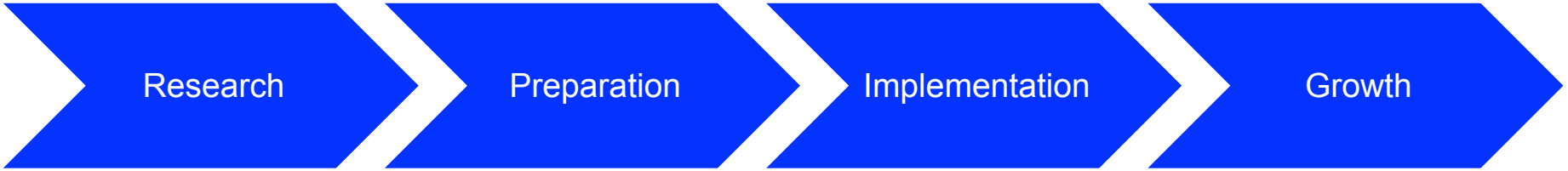
# Internationalisation Model




Primary Research
- SME Surveys
- Government Interviews
- Multiplier Surveys
- Industry Experts

Secondary Research
- Government Websites
- Market Studies
- Agency Whitepapers
- Industry Publications
- Journals and Articles

Business Intelligence

Marketing Materials

Segment Targetting

Customer Targetting

Financial Preparation

Support Applications

Training

Trade Fairs & Exhibitions

Mailing Campaigns

Social Media Marketing

Sales Visits

Bidding

Contracting

Partner Negotiations

Pilot Orders

After-Sales Service

Customer Satisfaction Surveys

Financial & Operational Controlling

Legal Monitoring

Product & Service Innovation

*Adapted from Spring Singapore: Study of SME Internationalisation Best Practise across selected APEC Economies, 2011*

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# Discussion

How many cluster members are interested in international expansion? What form does this take?

Which markets and segments have been targetted?

What specific activities has your cluster implemented to support internationalisation?

What are the main barriers faced by your members? Have you implemented a strategic assessment?

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# 2. Preparing your Cluster

# Benefits of Internationalisation

## For the Cluster Organisation

- Provide valuable services to members: new markets, new opportunities, growth horizon
- Raise cluster profile in the regional / national market
- Access to new international partners for collaboration, staff exchanges, projects
- Learning from others and gaining new, valuable competencies
- Benchmarking your performance
- Innovating and adapting

## For the Region and Nation

- Increased competitiveness through exports and specialised trade opportunities (including imports)
- Transfer of intellectual property: acceleration of innovation and adaptation
- Development of innovative service centres, such as subcontracting, learning exchanges
- More efficient absorption of EU funding and other public support
- Evidence of a successful cluster development programme

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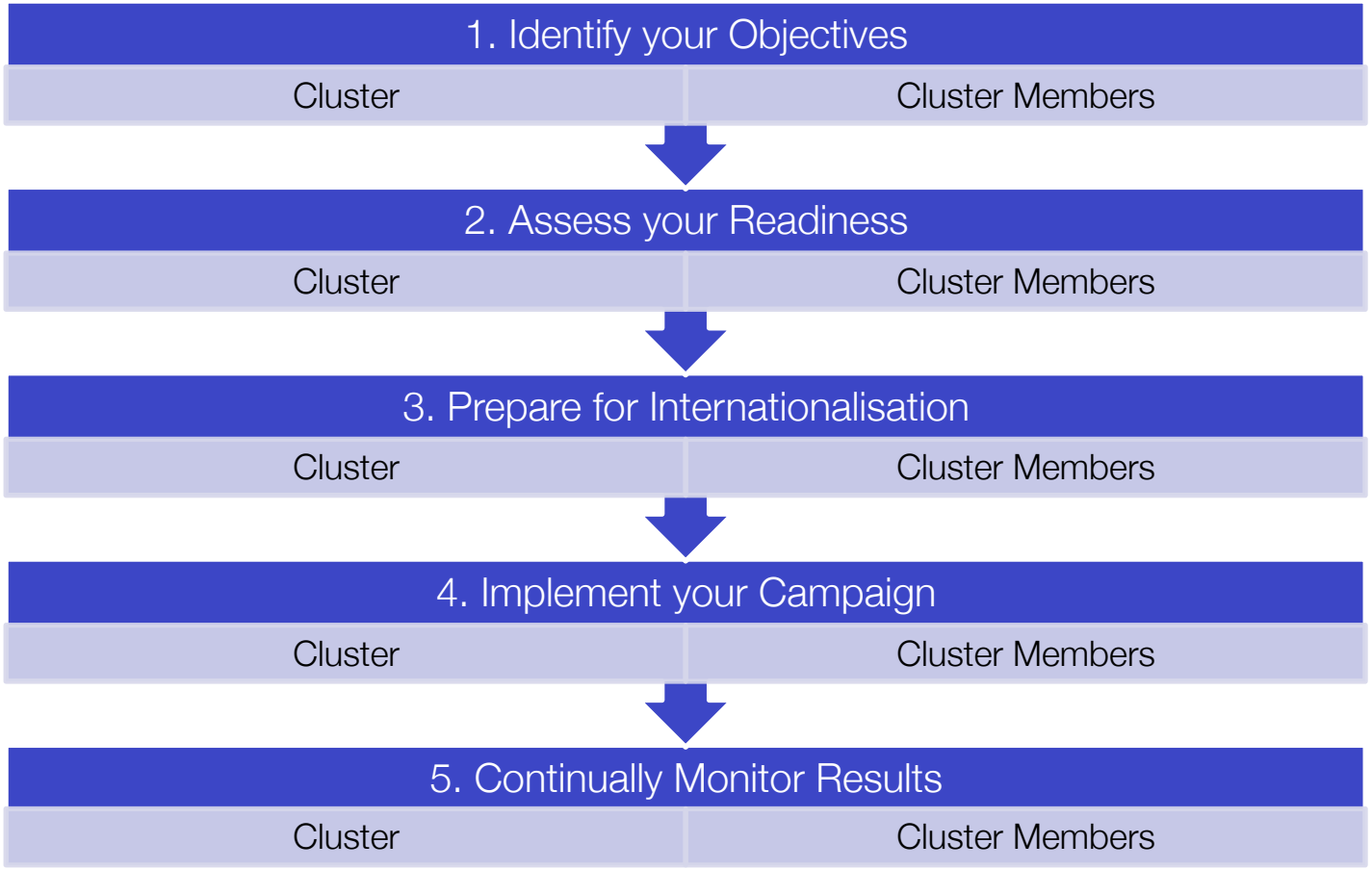
# Follow a Strategic Approach

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# 1. Identify Objectives

## Possible Objectives

- [ ] Attend Trade Fairs
- [ ] Implement Twinning Activities
- [ ] Attend Conferences and Events
- [ ] License or Share R&D
- [ ] Develop Subcontracting
- [ ] Attract Investment
- [ ] Staff Exchange and Secondment
- [ ] Absorb Funding Opportunities

## Reality Check

- Focus on outcomes, not funding opportunities
- Ensure that your objectives are aligned with those of your cluster members
- Ensure that your cluster members can actually implement the internationalisation objectives
- Focus on tangible goals / plan an early win
- Plan for risks and downsides
- A real internationalisation campaign takes time: 3-5 years is normal before substantial results are seen

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# Objective Sample

| | |
|---|---|
| Objectives: | To develop links between my ICT cluster and similar ICT clusters in England (London, Cambridge, Oxford). These links will result in:<br>a. Subcontracting relationships by my member firms<br>b. Outsourcing relationships by my member firms<br>c. Joint platform and project development<br>d. Staff exchanges and secondments or internships<br>e. Access to counterparty, VC and angel investments into my members &region<br>f. Joint educational exchanges between participating universities |
| Specific Areas: | • Cloud computing (we have more competitive infrastructure costs)<br>• Game design<br>• Animation and rendering<br>• Big data<br>• Online applications<br>• Mobile applications |
| Duration: | 3 Years |
| KPIs: | At least 2 subcontracting or outsourcing contracts signed<br>At least one joint project or platform<br>At least one staff or academic exchange, secondment or internship<br>Activities organised between clusters (events, twinning, exhibitions, etc) |

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# Objectives –Activities & Funding

**Activities:**

1. Regular Mail and Press Release campaign
2. Personal visits & contact-building
3. Organisation of 3 annual partnership events in Poznan
4. Attendance at 3 annual meetings in UK
5. Follow-up via CeBIT and sectoral events
6. Articles in press
7. Support to Cluster members for website materials and service offers

**Funding**

- Erasmus+ Entrepreneurship Exchange
- Erasmus+ Strategic Partnerships, Mobility, other
- Horizon 2020 SME I & II instruments
- Export Vouchers / Trade Fair Attendance funding
- National branding & internationalisation funding

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# 2. Assess your Readiness

Your assessment must be made through four perspectives

**Target Cluster**

**Target Members**

What gain or benefit to they receive?

How do your services solve their competitive issues?

How do you reassure them of your professionalism?

What other key issues (e.g. IP theft) do you need to address?

Can you illustrate a specific cost saving or revenue gain?

**Your Cluster**

**Your Members**

Have you clearly defined what you offer?

Why is this offer advantageous to your target cluster / members?

Why is it advantageous for you / your members?

Are your materials, competencies, etc. up to standard?

Will your members gain tangible benefits?

Can your members deliver?

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# Simple Readiness Examples

| | |
|---|---|
| Promotional Material: | 1. Is all your promotional material in the appropriate language?<br>2. Does your promotion material provide a clear Call to Action?<br>3. Does it clearly specify tangible gains and benefits? |
| Pricing: | 1. How will you price your cooperation? (at the cluster and member levels)<br>2. What price advantages do you have?<br>3. How much of a discount or value saving can you offer? |
| Service Offer: | 1. What specific services do you / your members offer?<br>2. Why are these competitive or advantageous to the recipient?<br>3. What opportunities can you define? |
| Contracting: | 1. Let's assume your target says "Yes, I'm interested!" What are the next steps?<br>2. What is involved in executing a contract or delivering a service? (logistics, etc)<br>3. What legal liabilities and contracts are required? |
| Capacity: | 1. If you get a contract (of any kind), can you implement it?<br>2. Do you have the necessary staff and languages available?<br>3. Will taking on this contract damage the core business? Can you serve two countries? |
| IP: | 1. Has your IP been patented or protected? |

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# 3. Prepare for Internationalisation

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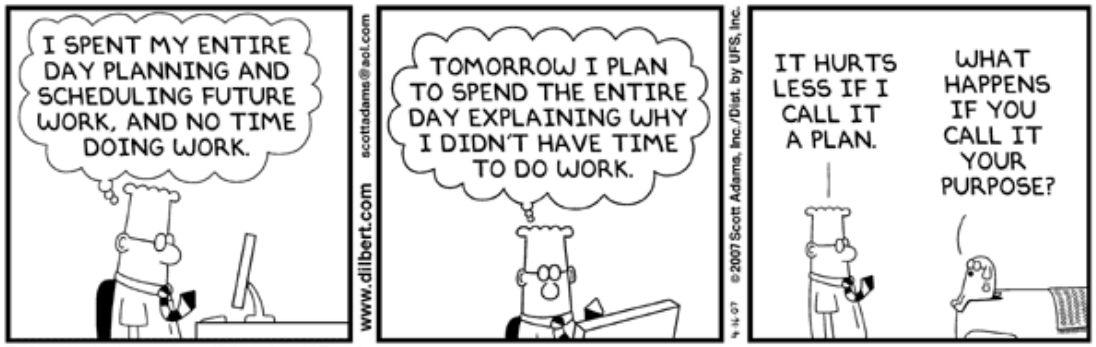
# 4. Campaign Implementation

Campaigns must be implemented taking into account:

a. That the campaign objectives will certainly take longer to achieve than a single funded project: you are usually laying the foundations for future work

b. That conditions change rapidly, and cluster managers and members must switch from “project management” to “opportunity management” at short notice

c. That cluster managers and cluster members often have different schedules and capacities, but that the campaign must be implemented with the participation and commitment of both.



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# Campaign: International Subcontracting

A key cluster objective could be to develop subcontracting.

In many cases, it is difficult or impossible for a Lithuanian or Polish supplier to directly enter a foreign market. In this case, the supplier can try to sub-contract, i.e. to provide a service on behalf of another market contractor. Subcontracting works particularly well for services that can be delivered online, but not only.

Examples

1. A Lithuanian IT firm works on php coding for a German software company
2. A Polish food producer produces under private label for a Danish supermarket
3. A Polish glass producer produces installations for a Swedish retailer

*Subcontracting is a strategic, critical objective. It cannot be developed overnight: it takes consistent, high quality effort and dedication over time. And it is one step up the value migration curve.*

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# International Marketing & Subcontracting

| Priority List | Explanation |
|---|---|
| 1. Focus on 1-2 key geographic areas | These areas should be chosen for the retail or wholesale price difference of goods/services produced domestically versus nationally. We recommend an initial focus on high-cost areas such as Berlin, Copenhagen |
| 2. Determine logistics and market certification requirements prior to start | Remember to have a complete "cost of ownership" for your partners. Price in logistics and transport. Ensure that your packaging material, coding or other requirements meet national standards in the target market. Make sure your marketing material and cluster member staff speak the national language, or an accepted lingua franca (probably English). |
| 3. Budget for consistent effort over time. | Don't use a "shotgun" approach, where you visit different trade fairs each year. It is better to visit the same trade fair again, developing deeper relationships with potential customers, and showing consistency over time. |
| 4. Cluster members must be prepared | The cost of market entry is never the cost of a single trade fair. It is the costs of developing and maintaining a customer relationship over years. If your cluster members are not ready for this, do not start. Do not be deceived by absorbing a single national or EU funding line: it is not enough. |

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# Campaign: Market Research

*Market research and analysis is critical. Yet much of what is available today is theoretical and does not directly aid a sales effort.*

| Useful Market Research | Who has it? |
|---|---|
| Specific exhibition and promotion opportunities, e.g. regional trade fairs, together with prices for exhibitors and the contact information | Municipalities and Regional Administrations<br>Exhibition Centres<br>Sectoral Associations and Chambers |
| Conferences or delegations organised, B2B match-making missions, etc. | Sectoral Associations and Chambers; Regional Administrations |
| Analysis of wholesaler and retail prices, or production prices, for specific goods and services. For instance, what is the going rate for a basic website and CMS in Copenhagen? | Companies<br>Occasionally business clusters<br>Consultants |
| A list of potential companies, subcontractors or clients interested in sourcing materials or services from Lithuania or Poland | Companies<br>Chambers and associations<br>Consultants |

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# Joint Market Research Campaign Costs

*Assuming members decide to cooperate, it is relatively easy for a cluster to hire an external market researcher (e.g. a student) for a limited-term project, to develop targeted research.*

| | |
|---|---|
| Cost of External Researcher, 1 month project | 1,500 |

| Cost per Cluster Member | # Members | Total Cost |
|---|---|---|
| 3 Members | 3 | 500 |
| 6 Members | 6 | 250 |
| 9 Members | 9 | 167 |
| 12 Members | 12 | 125 |

| Deliverables | Contacts/Day | Total Contacts |
|---|---|---|
| Email & LinkedIn Contact Database | 50 | 1100 |
| Target List of Clients | 10 | 220 |
| Target List of Events | 5 | 25 |

Each cluster member receives the database: it is their responsibility to implement targetted marketing, unless the cluster is commissioned to do this on their behalf.

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# 3. Cluster Services for Internationalisation

# Cluster Services for Internationalisation

1. Economies of Scale
2. Market Research and Business Intelligence
3. Individualised Support to Cluster Members
4. Training for Internationalisation
5. Contact Point for Foreign Partners (Languages)
6. EU Fund Monitoring and Application
7. Trade Fairs and International Events
8. Subcontracting Arrangements
9. FDI Promotion

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# Economies of Scale

The cluster management team provides economies of scale: it addresses common problems of cluster members. Examples:

a. Applying for EU funding on behalf of one or more members – including for payment
b. Contracting translators for online promotion, brochures, etc.
c. Developing joint marketing activities (trade fairs)

Not all cluster members will want to participate in specific actions: create voluntary groups for projects.

Expand your cluster membership to include individual members (e.g. specialists) as well as open the project initiatives to companies in the same sector who are not cluster members.

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# Differentiate Membership Forms

| Membership Type | Explanation | Value | Fee |
|---|---|---|---|
| Cluster Partners | International clusters, chambers and associations | Networking cooperation and exchange; Joint project participation | Free |
| Cluster Members | Core cluster partners (usually companies and HEIs in a specific segment or region) | Your current members | EUR 285 |
| Cluster Specialists | Individual professionals or specialists, from LT/ PL or international | Individual specialists contribute specific skills, participate in programmes of interest | EUR 35 |
| International Members | International companies | Provide specific skills, economies of scale, prestige to the cluster; agree to sponsor a round table discussion once per quarter | Free |

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# Examples of Differentiated Membership

Renewable Energy Cluster, Poland

| Membership Type | Explanation |
|---|---|
| Cluster Partners | German Renewable Energy Association<br>Oikoverein Deutschland<br>World Wildlife Fund Poland |
| Cluster Members | |
| Cluster Specialists | Individual technicians and small firms installing solar thermal pumps, PV panels, wind turbines, etc. |
| International Members | RWE, Eolfi, Siemens |

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# Targeting International Membership

| | 2014 | 2015 | 2016 |
|---|---|---|---|
| Cluster Partners | 0 | 3 | 6 |
| Cluster Members | 15 | 17 | 20 |
| Cluster Professionals | 0 | 12 | 24 |
| International Members | 0 | 6 | 12 |
| Total | 15 | 38 | 62 |

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# Individualised Support for Internationalisation

Prepare individual development programmes for cluster members (on demand) – for a fee. Examples:

| Service | Fee |
|---|---|
| 360 Degree Assessment of Funding Opportunities | Free |
| Package of 5 EU Funding Applications in 1 year | EUR 1,000 + Success Fee |
| International Development Analysis & Strategy | EUR 250 |
| Translation & SEO of Corporate Website | EUR 1,500 |

Companies do not appreciate what they do not pay for: it is important to charge something for services, even if only a nominal fee.

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# Training for Internationalisation

Provide formal and informal training for internationalisation

| Type | Description |
|---|---|
| Doing business with … [country] | Invite commercial counsellor of national embassy to deliver a short talk on how to do business with their specific country |
| Doing business with … [company] | Invite a leading company to discuss their corporate social responsibility programme, ethical procurement, business strategy, etc. |
| Experience Sharing | Invite a cluster member or other business partner to discuss their experience in exporting to or developing cooperation with a specific country |
| EU Programme Presentation | Erasmus for Entrepreneurs<br>Managers Training Programme in Japan |

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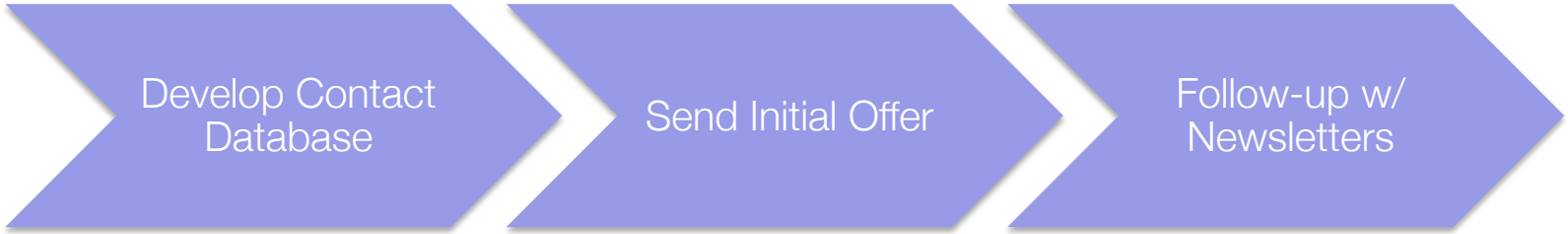
# International Contact Building

Systematic identification of potential partners and dispatch of emails / offers. Many international organisations have funds available or are looking for partners.

- General Partnership offer
- Specific interest in cooperation
- Interest in general commercial development
- Interest in FDI (investment promotion)
- Interest in subcontracting (offers)

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# Diaspora Marketing

The diaspora is the population of Polish and Lithuanian immigrants who have left their home countries and have settled in foreign countries.

Certain elements of the diaspora are typically willing to help their home countries:

- University professors
- European Union / World Bank / United Nations staff
- Small business owners
- Religious communities
- Schools offering instruction in national language

Depending on the sector and region: identify potential diaspora groups. Invite them to advise or participate in your cluster. Invite them to cooperate, mate contact, etc.

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# 4. Funding & Resources

# EU Market Access and Internationalisation

Your Europe contains a specific portal for business internationalisation:

- Trade Policy
- Customs
- Support Programmes

http://europa.eu/youreurope/business/expanding-business/doing-business-outside-eu/index_en.htm

EU Go is a portal of single points of contact within the EU for starting a business, exporting, etc.

http://ec.europa.eu/internal_market/eu-go/index_en.htm

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# European Enterprise Network

Outline

- European network of chambers of commerce, business development agencies, technology transfer centres
- 17 Sector Groups with a specific database of market opportunities
- Events schedule

How can this help your members?

- Post support or sourcing requests
- Use the network to publish events promoted by your cluster – or participate in specialised events, e.g. Subcontracting in Finland

http://een.ec.europa.eu/tools/services/EVE/Event/Detail/6cd329cd-2f84-44ea-b9f5-608eecc8e8f3

http://een.ec.europa.eu/services/going-international

http://een.ec.europa.eu/about/sector-groups/agrofood

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# Erasmus for Young Entrepreneurs

Outline

- Available to new and experienced entrepreneurs
- You can host or send an entrepreneur
- Duration is up to 6 months, but you can stay less time
- Financial resources are limited to travel and per diem assistance

How can this help your members?

- Arrange staff exchanges between partner clusters and cluster members
- Interesting for family members of small firms to gain international experience
- Depending on how the cluster is structured, you can exchange cluster management members as well

http://www.erasmus-entrepreneurs.eu

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# EU Gateway Programme

Outline

- Fund business missions to Japan and Korea
- Funding includes hotel stay, interpreters, exhibition booths, customised services
- Usually 1-week trip including study tours
- Organisation of press releases and press conferences
- Partner search

Since Poland and Lithuania offer export “passport” programmes, it might be interesting to see how these can be combined so that a cluster member does not visit only once, but can have at least two visits with public support.

http://www.eu-gateway.eu/home

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# EU-Japan Centre for Industrial Cooperation

EU-Japan Centre
for Industrial Cooperation
日欧産業協力センター

Outline

- Provides a range of market intelligence and information, including a cluster helpdesk
- Provides training on Japan
- Organises the exchange of interns under the Vulcanus Programme
- Organises match-making missions

BioJapan Cluster Mission
October 7-11, 2013
Focus on lifesciences
Occurs during the BioJapan exhibition
16-member delegation, 8 cluster representatives, 8 company representatives
Takes place in Tokyo and Yokohama

http://www.eu-japan.eu/

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# COSME Programme

COSME
Programme for the Competitiveness of Enterprises and SMEs
2014-2020

Outline

- Replaces and extends the Competitiveness and Innovation Programme (CIP) – Entrepreneurship and Innovation Programme
- Will hopefully start in January 2014
- Will support initiatives under access to finance, internationalisation, entrepreneurship
- Will extend Enterprise Europe Network activities.

http://ec.europa.eu/cip/cosme/

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# CIP Programme

Outline

- Provides EUR 1 billion in access to finance
- EIB / EIF resources, leveraging national funds in some cases
- National coverage is still restricted, but the initiative is slowly being extended across the EU
- Complete list of lenders:

http://www.access2finance.eu/

http://ec.europa.eu/cip/eip/access-finance/index_en.htm

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# Resources for Clusters

European Cluster Observatory
www.clusterobservatory.eu

European Cluster Collaboration Platform
www.clustercollaboration.eu

TCI Network
www.tci-network.org

IMP$^3$rove
https://www.improve-innovation.eu/

Smart Specialisation Platform
http://s3platform.jrc.ec.europa.eu/home

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# Cluster Observatory

Outline

- Free listing of European clusters
- Add your cluster for free
- Use this as a networking tool to identify other clusters\
- Add resources (reports, directories) or access other resources

www.clusterobservatory.eu

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# Cluster Collaboration

Outline

- Intended as a social media platform for European and international clusters
- Includes networking tools and profiles
- Includes chat and messaging functions
- Includes news, events, matchmaking missions, etc.

Use the platform to list your clusters, promote your events, participate in other international events.

EU2India Cluster Matchmaking Event
October 23-25, 2013
Focus on renewable energy and energy efficiency
Deadline: 17 July 2013
Organised with the European Business and Technology Centre
Mission takes place during the IFAT India 2013 Exhibition
75% of travel costs for 1 cluster representative and 1 SME covered

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# Others

| | |
|---|---|
| TCI Network | Expensive membership<br>Send your cluster details for their database<br>Access resources online |
| IMP3rove | Innovation monitoring tool and methodology<br>Become a member of the network if you are focussed on this area (KTU IEC) |
| Smart Specialisation | Developing innovative regions<br>Provides methodology, peer reviews, steering groups<br>Interest for KTU IEC, Clustering Centre |

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