

6-MONTHS TECHNICAL PROGRESS REPORT

COSME PROGRAMME

Action Title: COS-CLUSINT-2019-3-01

Clusters go international - Supporting preparatory actions for the establishment and shaping of new European Strategic Cluster Partnerships for Going International

Grant Agreement number: 951158

Project acronym: ELCA

Project title: European Lightweight Cluster Alliance

Project co-ordinator name, title and organisation:

Dr. Katharina Schöps
RKW Sachsen Rationalisierungs- und Innovationszentrum e.V

Progress Report: 1st or 2nd or 3rd

Period covered: from 01.09.2020 to 28.02.2021

DECLARATION BY THE PROJECT COORDINATOR

I, as coordinator of this project and in line with my obligations as stated in Article 14.1 of the Grant Agreement declare that:

- The attached 6-months progress report represents an accurate description of the work carried out in this project for this reporting period;
- The project (tick as appropriate):
 - has fully achieved its objectives for the period;
 - has achieved most of its objectives for the period with relatively minor deviations;
 - has failed to achieve critical objectives and/or is deviating significantly from the schedule.

Name and position of Co-ordinator's Legal Representative (LEAR):

Andreas Wächtler, RKW Sachsen e.V., Head of dpt., Cluster manager AMZ

Date: 02 / June/ 2021

Signature:



I. SUMMARY OF PROGRESS TO DATE¹

ELCA aims to foster the use of European lightweight products, technologies and services in third country markets through the development of a joint strategy towards international development. In order to do so, the project will:

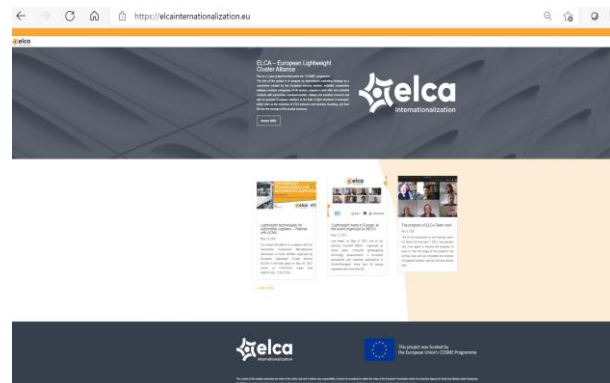
- identify at least 20 lightweight opportunities in at least 4 markets outside EU
- seek for at least 4 synergies with regional/local policy with the aim of adapting solutions to their respective environmental regulation framework,
- increase the visibility of **Lightweight - made in Europe**” in at least 4 regions (USA, Japan, India, Latin America) with a single brand and joint marketing strategy.

The consortium, which is composed from five clusters from German, Italy, Poland, France, Spain has kicked-off the project at 22nd October 2020. All partners have attended the web-based kick-off meeting.

During the first semester of the project implementation the consortium has established all necessary and required working and project management structures and tools: the partnership has been formalised by signing the Memorandum of Understanding, quality management rules have been developed and commonly agreed.

The common development and implementation of the communication strategy and of the project brand handbook are important first results of the project partnership.

ELCA started to become visible and to address to stakeholders via its website www.elcainternationalization.eu and via the ELCA-internationalization LinkedIn-site: [ELCA Internationalization: Overview | LinkedIn](#)



In the same time, the consortium started also with the actions of the first work package, aiming at the assessment of market opportunities for European Lightweight products and services in the targeted markets as well as to the analysis of the capacities and resources of the partnership to explore the identified opportunities. For that purpose, the consortium has developed a common assessment methodology and generated the information basis for the assessments of markets and resources.

In order to gain visibility and to inform stakeholders about the started action, the consortium has presented the project during the first 6 months to 256 stakeholders: 197 SMEs, 34 Research and Technology Transfer Organisations, 12 clusters and intermediaries, 13 policy actors.

Co-ordinator: RKW Sachsen Rationalisierungs- und Innovationzentrum e.V.,
Dr.Katharina Schöps, E-Mail: Katharina.Schoeps@amz-sachsen.de

Communication: Bydgoszcz Industrial Cluster
Agnieszka Dabrowska, E-Mail: a.dabrowska@klaster.bydgoszcz.pl

¹ EASME reserves the right to use this information for publishing purposes.

I. PROJECT PROGRESS AND ACHIEVEMENTS

1. Project objectives for the period

Please provide an overview of the project objectives for the reporting period in question, as included in Annex I of the Grant Agreement (Description of the Action). These objectives are required so that this report is a stand-alone document.

The use of lightweight materials and technologies are one important approach to decrease the CO₂ – emissions in mobility sectors. It contributes to a significantly increased resource efficiency. Lightweight technologies therefore are considered as cross-cutting key enabling technologies for advanced manufacturing and sustainable mobility solutions. ELCA aims to foster the use of European lightweight products, technologies and services in third country markets through the development of a joint strategy towards international development **(OBJ.1)**.

In order to do so, the project will:

- identify at least 20 lightweight opportunities (5 value chain stages x4 sectors) in at least 4 markets outside EU **(OBJ.2)**
- seek for at least 4 synergies with regional/local policy with the aim of adapting solutions to their respective environmental regulation framework **(OBJ. 3)**
- increase the visibility of lightweight made in Europe in at least 4 regions (USA, Japan, India, Latin America) with a single brand and joint marketing strategy. **(OBJ.4)**

That report relates to the Kick-off and the first semester of the project implementation of ELCA- European Lightweight Cluster Alliance.

According to the project plan, the consortium emphasised on establishing the project consortium, putting on track the project management and communication, as well as at preparing and starting the activities of the first work package, the assessment of market opportunities for European lightweight materials, technologies and services in the targeted third markets as well as of the analysis of the capabilities and capacities of the involved clusters. Both parts constitute the basis for the further strategy development within the project. The activities and the achieved results therefore relate to all four project objectives. The consortium has held the kick-off meeting at 22nd October 2020, has delivered signed MOUs in order to formalise the project partnership, has delivered the communication strategy, the project corporate identity, including the project brand handbook, developed and made operational the project website and started the common development of methodology for the assessment of market potentials and cluster resources.

2. Work progress and achievements during the period

Please provide a concise overview of the progress of the work, in line with the structure of Annex I of the Grant Agreement (Description of the Action). **For each work package** (except for project management, which will be reported in section 4) please provide the following information:

- A summary of progress towards objectives and details **for each and all tasks**; for tasks already completed or to be performed in the future, please list them and indicate so;
- Highlight and quantify results (e.g. number of consultations, meetings, participants, etc.), specify the dates, locations, etc.);
- If identified, indicate targeted third markets under the appropriate Work Package;
- If applicable, explain the reasons for deviations from Annex I and their impact on other tasks as well as on available resources and planning;
- If applicable, explain the reasons for failing to achieve critical objectives and/or not being on schedule and explain the possible impact on other tasks as well as on available resources and planning (the explanations should be coherent with the declaration by the project co-ordinator);
- If applicable, propose corrective actions.

Work Package 1: Intelligence, collaboration and joint actions planning

Task 1.1: Identification of opportunities and relative positioning

- Analysing market opportunities in USA, Japan, India, Latin America, aiming at
 - Identifying specific regions in the already targeted markets
 - Identifying other countries in which lightweight will be relevant in next years
- For automotive, aerospace, maritime and rail sectors
- Interregional workshop to discuss the opportunities in each sector in PM 6

During the reporting period, the consortium has commonly developed the methodology for the assessment of the opportunities. For that purpose, the WP-leader POLYM has organised one partner meeting/interregional workshop at 07.01.2021, where different approaches for the assessment of the market opportunities have been discussed. Resulting from that joint development work, POLYM has provided dedicated templates for the data and information collection to all partners. The methodology, how to select, collect or to generate the required data has been developed with all partners in the workshops. In order to monitor and to catch up the analysis progress, weekly catch-up meetings have been organised by POLYM. For sharing knowledge and information among the partners more effectively, a joint knowledge sharepoint has been set up and properly filled by all partners. According to the proposal, lightweight markets in four mobility related sectors have been analysed (automotive, aerospace, rail, maritime).

Each partner has drafted and delivered the related sector analysis for each of the target markets to the WP-leader, who has composed and compiled the deliverable document (D1.1).

Task 1.2: Analysis of partnership competences

- Aim, to evaluate the relative positioning on innovation and research trends and opportunities that partnership is able to tackle
- Development of a questionnaire to identify competences and already existing partnerships on international level
- Activities of partners: interviews with members, personal contacts, dedicated meeting and events (at least one per country)
- Attraction of new partners from Europe to consider

For the assessment of the partnership competences the WP-leader MAV has developed a questionnaire, which has been sent out the members of the involved consortium clusters. The structure and the methodology of the questionnaire was developed during consortium-workshop-sessions of the consortium. The cluster partners have gathered the requested information in meetings with the members of working groups of the clusters, in personal interview and e-mail campaigns. The document, which compiled the information (DT1.2) was finalised and submitted with a delay, after the end of the reporting period.

Task 1.3: Joint marketing strategy planning

- to design the strategy plan for building a common brand “Lightweight-made in Europe”
- Including a common branding and analysis of the best way to come across our message a well as necessary tools

The consortium has started to prepare the strategy plan for the development of the common brand during the first reporting period. Due to methodological challenges and delays of the prior analysis step, that task has not been finished within the first 6 months. We have requested an extension of the time for that task, so that it will be finalised in the next reporting period.

Work package 2: International missions for innovation

The activities of WP 2 have not been started.

Task 2.1: Organisation and planning

- Aim of this task to define who goes where
- Development of a calendar of visits, which implies to develop concrete relationships with third countries
- Find connections with local organisations operating as facilitator and multipliers, industrial associations, laboratories, innovation centres, public agencies, universities
- each partner will participate in different number of missions, resulting in 22 in total

Task 2.2. International exploratory missions

- To perform exploratory missions according to the plan designed
- Co-ordinated and verified by PP2 MECH

4 different kinds of goals of the missions

1. Exploratory missions, aiming at creating first linkages with foreign partners, verify reciprocal fields of interest, create emphatic climate among the partners
2. Showcases, events that enable t touch with hands relevant prototypes and offer concrete examples to participants
3. Expert visits at national and international level to understand th context o the country where the relationship is going to be formalised
4. Final missions, to sign agreements of collaboration

Task 2.3 Strategy development for internationalisation and action plan (PM 18-24)

- To recap information from the exploratory missions for the strategy- and action plan development
 - AMZ to align the strategy development to the objectives of the action
 - BIC to ensure appropriateness with branding and marketing strategy
 - MECH to care about the alignment with cooperation business agreements
 - POLYM (PLA) to focus on adoption of best practices
- Document to consider levels of technological maturity, sector and field of application for each partner

Work package 3: Monitoring and cross-fertilisation

Activities of WP 3 have not been started yet in the related reporting period.

Task 3.1 Cross -fertilisation with other partnerships and initiatives

- Search for linkages with other partnerships in the COSME programme and related EU-initiatives across lightweight sectors
- Set up linkages with other international-oriented EU-clusters with the aim to achieve cross-sectoral participation.
- At least 1 regional and 1 international meeting/event for developing cooperation and business agreements with other EU-clusters related to mobility.
- To establish strong linkages with European Cluster Excellence Initiative, EU Cluster Observatory, European Cluster Alliance
- To hold at least 1 meeting with other Cluster Go International consortia for sharing best practices

Task 3.2 Monitoring and best practices

- Search for linkages with other partnerships in the COSME programme and related EU-initiatives across lightweight sectors
- Set up linkages with other international-oriented EU-clusters with the aim to achieve cross-sectoral participation.
- At least 1 regional and 1 international meeting/event for developing cooperation and business agreements with other EU-clusters related to mobility.
- To establish strong linkages with European Cluster Excellence Initiative, EU Cluster Observatory, European Cluster Alliance
- To hold at least 1 meeting with other Cluster Go International consortia for sharing best practices

Task 3.3 Relationships with international development agencies and coordination with innovation agencies

- To exchange best practices on the supporting instruments for cluster- and SME internationalisation

Work package 4: Dissemination and communication

Task 4.1 Communication plan and strategy

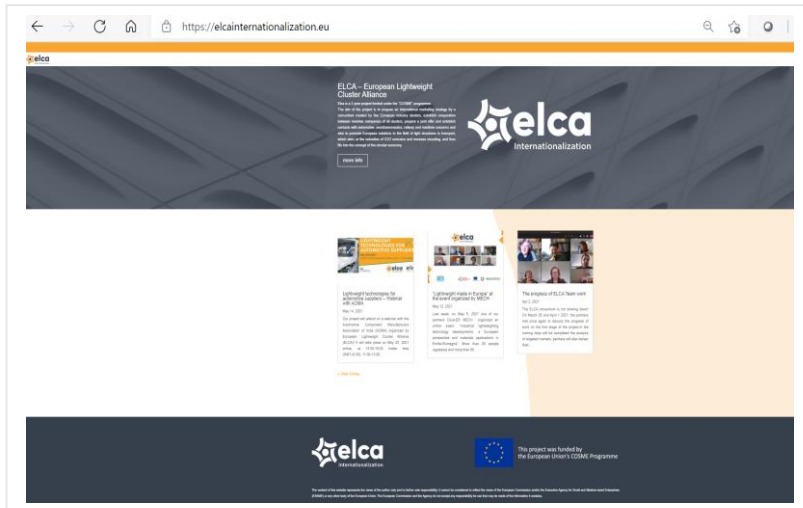
- To prepare the communication plan of the action (logo, corporate design, website, LinkedIn, ResearchGate, ECCP)

Within the related period the consortium has developed the communication plan of the action and a project brand handbook, which is being used for all communication and information measures and events, related with the project.

The project brand handbook provides templates and rules for any publication or project presentation.



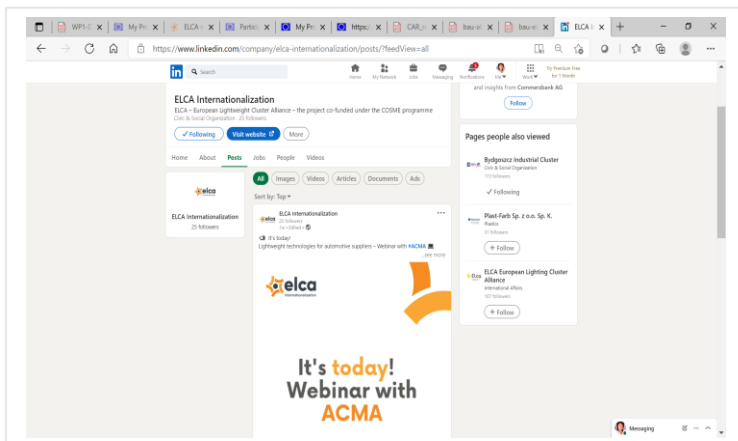
Presentation examples, using the project templates



The website has been developed and made operational:
[Elca | European Lightweight Cluster Alliance \(elcainternationalization.eu\)](https://elcainternationalization.eu)

BIC ensures that all information provided is up-to-date, complete and according to the legal- and programme rules and obligations.

Following the communication strategy, latest information on project events, calls for interaction is to find at LinkedIn:



[ELCA Internationalization: Overview | LinkedIn](#)

The project is also to find at the European Cluster Collaboration Platform .
 The profile in Research Gate was created only after the first 6 months.

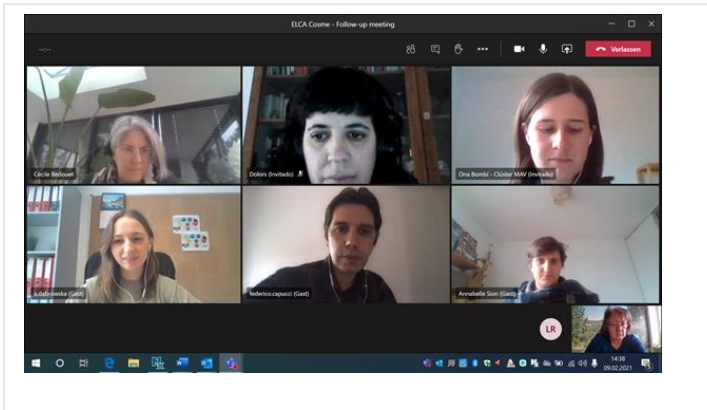
Task 4.2 Implementation and dissemination

- To ensure proper internal and external communication
- To publish at least 10 articles/press releases (2 per Partner) in national and international media
- 5 meetings/conferences with local authorities, institutions, policy makers, companies (1 per partner) to share project results

All preconditions for an efficient internal and external project communication have been set.

The consortium communicates and stores files and information at a sharepoint in MS Teams, which has been set up by the coordinator. The used Team-option also includes opportunities for common events as well as for ad-hoc meetings. The external communication follows the communication strategy, which has been developed and submitted. The agreed procedures ensure that the WP-Leader BIC coordinates and can cross-check any document before it has been published.

The consortium has agreed on its kick-off meeting monthly jour fixe in order to align, to discuss and to coordinate the activities. During the period, even more huddles or short bi-or multilateral meetings have been held. They were very helpful for organising common methodology development processes and joint learning.



Screenshot of the jour fixe at 09.02.2021 with participants from AMZ, MECH, POLYM, BIC, MAV.

Task 4.3 Branding and joint marketing strategy

- Continuous development of the common branding “Lightweight-made in Europe” and of the joint marketing strategy
- Consolidating visibility of the partnership
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The development of the brand and of the joint marketing strategy just started only in the first period. Task 4.3 therefore has not been started yet.

In addition to the above description, please complete the following table for milestones as specified in Annex 1 (description of the action) to the Grant Agreement. This table is "cumulative", that means, it should always show all milestones from the beginning of the project up to date.

Table 1. Milestones

Milestones to be achieved	Expected due achievement date	Achieved Yes/No	Actual date achieved	Comments (e.g. why not achieved or why achieved with delay)
Partnership complete	M 6	Yes	28.02.2021	
Target of third market countries	M6 (M 8)	No		After formal request postponed DL for DL 1.1 to PM 8

**extend table if necessary*

3. Deliverables Overview

Deliverables (other than project management deliverables, progress and final reports)

Please list all the deliverables due in this reporting period, as indicated in Annex I to the Grant Agreement (description of the action).

If a deliverable has been cancelled/ regrouped with another one or it has been submitted with delay, please indicate and justify this in the column "Comments".

This table is "cumulative", that means, it should always show all deliverables from the beginning of the project up to date.

Table 2. Deliverables

DELIVERABLES									
Del. no.	Deliverable name	WP no.	Lead Beneficiary	Type	Dissemination level	Expected due delivery date	Delivered Yes/No	Actual date delivered	Comments
D1.1	Lightweight opportunities and partnership competences	1	4- POLYM (formerly PLA)	Report	public	M 6 /M8 30.04.2021		30.04.2021	Extension of deadline was requested and approved New DL M8
D1.2	ELCA branding I	1	3- BIC	Report	Confidential	M6 28.02.2021		15.05.2021	Extension of deadline was requested and approved New DL M9
D2.1	Calendar of visits	2	3-BIC	Report	Confidential	M8/M9			Extension of DL requested and accepted
D 2.2	Cooperation agreements	2	2-MECH	Report	Confidential	M18			
D2.3	Internationalisation strategy plan	2	2- MECH	Report	Public	M 24			

D2.4	Implementation roadmap	2	5-MAV	Report	Confidential	M24			
D3.1	Cross-fertilisation planning	3	5-MAV	Report	Public	M 9			
D3.2	Cross-fertilisation results	3	5- MAV	Report	Public	M18			
D3.3	Best practices on SME internationalisation	3	2-MECH	Report	Public	M 18			
D3.4	Best practices on supporting instruments	3	3-BIC	Report	Public	M 18			
D 4.1	Communication plan and strategy	4	3-BIC	Report	Confidential	M 6/			
D 4.2	Communication and dissemination report I	4	3 -BIC	Report	Public	M 12			
D 4.3	Communication and dissemination report II	4	3-BIC	Report	Public	M 24			
D 4.4	Common branding and joint marketing strategy	4	3-BIC	Report	Confidential	M 20			
D 5.1	Partnership agreement	5	1-RKW	Report	Public	M 3		28.02.2021	Agreement not approved, to be revised/amended
D 5.2	Quality assessment methodology	5	1-RKW	Report	Public	M 3		04.05.2021	
D 5.3	Technical report #1	5	1-RKW	Report	Public	M 7		02.06.2021	
D 5.4	Technical report #2	5	1-RKW	Report	Public	M 13			
D 5.5	Technical report #3	5	1-RKW	Report	Public	M 19			

**extend table if necessary*

4. Project management

Please use this section to summarise the management of the consortium activities during the period.

This section should include the following:

- *Consortium management tasks and achievements:*

The coordinator has organised the kick-off meeting at 22.10.2020. All partners have attended the meeting. According to a common decision of the consortium, the consortium partnership agreement was drafted by the coordinator. All partners have signed the agreed MOU in time and delivered it to the coordinator. The coordinator has received the advanced payment and has forwarded the budget shares to each partner accordingly. The kick-off meeting has ratified the work plan of the action under the Grant Agreement. The deliverables D5.1 partnership agreement and D5.2 Quality assessment methodology have been finalised by February 2021.

- *Problems, which have occurred and how they were solved or envisaged solutions:*

During the first period all partners have appointed new or additional staff for the project implementation. These changes have caused some challenges and delays with the finalisation of the first deliverables in that period. Although the delays could not be caught-up during the period, the problems have been solved. A consolidated workplan has been developed, deadline extensions, minor changes have been requested and approved after a communication with the PO. The PO has actively supported the new co-ordinator in order to master the challenges.

- *Changes in the consortium, if any (partners, staff, etc.):*

All partners have changes/completed the staff of the project during the first period:

- 1. AMZ – Wilko Taudor has handed over the coordination to Dr. Katharina Schöps,*
- 2. MECH - Carlo Pignatari left cluster MECH. The new project manager is Federico Capucci.*
- 3. BIC has appointed Agnieszka Dambrowska and Agnieszka Matuszak in addition to Piotr Wojcechowski.*
- 4. POLYM has appointed additionally Pascaline Patureau, Manon Guyader*
- 5. MAV has appointed Dolores Pla, Ona Bombi Aymerich (from 01.02.2021) and Marina Presas Quintana.*

The CVs of the new staff are attached in an Annex 1.

- *Project planning and status per Work Package (this includes, but is not limited to: Next steps to be taken, project developments envisaged; participation in / organisation of upcoming events in (a) Europe, (b) third countries:*

WP 1 started, small delay of finalising the analysis and assessment report

WP2, WP 3 not started in the reporting period, next: planning of missions, concept adaptation to COVID-situation

WP 4 all activities in time, next step development of roadmap for the brand development, implementation of the communication strategy

WP 5 activities and deliverables within the period in time (excluding technical progress report preparation)

- *Deviations from the work plan, if any²:*

WP1 – D1.1, D1.2. deadline extensions requested and approved

- *Deviations from the planned resources (person-month, personnel, etc.), if any²:*

No deviations from the planned resources – the table of resource consumption is to find in Annex 2

- *Any structural, legal or management changes in the beneficiary organisations²:*

Partner 4 Plastipolis has changed its name into POLYMERIS.

- *Please add any other relevant issue, which had or is likely to have an impact on project management*

n.a.

- *The section should also provide short comments and information on coordination activities during the period in question, such as communication between beneficiaries, possible cooperation with other projects/programmes etc.*

Within the 6 months the consortium has been consolidated and developed a healthy co-operation and communication culture. The coordinator pushes that developments holding permanent contacts with all involved staff partners per mail, telcos or short web-based huddles.

II. EXPECTED RESULTS/IMPACT AND CONTINUITY OF THE PROJECT

² Any change to the content of the grant agreement or its annexes (annex I: the description of the action; annex II: estimated budget of the action) must be notified to EASME in writing without delay and, if necessary, implemented by means of amendment. Please be aware that describing the change(s) in this report does supersede the need for formal notification.

1. Expected results/impact of the project.

Please specify any results obtained or expected to be obtained, in line with the Call for Proposals' text.

Under the column "Comments", please justify if the achieved figure for indicator(s) is lower than the target figure.

For indicators that make reference to meetings/ events, etc. please indicate briefly in the "Comments" section: the title of the meeting/event, date, country, etc.

Call indicators:

Call Indicator	Achieved (cumulated results)	Target	Comments
1) Number of cluster organisations and business networks from different COSME participating countries having benefited from the supported actions	0	12	At present stage no clusters have not yet benefited from the action, although we have already contacted them and started to develop ideas and experiences
2) Number of cooperation agreements ³ resulting from the supported actions (optional for Strand 1);	0	38 Cluster/Cluster: 12 Clusters/intermediaries 6 SME/SME 20	
3) Number of business agreements ⁴ resulting from the supported actions (optional for Strand 1)	0	10	
4) Number of events (workshops/ matchmaking events/ working group meetings) organised	0	35 WP 2 22 WP 3 13	
5) Number of cluster and business matchmaking meetings supported	0	10	
6) Number of SMEs having directly or indirectly benefited from the supported	0	100	

³ A **cooperation agreement** is a document outlining the basic terms of an agreement on planned cooperation activities with another entity. It can also be called a Memorandum of Understanding. It shows an understanding of cooperation between two or more parties, a mutual desire to work together on an agreed goal. For the purpose of this Call, these agreements are between the ESCP Partnership (including their member SMEs) and international cluster or intermediary organisations, as a result of the ESCP internationalisation activities during the lifetime of the COSME project.

⁴ A **business agreement** is a negotiated and usually legally enforceable understanding between two or more parties. It typically documents the give-and-take of a negotiated settlement. For the purpose of this Call, these agreements are, in principle, between SMEs in COSME countries and international SMEs in third countries, as a result of the ESCP internationalisation activities during the lifetime of the COSME project.

actions, resulting in cooperation projects ⁵			
7) Increase in the percentage of the turnover from international activities, and employment in Europe, of the SMEs having benefited directly and indirectly from the supported actions, as measured through a survey by the end of the action (optional for Strand 1)			

Other project indicators:

Project Indicator	Achieved (cumulated results)	Target
Number of stakeholders reached through dissemination channels	256 From that 197 SMEs, 34 RTOs, 12 clusters, intermediaries, 13 policy actors	600
Number of partnerships cross-fertilised	0	3
Number of third countries associations/clusters contacted		20
Number of events for cross-fertilisation and monitoring		22 National workshops 10 International meetings with other clusters, intermediary organisations....6 Other international events with clusters not initially included in the consortium...6
other sectors involved beyond mobility		3
Communication plan	1	1
Articles, press releases		10
Number of consortium participants meetings	1	4

2. Number of events (cumulated results):

Please indicate the number of events **attended by the partnership** by category (preparatory events, C2C events and B2B events). Please indicate only the numbers in the table, i.e. **no** dates or names of the events.

⁵ A **cooperation project** is any activity where two or more parties work together towards a jointly established goal. For the purpose of this Call, a cooperation project can take the format, inter alia, of the organisation of joint match-making events; preparation of joint studies, analyses and surveys; preparation of a joint branding and marketing strategy, etc. For the purpose of this Call, cooperation projects are between the ESCP Partnership (including their member SMEs) and international cluster or intermediary organisations, as a result of the ESCP internationalisation activities during the lifetime of the COSME project.

List only one target third country per row. If more than one country was targeted at one event, the event should be inserted twice (or more). For example, at the Toulouse Textile Show the targeted countries were Australia and Japan, therefore Australia and Japan have to be in separate rows. We understand that this could lead to double counting of events, therefore please list the name of the events and which countries were targeted at this respective event **below the table** - for example, "Toulouse Textile Show: Australia and Japan". Furthermore, the indicated events in the table must be mentioned in a sentence or two in section "PROJECT PROGRESS AND ACHIEVEMENTS" under the respective work package.

In this table, only targeted **THIRD** countries should be indicated. **Not** EU or COSME countries.

Meetings between the consortium partners, e.g. kick-off/ coordination meetings, should **not** be included in this table.

This table is "cumulative", this means, it should always show all events from the beginning of the project up to date.

During the reporting period from 01.09.2020 by 28.02. 2021 we haven't held any public event and haven't yet participated at related events for the targeted countries.

TARGET COUNTRIES	EVENTS (Number)				
	Preparatory events, e.g. workshop, seminars, visits (excluding C2C and B2B events)	C2C Events	C2C meetings	B2B Events	B2B meetings
Third Country 1					
Third Country 2					
Third Country 3					
...					
TOTAL					

3. Number of stakeholders involved (cumulated results):

Please indicate the number of respective stakeholders (clusters and SMEs in Europe and Third countries) involved directly in the development of the partnership activities.

Please indicate only the numbers in the table, i.e. no names of the stakeholders.

Please list the name of the stakeholders below the table.

List only one target third country per row.

In this table, only target **THIRD** countries should be indicated; **not** EU/ COSME countries.

This table is "cumulative", this means, it should always show all stakeholders from the beginning of the project up to date.

STAKEHOLDERS INVOLVEMENT in the development of activities (excluding surveys and promotion activities) targeting cooperation with 3rd markets (Number)				
	EU Clusters	EU SMEs	Clusters and other intermediary organisations from 3 rd -country	SMEs and businesses in 3 rd country
Third Country 1				
Third Country 2				
Third Country 3				
...				
TOTAL				

4. Overview of cooperation cases by European Clusters, if applicable:

TARGET COUNTRIES	OVERVIEW OF COOPERATION CASES BY EUROPEAN CLUSTERS (eg. Collaborative project initiated, MoU signed, other initiatives)				
	Cooperation case (name/nb)	Brief description	Types of cooperation objectives (select category numbers in table below)	Sector / Technology	3 rd -country Partner name
	1) Collaboration project (e.g. exchange visits), 2) Formal agreements signed (e.g. MoUs) 3) Representation office/role appointed by the consortium 4) Other				
	Type	Nb.			
Third Country 1	1)				
	2)				
	3)				
	4)				
Third Country 2	1)				
	2)				
	3)				
	4)				
Third Country 3	1)				
	2)				
	3)				
	4)				
...	1)				
	2)				
	3)				
	4)				
TOTAL					

5. Overview of cooperation cases by European SMEs, if applicable:

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

	Cooperation case (e.g. business project, innovation test, visit) (name/Nb.)		Brief description	Types of cooperation objectives (select category numbers in table below)	Sector / Technology	3rd-country Partner type of organisation (and name if not confidential)
	Name	Nb.				
Third Country 1						
Third Country 2						
Third Country 3						
...						
TOTAL						

Type of cooperation objective: see

Type of cooperation objective (select one):	
<input type="checkbox"/> Research & Development (1)	<input type="checkbox"/> Staff exchange (9)
<input type="checkbox"/> Technology transfer (2)	<input type="checkbox"/> Academic (10)
<input type="checkbox"/> Exports (3)	<input type="checkbox"/> Foreign Direct Investment(s) (FDIs): Inward/outward (11)
<input type="checkbox"/> Imports (4)	<input type="checkbox"/> Organisation of joint business events (12)
<input type="checkbox"/> Sales office representation (5)	<input type="checkbox"/> Knowledge sharing & information exchange (13)
<input type="checkbox"/> Joint venture (6)	<input type="checkbox"/> Establishment of business contacts among members (14)
<input type="checkbox"/> Merger and Acquisition (7)	<input type="checkbox"/> Other (specify):
<input type="checkbox"/> Soft Landing services (8)	

6. Further details on cooperation cases, if applicable⁶:

a) by EU clusters

EU Cluster organisation	Sector	Partner organisation		Explain/describe cooperation case (please elaborate)	Main steps undertaken	Next steps envisaged (if any)
		Name	Country			
						<i>Ex: Visit, participation to future events, mission of companies, results of</i>

⁶ Cooperation with:

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

						ongoing project, preparation of new project,

b) by European SMEs

EU SME	Sector	Partner organisation		Explain/describe cooperation case (please elaborate)	Main steps undertaken	Next steps envisaged
		Name	Country			
						Ex: Visit, participation to future events, mission of companies, results of ongoing project, preparation of new project,

c) Other relevant cooperation cases, if applicable:

<u>1) Cooperation with other cluster partnerships (which ones?)</u>
<u>2) Cooperation with other EU initiatives (e.g. Low Carbon Business Action, EU Gateways...)</u>
<u>3) Other relevant cooperation cases</u>

7. Impact of the project's activities (if applicable):

Please, quantify the impact as much as possible, making reference to the achieved 'Key Performance Indicators'.

n/a

8. Communication of activities and dissemination of results:

This section should include the following (not exceeding 2 pages):

- News items, events, success stories, disseminated on websites (including in the ECCP) and social media. Please, include the links to these.
- Deliverables published on websites (except administrative/project management deliverables).
- Development of a joint branding and marketing strategy (e.g. common logo, communication materials) and activities promoting the visibility of the Partnership.

During the related period the preconditions for the project communication and dissemination have been established. The consortium has confirmed the project logo and the communication strategy. The website, the LinkedIn-channel and the ECCP-profiles have been set and went operational.

Website: [Elca | European Lightweight Cluster Alliance \(elcainternationalization.eu\)](http://elcainternationalization.eu)

LinkedIn: [ELCA Internationalization: Overview | LinkedIn](#)

ECCP: [European Lightweight Cluster Alliance | European Cluster Collaboration Platform](#)

9. Continuity: steps taken (or envisaged) to ensure the exploitation of project results in the medium and long term (if applicable):

This section should include the following (not exceeding 2 pages):

- *Measures and actions taken to ensure a continuation of activities of the partnership after the end of the EU funding;*
- *Multiplier effects from the actions carried out (including replication and extension of project outcomes, etc.)*

Not yet applicable

10. Please provide testimonials from clusters and / or SMEs, if applicable:

Not (yet)applicable