

Deliverable 4.1: Report on the inter- clustering activities

ACTION

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PROJECT

Regrouping European
Clusters in a Partnership of Excellence
for Mobility

RECIPE  MOBILITY

INTER-CLUSTERING ACTIVITIES

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Executive Summary

This Deliverable reports about all the inter-clustering activities performed by the Recipe4Mobility partnership during their 24-month project duration. The partnership, consisting of five European cluster organizations had the goal to strengthen their management skills, to provide professional services to their ecosystems, notably their SMEs and to generate cross-sectorial European value chains in the mobility sector. Therefore, the project included a dedicated work package with specific tasks to obtain the implementation of joint activities. The overall objective of this work package was to stimulate the cooperation between the clusters, sharing knowledge from each other, and more specifically to build a business ecosystem for the cluster members by engaging them in the exchange activities. Their participation enabled the sharing of best practices, success stories, but also stimulated and developed cross-border and cross-sectoral collaboration, innovation and entrepreneurship across different regions and value chains in the sector of Safe and Sustainable Urban Mobility. To achieve these goals and results, the consortium has performed many different activities, such as international cluster missions in the Netherlands, France and Germany. Due to the sanitary crisis in link with the Covid-19 these physical exchanges have unfortunately been impossible to perform for a consistent part of the project life, however the consortium took advantage of this limitations, in order to postpone these activities to a more suitable time and focusing on possible digital activities. Indeed, to improve the cluster management skills, trainings with an external expert as well as coaching sessions to exchange knowledge among the clusters were organized digitally. In addition, some partners have worked together intensively on common topics and interests, such as a visit to the trade fair IAA or the collaboration in other projects. But there was also intensive cooperation with other external clusters and networks in order to identify and attract additional competitive clusters and SMEs. The combination of all these activities allowed to the partners to have extensive exchanges and to reach a very strong cooperation level, that lead to the development of an additional project that will follow RECIPE4Mobility and who'll have even higher ambitions, based on the lessons learned from the current project: REMOBILISE

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Inter-clustering activities

The RECIPE4Mobility project partner NextMove (FR), Cluster Mobility & Logistics (DE), ZoneCluster (HU), AutomotiveNL (NL) and Mobinov (PT) have decided to strengthen their management skills, to provide professional services to their ecosystems, notably their SMEs and to generate cross-sectorial European value chains in the mobility sector within the 24-month project duration. Therefore, the project was pursuing the overall objectives of strengthening cluster management excellence while facilitating strategic connections between clusters and specialized ecosystems across Europe. The partnership focused its activities on the safe and sustainable urban mobility thematic:

- Enhancing cluster management skills towards the generation of added-value support services for SMEs
- Developing comprehensive strategies and implementation roadmaps both at clusters and partnership levels
- Organizing twinning, networking and learning activities and implementing collaboration activities
- Implementing the RECIPE4Mobility ClusterXchange pilot
- Outreach, awareness-raising and long-term activities

By developing new competences, innovative services, competitive networks and resource-efficient solutions, clusters aimed to better support the scaling-up of European ecosystems during the project and in the long run, notably by boosting the competitiveness of European SMEs.

Taking these objectives into consideration the project partner established four specific inter-clustering activities:

- **Cluster missions**
- **Joint events**
- **Cooperation with other clusters and external networks**
- **Annual cluster assembly**

These are described in more detail below considering the respective objectives, organizational structure and impact.

Cluster missions

Objective

These knowledge exchange missions aimed to connect clusters and their members. In each mission a group of about 5-10 representatives of clusters, at least 1 SMEs of each cluster, plus potential bigger companies visited the hosting cluster for 3 days, with the goal to learn about local cluster ecosystem and tools, meet relevant representatives and establish practical bonds.

Organization

Throughout the RECIPE4Mobility project, three clusters-missions were planned, and each had an individual mission statement. It was planned to start the first clusters-mission by visiting the gold label cluster NextMove. Two other clusters-missions were hosted by AutomotiveNL and Cluster Mobility & Logistics. Due to the Covid-19 pandemic the sequence of cluster missions was rescheduled. The first cluster mission took part online and was hosted by Automotive NL. The second mission was a physical mission taking place in France. The last mission again was organized as a only digital event hosted by Cluster Mobility & Logistics.

1st Cluster mission in the Netherlands:

On the 18th of November in 2020 the first cluster mission was organized in the Netherlands hosted by RAI Automotive Industry NL. Due to the ongoing COVID-19 pandemic the consortium decided to plan the mission in a virtual way with a virtual conferencing tool, <https://remo.co/>. The individual statement of this mission was “Discover the Dutch mobility ecosystem” and was promoted as a virtual mission in the Netherlands.



Presentation of the RECIPE4Mobility project by Freek de Bruijn, RAI Automotive Industry NL



Presentation of the “Digitalization of the mobility system” thematic by Uwe Pfeil, E-Mobility Cluster

The objective of the virtual mission was to let companies and accelerators meet counterparts from all over Europe and especially France, Germany, Hungary, Netherlands and Portugal, on the following topics:

- Smart apps;
- Digital infrastructure;
- Charging infrastructure;
- Smart vehicles;
- Green vehicles.

Last but not least the ClusterXchange program was presented and promoted as the new Airbnb/Erasmus for SMEs and accelerators. An unique opportunity to develop their network and find new market opportunities.

Our partner RAI Automotive Industry NL offered European companies and accelerators the opportunity of a deep-dive into the Dutch automotive & smart/green mobility ecosystem. Keynotes from three members (Deloitte, Monotch, Vault) of RAI Automotive Industry NL gave an insight for companies and scaling-up support organizations to understand how their solutions could meet the Dutch priorities on these topics. This was followed by virtual networking sessions tailored to SMEs preferences; and a presentation of the ClusterXchange program, the new Airbnb/Erasmus for SMEs and accelerators. The program of the virtual mission can be found below.

10:00	Welcome	0:05	Explanation of today's program	Freek de Bruijn	RAI Automotive Industry NL
10:05	Mobility ecosystem in The Netherlands	0:25	Mobility ecosystem in The Netherlands	Bram Hendrix	RAI Automotive Industry NL
10:30	Introduction RECIPE4Mobility and ClusterXchange	0:25	About the project	Mathilde Petit & Freek de Bruijn	Mov'eo & RAI Automotive Industry NL
10:55	Short coffee break 1	0:25	Get your own coffee at home :)		
11:20	Impact Covid 19 on our mobility system	0:30	Impact Covid 19 on our mobility system	Arian Kaandorp & Wouter de Wit	Deloitte
11:50	Introduction REMO tool	0:10	How to meet and match with each other?	Maria Hirschberger	E-Mobility Cluster Regensburg
12:00	Meet and Match 1	1:00	Making use of REMO tool		RAI Automotive Industry NL
13:00	Lunchtime	0:45	Lunch @ home		
13:45	Welcome again	0:05	Where are we now?	Freek de Bruijn	RAI Automotive Industry NL
13:50	Let's make traffic talk	0:30	Let's make traffic talk	Gary Lin	Monotch
14:20	The Smart Transaction platform for IoT	0:30	The Smart Transaction platform for IoT	Daniel den Boer	Vault
14:50	Short coffee break 2	0:10	Get your own coffee at home :)		
15:00	Meet and Match 2	1:00	Making use of REMO tool		RAI Automotive Industry NL
16:00	Closure	0:15	Summarize the whole event	Bram & Freek	RAI Automotive Industry NL
16:15	Ending				

Full program of the Virtual Mission in the Netherlands



Matchmaking sessions on roundtables during the 1st clusters-mission on 18th November 2020

Organizational key facts about the mission:

- 79 registered participants in total.
- Participants from 10 different countries:
 - Austria (1)
 - Belgium (2)
 - France (37)
 - Germany (5)
 - Hungary (3)
 - Netherlands (13)
 - Portugal (14)
 - Serbia (1)
 - Sweden (1)
 - Switzerland (1)
- In total, 14 SMEs took part to the cluster mission. Other registrations: clusters, corporates, government.
- In the morning session, we had 33 participants; in the afternoon session, we had 28 participants.
- We have had in total 16 individual meetings during the Dutch Cluster Mission, powered by the REMO tool.

- 4 anonymous post-mission feedback collected via a survey, two rating the event at 5/5, one at 4/5 and another at 2/5. We asked “Yes/Partly/No” questions about event preparation, content and outcomes, studying if it was clear, relevant, tailored to their needs and impactful for their activities. We are confident in this methodology and clearly aim at more feedback when it comes to physical clusters-mission, that will enable us really easier to collect these thoughts.

Online conference tool “Remo”:

To keep it as simple as possible for all participants to get in touch with the chosen conferencing tool “Remo” the E-Mobility Cluster developed a manual on how to use Remo. The manual was provided to all registered participants a few days before the event and supported the participants with the log-in and finding their way in the online conference room.



2nd Cluster mission in France:

From September 20th to 22nd in 2021, the consortium partner NextMove welcomed in Ile-de-France and Normandy, an international delegation composed by the project partners of RECIPE4Mobility. The objective was to present innovative members of NextMove network (from start-ups and SMEs, research centers and universities or large groups) and thus introduce the local ecosystem around urban mobility.

During the three days the participants could benefit from visits of NextMove network members’ sites, interesting presentations, but also networking moments, aiming at allowing the different participants to have informal moments of exchange, with the purpose of identifying potential international cooperation paths.

On the first day, we had the pleasure to visit the campus of the [University Gustave Eiffel](#) based in Champs-Sur-Marne, where we had an overview of the activities related to mobility: the local ecosystem, context and objectives of the ongoing researches and projects, the main challenges and solutions, as well as a panorama of actions, projects and collaborations at both national and international levels.

In the afternoon, the participants moved to the center of Paris to meet the representatives of [Nextérité](#), a company combining semantic analysis and artificial intelligence for urban mobility. This start-up shared with us its history, DNA and product strategy, as well as its internationalization strategy towards new markets.

The same evening an informal networking was proposed to the participants of the mission, as well as to members of the NextMove team and network.

The second day we were welcomed by the team of [CESI Rouen](#) (Campus of Higher Education and Vocational Training) where the participants could discover the current activities, in particular at the international level, as well as the demonstrator Industry of the Future of the Laboratory of Research and Innovation LINEACT. In the afternoon, the group moved to the [Roeun Normandy Autonomous Lab](#) accompanied by a representative of [Transdev](#) where we could discover the current missions and stakes of the company, followed by a visit of the RNAL Workshop where the participants could see an autonomous ZOE and an i-Cristal shuttle.

We concluded the third and last day with a visit of the [PSA Renault Lab](#) where the participants could discover the various subjects concerning both the accidentology, biomechanics and human behavior studies departments. The mission then concluded at the [VEDECOM Institute](#) where the team guided us to discover the various departments on the subjects of Electrification, Autonomous and Connected Vehicles and New Mobility Solutions and Shared Energies.



Organizational key facts about the mission:

- 16 participants in total
- Participants from 7 different countries:
 - Austria (1)
 - France (3)
 - Germany (2)
 - Hungary (3)
 - Netherlands (3)
 - Portugal (3)
 - Spain (1)
- In total, 6 SMEs and representatives from 6 European cluster organizations took part to the cluster mission.
- 12 anonymous post-mission feedbacks collected via a survey confirmed the success of the mission and the benefits that the participants got from the various activities and contacts. The first 2 questions concerned the communication before the mission (on all organizational aspects and objectives) that were rated 5/5 by 7 respondents and 4/5 by the other 5. For the organization of the mission, 9 respondents gave a 5/5, followed by 3 - 4/5. The accommodation and the transports proposed during the mission got respectively 6 - 5/5, 4 - 4/5 and 2 - 3/5 and 9 - 5/5, 2 - 4/5 and a 3/5.

The next questions focused on the usefulness of the networking event (with 9 - 5/5, 2 - 4/5 and a 2/5), the dynamic of the presentations held during the site visits (with 3 - 5/5 and 9 - 4/5), the relevance of the actors visited during the mission (with 6 - 5/5 and 4 - 4/5), the impact of the infos an meetings got during the mission on the work of the participants (with 5 - 5/5, 5 - 4/5 and 2 - 3/5), and the duration of the event that has been estimated correct by 9 respondents, slightly too long by 2 and slightly too short by 1.

- Here below can be found the 3-day program in detail:

Location	Paris Region	Normandy	Paris Region
Dates	Monday 20 september	Tuesday 21 september	Wednesday 22 september
Morning	Arrival in Paris - Introduction to the cluster's ecosystem Université Gustave Eiffel - Lunch	Transfer to Normandy - Visit: CESI (Campus d'enseignement supérieur et de formation professionnelle) -> Visit of the campus and of the Future industry demonstrator - Lunch	Visit : Lab PSA Renault Lunch
Afternoon	Visit : Urban mobility SME Nextérité - Networking with a group of specialized SMEs from the NextMove network	Visit : TRANSDEV Autonomous Lab Presentation of an autonomous ZOE and an i-Cristal shuttle Transfer back to Paris	Visit : VEDECOM
Evening	Dinner	Free evening	Departure

3rd Cluster mission in Germany:

From 24th to 26th of January 2022, the Cluster Mobility & Logistics welcomed both national and international participants to another digital event in the framework of Recipe4Mobility. Following the Cluster Missions in The Netherlands and France, the Recipe4Mobility project virtually held its third Cluster Mission in Regensburg. Hosted by Cluster Mobility and Logistics this Cluster Mission has gathered clusters and SMEs from five countries.

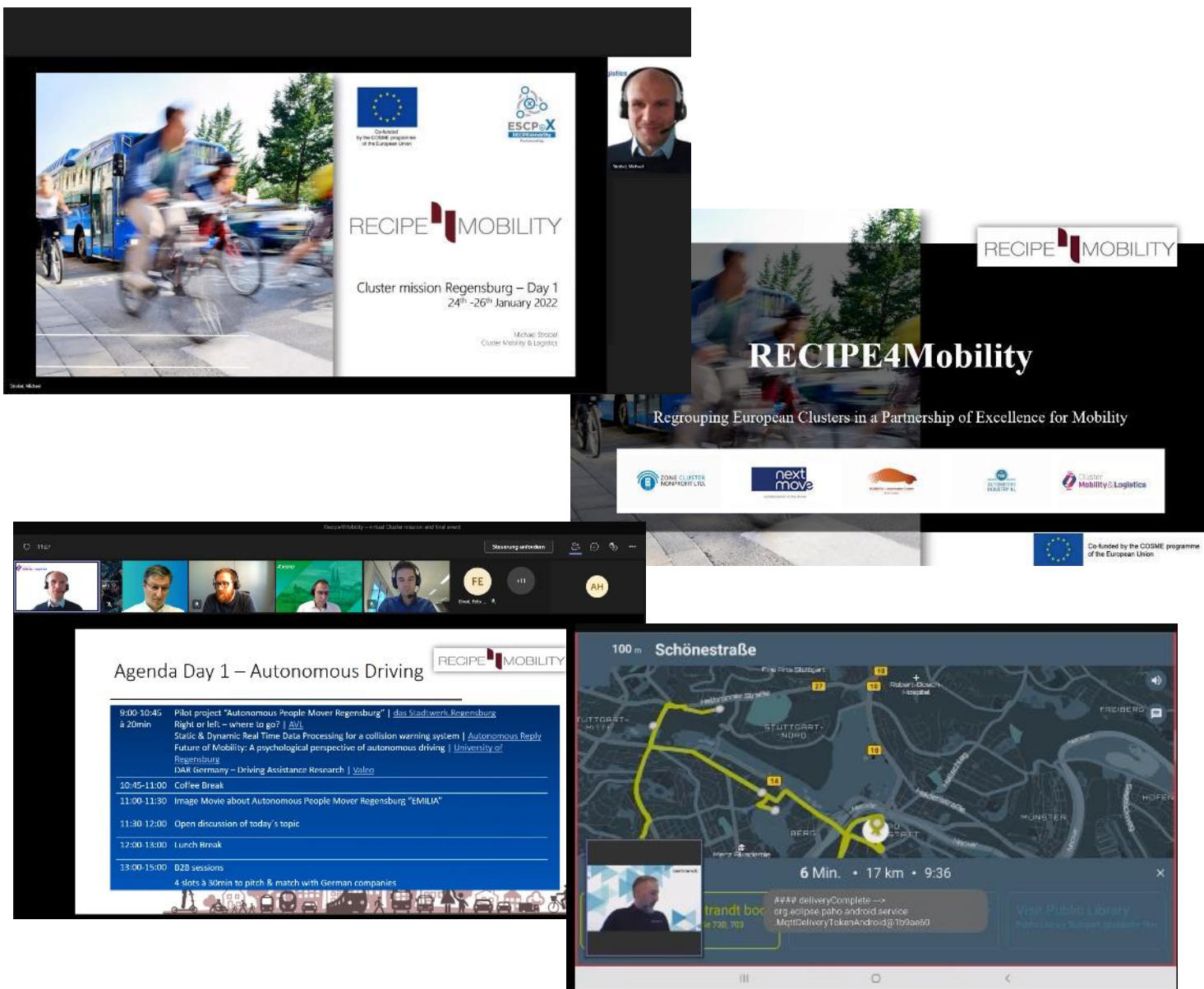
Welcoming the participants to the digital conference and announcing the different topics for the next 3 days ("Autonomous Driving", "IoT meets Mobility", "Recipe4Mobility project") has opened the Cluster Mission and introduced participants the Bavarian mobility ecosystem.

Starting with keynote speeches of das Stadtwerk Regensburg, AVL, Autonomous Reply and Valeo to introduce the topic of day 1, the Regensburg pilot project "Autonomous people mover" on autonomous shuttle busses was presented. To visualize the project the cluster created an image movie, which was officially launched at the cluster mission. After that, the morning session was closed by an open discussion with controversial questions about the future of autonomous driving.

The second day followed the same programme as day 1, at first the topic “IoT meets Mobility” was introduced by keynote speeches of Berndt and Strategic Partnership for Sensor Technologies. In relation to this, a live demo was presented to visually illustrate the topic, followed by an open discussion with the plenary.

During the afternoon sessions, the participants have had the chance to engage in B2B meetings, to connect with German SMEs and establish new practical bonds.

Moreover, the participants had the possibility to learn more about the Recipe4Mobility project as well as how this European partnership collaborates in the future during the last day of the cluster mission. The mission was closed with a networking happy hour to foster the communication and exchange among the project partners in times of Covid-19 restrictions.



Organizational key facts about the mission:

- 31 registered participants in total.
- Participants from 5 different countries:

- France (3)
 - Germany (15)
 - Portugal (8)
 - Hungary (2)
 - Netherlands (3)
- In total, 10 SMEs took part to the cluster mission. Other registrations: clusters, corporates, government.
 - We have had in total 6 individual B2B meetings during the German Cluster Mission
 - 13 anonymous post-mission feedback responses collected via online survey: eight of these 13 feedbacks indicated that they attended because of the format of the event, five of them because of the programme of the event and five stated that the type of participants was the reason for their participation. We asked “Yes/Partly/No” questions about event preparation, content and outcomes, studying if it was clear, relevant, tailored to their needs and impactful for their activities. The satisfaction rate to the question if the event reached their main expectations was at 100%.
We are confident in this methodology and clearly aim at more feedback when it comes to physical clusters-mission, that will enable us really easier to collect these thoughts.
 - The pictures below show the detailed programme of the German cluster mission

AGENDA - Day 1 (24.01.2022)

	Topic: Autonomous Driving
9:00-10:45	Introduction of today's topic: Key note speeches <ul style="list-style-type: none"> • Pilot project “Autonomous People Mover Regensburg”, das Stadtwerk.Regensburg • Right or left – where to go? AVL expertise in ADAS/AD Route-verification for autonomous shuttle, AVL • Static & Dynamic Real Time Data Processing for a collision warning system, Autonomous Reply • Future of Mobility: A psychological perspective of autonomous driving, University of Regensburg • DAR Germany – Driving Assistance Research, Valeo
10:45-11:00	Coffee break
11:00-11:30	Visualization of today's topic: <ul style="list-style-type: none"> • Image movie about Regensburg autonomous shuttle EMILIA
11:30-12:00	Discussion of today's topic: <ul style="list-style-type: none"> • Digital room for open discussion of different matters with regard to topic • Possible opportunities, challenges, benefits, etc. of this technology
12:00-13:00	Lunch Break
13:00-15:00	Networking on today's topic: B2B sessions <ul style="list-style-type: none"> • Possibility to pitch and meet with German companies from the local Cluster ecosystem for future collaboration and partnerships • Separate MS Teams rooms for moderated 1to1 meetings • 4 slots á 30min available

AGENDA - Day 2 (25.01.2022)

	Topic: IoT meets Mobility
9:00-10:45	Introduction of today's topic: Key note speeches <ul style="list-style-type: none"> • Strategic Partnership for Sensor Technologies • Bertrandt GUIDE – Guide for Intelligent Driving Efficiency, Bertrandt
10:45-11:00	Coffee break
11:00-11:30	Visualization of today's topic: <ul style="list-style-type: none"> • Live Demos
11:30-12:00	Discussion of today's topic: <ul style="list-style-type: none"> • Digital room for open discussion of different matters with regard to topic • Possible opportunities, challenges, benefits, etc. of this technology
12:00-13:00	Lunch Break
13:00-15:00	Networking on today's topic: B2B sessions <ul style="list-style-type: none"> • Possibility to pitch and meet with German companies from the local Cluster ecosystem for future collaboration and partnerships • Separate MS Teams rooms for moderated 1to1 meetings • 4 slots á 30min available

AGENDA - Day 3 (26.01.2022)

	Topic: Recipe4Mobility
9:00-11:00	Consortium meeting (only accessible for Recipe4Mobility project partners)
11:00-12:00	RECIPE4Mobility project wrap-up
12:00-14:00	Lunch Break
14:00-15:00	Future collaboration of this consortium
15:00-16:00	Networking Happy Hour (only accessible for Recipe4Mobility project partners)

Impact

The main focus of each mission was the knowledge transfer and exchange between the local representatives of the hosting cluster as well as offering the possibility to connect between the participating SMEs. Every hosting cluster, whether digital or physical, managed to integrate both visits of SMEs, big players and training centres, in order to guarantee a good balance of categories of actors and they all represented key innovative players of the ecosystems of our two regions. The focus of all the visits was the safe and sustainable urban mobility and all the presentations were held in English.

Concerning the networking aspect of these missions, it could be seen that it was much more easier and low-threshold to be offered during the physical mission in France than during the digital missions. All participants were constantly together during the various visits in France. They could use every free minute to exchange ideas and talk about possible cooperation. In addition, certain programme items such as a networking dinner were planned to offer an additional platform. The networking event that took place on the first night of the mission brought together 26 participants both from the international delegation of RECIPE4Mobility members and local members from the NextMove network: this was the perfect occasion for them to exchange informally and discuss potential cooperation opportunities or connexions to other local partners. For the virtual missions, dedicated tools and time slots had to be planned. Nevertheless, sufficient networking opportunities were also offered here, e.g. through the use of an online conference tool with a specific matchmaking function called Remo. At the last cluster mission in Regensburg (Germany), the MS Teams tool was used and the matchmaking was carried out in advance by providing the participants with the relevant information during registration. Both virtual missions had dedicated time slots for the exchange between the SMEs. The figures show that the digital format did not cause any disadvantages: 16 individual meetings during the Dutch mission, 6 individual B2B meetings during the Regensburg mission.

To ensure the quality of the Missions, anonymous feedback was collected from all the Missions participants immediately after the Mission. It was overall a very good feedback. The consortium reviewed the feedback scores and comments and based on them adjusted the typical Mission's agenda or took actions to improve the impact of these missions.

Participants were encouraged to write articles and blog posts about their learnings, as well as share these with their "home" cluster counterparts and SMEs.

Joint events

Objective

Besides the knowledge exchange missions the consortium has also other activities to connect clusters and their members. Some of them were part of other work packages of the project work plan which had a strong impact on the objectives of the work package related to this document. Others arose from common interests and plans of the clusters and their members and were spontaneously developed within the framework of this project.

Organization

➤ Targeted training sessions

As part of the work plan the consortium organized targeted training sessions addressing areas for improvement identified through the ESCA benchmarking activities or addressing specific subjects in link with the current trends challenging the automotive and mobility industries. A total of 6 targeted training sessions were organised. Due to the Covid-19 restrictions the trainings were organised as digital half day webinars, for a total of 12 half day sessions. Each session was prepared and lead by a relevant

external expert who shared his expertise and answered questions of the clusters' managers on the following topics: How to set up a cluster dynamic, Managing collective intelligence, Cluster strategy as a tool for cluster dynamic and efficiency, Implementation and monitoring the cluster strategy, Cluster business model, Designing a full service offer for the cluster. These training sessions have been organized for the limited participation to only consortium partners.

➤ Dedicated coaching sessions

The consortium organized dedicated coaching sessions addressing the existing good practices of each partner, as identified through previous peer-learning activities. A total of 4 dedicated coaching sessions were organized as webinars. The so-called 'mentoring cluster' shared its expertise on a service or a management skill and showcased the added-value of it. The 6 selected and discussed best practices were the following: NextMove: the Business Accelerator and the Open **Innovation** Challenge of NextMove, the **Business** Club of RAI Automotive NL, the Innovation Platform Electric Bus EMIL and the **Jobtech** of Cluster Mobility and Logistics and the Market creation of Zone Cluster. These coaching sessions have been organized for the limited participation to the only consortium partners.

➤ Trade fair IAA Mobility 2021

The Cluster Mobility & Logistics and RAI Automotive Industry NL were represented at the IAA in Munich together with some of their members as co-exhibitors. This was a great opportunity for the two clusters and their members to get to know each other. All the 13 members of RAI Automotive Industry NL got acquainted with automotive companies in Germany and vice versa. A trade fair is great for SMEs to discover new business opportunities. Thanks to the ClusterXchange programme as part of the Recipe4Mobility project, both clusters were able to foster new collaboration possibilities for their members.

The Cluster Mobility & Logistics and its co-exhibitors had the possibility to visit the Dutch Pavilion on September 7. On September 8, there was a Bavarian breakfast at the booth of Cluster Mobility & Logistics. There were timeslots in the morning and only registered persons could participate. Together they visited the booth of Bayern Innovativ on September 9. During the networking breakfast and lunches, the exchange fostered communication and knowledge transfer between both the clusters and their SME members, which eventually will result in new collaboration possibilities. By visiting various booths the SMEs could also get in touch with other business partners outside the clusters from their own sectors and other sectors as well.

During the exchange, Cluster Mobility & Logistics as a hosting organisation, presented some of their R&D projects and best practices to all the visitors. The cluster gave the opportunity to gain an insight into how the cluster is structured, which projects they have initiated and how they are developing them. Furthermore it was presented which business areas and technologies are processed in the Cluster Mobility & Logistics and which services the cluster offers its members to further develop their products and technologies and improve their hard- and soft skills. A total of eight cluster members were represented as co-exhibitors at the booth of Cluster Mobility & Logistics.



Impact

Using an initial assessment as a baseline and considering the outcomes from consultations of other cluster organizations and SMEs, clusters were able to define their strategic areas for skills improvement. To address them and actually “improve”, clusters managers benefited from coaching sessions (mentoring clusters) and training sessions (external expert). These sessions were very helpful for clusters organizations to better support the innovation, growth and internationalization potential of their members, notably SMEs.

With regard to the trade fair IAA Mobility 2021 this joint event had a big impact for the clusters SMEs in terms of networking during the Covid-19 pandemic. Under the framework of the ClusterXchange programme 13 exchanges took place during this trade fair. Thus both the Dutch and German SMEs had the opportunity to exchange and network in a regulated framework and also had the chance to experience the innovations of the cluster members.

Cooperation with other clusters and external networks

Objective

The success of RECIPE4Mobility was based on the successful engagement of clusters, SMEs and innovators. One key element was to coordinate all partners effort towards activating and leveraging their international networks to identify and attract additional competitive clusters and SMEs.

Organization

- To cooperate with top performance stakeholders the consortium launched a promo campaign across EU and established one-to-one contacts with the most attractive stakeholders, notably foreign clusters, to reach out to more SMEs, and other ESCP-4x partnerships. Four **Partnership Agreements** were signed, 2 with European clusters:
 - Automotive-Cluster Upper Austria (Business Upper Austria OÖ)
 - The National Association of Autonomous and Electric Vehicles (NAAEV)
- and 2 with other ESCP-4x partnerships:
 - SMARTENERGY
 - SmartCTClusters

These Strategic Partnership Agreements were seeking out to establish a long-term cooperation of RECIPE4Mobility Cluster partners with European partners. It set the interests and the modalities of a long-term cooperation to foster the sustainability of the partnership. The main objective of this partnerships was to continue and to intensify the collaboration between Clusters that share a strategic interest in strengthening cluster management excellence while facilitating strategic connections between specialised ecosystems across Europe. One example of great cooperation opportunity in link with these Agreements is the participation of a representative of the Cluster de Movilidad y Logística (MLC) (representing the SmartCTClusters partnership) to the onsite cluster mission in Paris, where the consortium partners managed to exchange with this person on the achievements and difficulties of this other European partnership. This was also a good opportunity for the representative of MLC to get lessons learned from our experience of the organization of the cluster mission. These Strategic Partnership Agreement will be the starting point for our next common project REMOBILISE to establish a strong network of European cluster partners that will benefit from the project's activities.

- In addition, NextMove, Zone Cluster and Cluster Mobility and Logistics are also cooperating in the framework of the European Project named **RECIPROCITY**. To cope with the ever-increasing mobility challenges, urbanization and digitalization, as well as meet European and global climate targets, the project aims to support urban and peri-urban areas to become climate-resilient and connected, multimodal nodes for smart and clean mobility, by equipping them with the necessary tools, knowledge, contacts and methods to accelerate the replication of existing innovative mobility solutions.
- The project partners NextMove and Zone cluster are also involved in three other common European Projects where they are able to pursue cooperation activities on different topics and focuses:
 - The **INTonomous** project, who aims at supporting the European SMEs and start ups in the field of autonomous and connected mobility in the internationalization process, especially towards 3 high-potential targeted markets: Canada, USA and the United Arab Emirates. The objective of the project INTonomous is to create strategic European value chains that bring together innovative SMEs in the sector of autonomous and connected vehicles and to develop them outside Europe. The support offered by the consortium to the participating companies concern initial acceleration programs to get to know and approach the market, as well as tailor-made missions for each target country.
 - The **InnovaCity** project, in which various design thinking workshops across Europe are organized, in order to find actionable solutions for city challenges in regards to urban mobility using user-centered methods. The other main objectives of the project are to provide tools to approach challenges to

municipalities and to form teams and motivate people to solve real-world problems. The winning teams of the workshops will be receiving a chance to work with key European stakeholders.

- The **Mobinno Experiences** Project, whose aim is to provide key competencies to all the audience interested in mobility and innovation by sharing real experiences from the most cutting-edge startups, corporates, industry players, and cities in the urban mobility sector. All this knowledge is shared through a MooC platform with high-quality audiovisual material that will help the next generation of entrepreneurs to gain competencies such as innovation strategies, mobility challenges, attitude and, entrepreneurial spirit.
- A further cooperation initiated in link with the RECIPE4Mobility project, but will take shape as a bilateral cooperation between NextMove and RAI Automotive NL, also concerns the **welcoming of a delegation** of some members of the RAI network to meet the NextMove ecosystem on the topic of Powertrain. The two cluster organisations had indeed the opportunity to exchange on the needs and challenges currently faced by their members, and due to the interest of the Dutch RAI members to discover the French Powertrain ecosystem, a tailored program has been developed by NextMove, in order to host and introduce the local actors in link with this topic. Unfortunately, due to the travel limitations on the last period, this activity has been postponed, but it should take place in 2022 if the sanitary situation will allow it.

Impact

➤ Partnership Agreements

All parties that signed the Partnership Agreement accepted to work collaboratively to successfully support the strengthening of cluster management excellence while facilitating strategic connections between specialised ecosystems across Europe.

The outlined objectives served as foundation to a cooperation agreement from all partners.

Shared objectives of the partnership included:

- Learning from new markets and exchange best practices by participating to events and study visits (e.g. participation at the Cluster missions)
- Facilitating business interaction cross-clusters/-sector/-border by inviting our members to participate in the ClusterXchange pilot programme
- Developing tools, services and initiatives that answer the identified needs of SMEs and thereby strengthen their competitiveness.
- Being open to joint-collaborations regarding future projects and activities;

➤ Cooperation and other projects among project partners

Thanks to the cooperation within the framework of this partnership, other initiatives have also been developed. Some of the partners have discovered common interests for innovative ideas and approaches. This interest has led to new common projects and cooperations, some on a smaller scale and some on a larger scale, where collaboration has promised added value for themselves and the respective cluster ecosystem. Cluster members benefit from greater reach and visibility at national and international levels.

Annual cluster assembly

Objective

The final event of the project will be held by Cluster Mobility & Logistics end of January with all project participants and clusters members. It will notably serve as a template for future annual conferences to be carried out after RECIPE4Mobility. It will also provide a business-driven opportunity in the sector of innovation for safe and sustainable urban mobility. Future annual conferences will also permit the PSWG to meet-up and refine the RECIPE4Mobility partnership strategy and its implementation roadmap.

Organization

Within the project, the last cluster mission led by the Mobility & Logistics cluster took place on 24-26 January 2022. Given the coincidence in time, the final event was held within the framework of this cluster mission. All project partners were involved, as well as the cluster members, notably SMEs that had previously participated in the cluster mission programme. The aim was to determine the final status of the project progress in an internal consortium meeting. Subsequently, a detailed overview of all activities and project achievements was given to the external participants. The following topics were addressed in the project wrap-up:

- A short introduction on the partnership
- Summary of the results from the strategic consultations
- The partnership's strategy
- Training and coaching sessions
- Cluster missions and fairs
- Main communication actions

In addition, the consortium also gave an outlook on the plans and next steps to proceed the fruitful cooperation of this partnership in the future not only but mainly through the follow-up project called REMOBILISE.

Conclusion

It was clear from the beginning that this project would be affected in some way by the outbreak of the pandemic. However, it was not foreseeable that the restrictions would last for the entire duration of the project. The content of the work plan lived from the mutual exchange between the clusters and their members. The fact that this was hardly possible in physical form required considerable flexibility and creativity in all planned activities. Nevertheless, all partners reacted very quickly and adapted the planned activities as well as possible. Many virtual formats were offered, 2 of the 3 cluster missions were conducted digitally. A large part of the training and coaching sessions, which were an important basis for the improvement of cluster management skills, were held in online sessions. All these experiences have shown that it is possible to carry out and complete such a project with added value for all participants, even in these unfamiliar challenging times. However, it should be emphasised that the only on-site cluster mission that took place in Paris showed how valuable and irreplaceable the physical exchange between SMEs and individuals is.

All in all, the consortium is very satisfied with the results and achievements that have been made during the 24 months of this project and every partner is looking forward to the follow-up project REMOBILISE.

RECIPE4Mobility Partners



NextMove (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, NextMove has 620 members, from which 360 are cutting-edge SMEs operating in the urban mobility sector.



Cluster Mobility and Logistics (Germany): Created in 2011, Cluster Mobility & Logistics 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. 73 out of the 98 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.



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