



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

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EXECUTIVE SUMMARY

This document highlights the ADMANTEX2i value proposition to support cluster members going international and engage highly qualified third countries stakeholders for the development of collaboration activities.

Different SMEs profiles have been analyzed to agree on a common value proposition taking into 3 geographic areas of huge economic importance: USA, Canada, and Japan.

This document aims to present: i) the ADMANTEX2i **value proposition** based on the combined competencies / networks identified in the mapping made by AFIL and AEI TÈXTILS with the contribution of all partners to provide value for the members belonging to the clusters in the partnership and ii) the ADMANTEX2i **value proposition** to build collaboration with stakeholders in the third countries addressed by the project.

KEYWORDS: INTERNATIONALIZATION; CLUSTERS; NEEDS; OPPORTUNITIES; BARRIERS; INNOVATION; RESILIENCE; RECOVERY; TEXTILE; ADVANCED MANUFACTURING

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1. INTRODUCTION

The present document is in the framework of the development within the Joint Internationalization Strategy of ADMANTEX2i – Advanced Manufacturing and Advanced Textile Materials Going International to Strengthen Resilience and to Empower Industrial Recovery". ADMANTEX2i project was funded by the European Union's COSME Programme under grant agreement No 101035895.

This document aims to present:

- i) the ADMANTEX2i value proposition based on the combined competencies / networks identified in the mapping made by AFIL and AEI TÈXTILS to provide value for the members belonging to the clusters in the partnership
- ii) the ADMANTEX2i value proposition to build collaboration with stakeholders in the third countries addressed by the project.

1.1 ADMANTEX2i project

There are several critical aspects that this project is based on. Firstly, Industrial digitalization and the green transition are the two pillars of the European Commission for building resilience, as highlighted during the Cluster conference 2020. These strategies are also based on the new industrial strategy of the European Commission and the EU Green Deal. Secondly, strengthening digital and green-based SMEs' competitiveness is also a core pillar from the Next Generation EU initiative for recovery.

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

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

ADMANTEX2i will also favor the cross-regional value chains involved and foster cross-regional cooperation with specialized ecosystems across Europe, focusing on the

industrial smart specialization priorities where all partners are already active. For example, AEI TÈXTILS, CITEVE, and ATEVAL are part of the REGIOTEX platform for textile innovation. In contrast, PRODUTECH, EMC2, and AFIL are members of the S3P-Industry platform within the areas of 3DP and ESM and the participation in the pilot actions under the Vanguard Initiative umbrella.

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

Partners organization name	Country
AEI TÈXTILS - ASSOCIACIO AGRUPACIO D'EMPRESSES INNOVADORES TÈXTILS	Spain
ATEVAL - ASOCIACIÓN DE EMPRESARIOS TEXTILES DE LA REGIÓN VALENCIANA	Spain
CITEVE - CENTRO TECNOLÓGICO DAS INDÚSTRIAS TEXTIL E DO VESTUÁRIO DE PORTUGAL	Portugal
PRODUTECH - ASSOCIAÇÃO PARA AS TECNOLOGIAS DE PRODUÇÃO SUSTENTÁVEL	Portugal
AFIL - ASSOCIAZIONE FABRICA INTELLIGENTE LOMBARDIA	Italy
EMC2 – POLE EMC2	France

Figure 1 - ADMANTEX2i Consortium Partners

1.2 ADMANTEX2i objectives

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

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

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

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

1.3 ADMANTEX2i clusters

ADMANTEX2i partnership is made by six EU clusters from four different member states: three textile clusters (AEI TÈXTILS in Catalonia – Spain as a project coordinator, ATEVAL in Valencia – Spain and CITEVE / Portuguese Textile Cluster in Norte - Portugal) and three advanced manufacturing clusters (PRODUTECH in Norte - Portugal, EMC2 in Loire - France and AFIL in Lombardy - Italy).

Together, they represent more than 800 companies – of which are 488 SMEs – working in the advanced manufacturing and advanced textile materials sector. ADMANTEX2i consortium is representative of all the different stakeholders of the innovation ecosystem gathering more than 20 competence centers, 30 universities, 70 RTOs and 40 industrial associations / business support organizations.

Each cluster has its specific characteristics however it can be stated that together the six clusters together are representative of the whole advanced manufacturing and advanced textile materials value chains and have members in the most of the final application markets addressed in the context of the ADMANTEX2i.

1.3.1 AEI TÈXTILS

AEI TÈXTILS is a cluster on advanced textile materials with a non-profit association established in 2008, formed by Catalan companies in the value chain and other innovation support organizations. The cluster has 43 members, 35 of them are SMEs, other members are research institutes, technological centers, and other organizations related to the sector. The cluster's main objectives are to promote innovation, mainly in cooperation; to promote, at all levels, cooperation within the Catalan advanced textile materials sector and to promote the cluster and its members at an international level.

The current strategy of the cluster is structured in four strategic pillars (innovation, internationalization, skills, and business development) and two horizontal strategic axes (sustainability and digitalization) in order to promote the competitiveness of advanced textile materials' companies of the region.

AEI TÈXTILS four main strategic pillars are:

- **Innovation:** Promoting cooperation amongst its members, increasing the taking on level of innovation support initiatives; promoting the participation of the Catalan advanced textile materials sector in technological cooperation European projects and increasing their productivity in the territory promoting the implementation of new technologies and the development of new products and processes. AEI TÈXTILS is the coordinator of GALACTICA project, an INNOSUP-01 project aimed at fostering cross-sectoral innovation. Previously, it has led [MIDWOR-LIFE](#) and [LIFE-FLAREX](#) projects, both dedicated to the assessment of safer alternatives to harmful chemicals used in the textile industry. As part of support services, AEI TÈXTILS has helped several of its members to participate in R&D EU projects including three members that were awarded in the SME Instrument ([Manufacturas ARPE](#), [S.A. Hilados EGARFIL](#), and [ETISILK](#)).
- **Internationalization:** Improving access to international markets; improving access to knowledge through international R&D and technological and commercial partners and improving access to research and key production infrastructures in third countries. AEI TÈXTILS coordinates an ESCP-4i project, ADMANTEX2i, and participated as partner in EU-TEXTILE2030 and TEXGLOBAL. AEI TÈXTILS played a leading role on foundation of EU-TEXTILE2030 EEIG to facilitate the sustainability of the EU World-Class cluster and also engaged several companies to explore and participate in the different business missions.
- **Skills:** Increasing the training of current employees in the sector and improving the level of qualifications; promoting development and knowledge of career opportunities in the sector and providing unique and specific training on technology and market in the advanced textile materials sector. AEI TÈXTILS has also participated as partners in several Erasmus+ projects to develop innovative training material applicable for SMEs to uptake. In addition, the cluster itself is also committed to cluster management excellence and for that, it coordinates the project CLAMTEX, an ESCP4x project.

- **Business development:** Promoting the exchange of best practices amongst local enterprises; improving the image of the sector in Catalonia; promoting its strengths and capabilities to other manufacturing sectors of the territory to increase globally business opportunities and creating dialogue between industry, scientific community and public administration. AEI TÈXTILS has participated in several sectoral trade fairs to promote the cluster members like TECHTEXTIL, CITEXT, COLOMBIA MODA and is present in several international networks (committee member of Dornbirn-GFC congress) dedicated to promoting the companies that compose the cluster.

In addition, AEI TÈXTILS also has two strategic transversal axes: **Sustainability** and **Digitalization** which are embedded across the four pillars and are key in increasing the resilience of its members.

Additionally, the AEI TÈXTILS Cluster Manager is the chair of the Cost Action CA17107 CONTEXT dedicated at promoting the cooperation in R&D for advanced and smart textiles. This network was built upon the different partnerships and collaboration with other textile clusters and research centers across Europe, including the other two textile partners in the present consortium.

The commitment of AEI TÈXTILS in supporting its members has led to the signature with the regional delegation of the Enterprises Europe Network (EEN) to become a promoting entity of EEN among its members.

1.3.2 AFIL

AFIL is an Italian private association, recognized by Lombardy Region as the regional technological cluster for Advanced Manufacturing. AFIL is the outcome of a Lombardy-Region-led, process aiming to set-up a network of clusters interested in carrying out, at national and at international levels, an integrated and sustainable system of infrastructures, competences and methodologies supporting research and innovation. It is a private, non-profit legal entity representing a network of companies, universities, public or private research institutions and entities (including financial ones) operating in the field of the intelligent factory (Advanced Manufacturing). AFIL operates as the private part of a public-private network with Regione Lombardia dedicated to advanced manufacturing and its members are located in different territorial areas and focused on specific application fields. The cluster aims at promoting and facilitating research and innovation as regards to best practices and enabling technologies for the manufacturing

sector to support and develop the Lombard production system's leadership and competitiveness. The mission of the cluster can be summarized as follows:

- To set up a stable community by connecting companies, universities, research institutions and associations, thus favoring cooperation by promoting research and innovation projects and initiatives.
- To be a reference actor for the region for the defining of research and innovation strategies in the manufacturing sector.
- To support the development of a research and innovation extra-regional network through the participation to CFI – intelligent factory national cluster and the connection with different European regions within smart specialization strategies.

AFIL has 144 (78 SMEs) members that are representative of the Lombardy Manufacturing R&I ecosystem.

Increase the international competitiveness of manufacturing companies in Lombardy is an important pillar of AFIL mission. To do this AFIL is involved in the relevant initiatives and networks at European (e.g., S3 platform, Vanguard Initiative, 4 Motors) and international levels (e.g., Advance Manufacturing Hub promoted by the World Economic Forum).

AFIL is partner in the PIMAP+ Partnership focused on fostering internationalization opportunities for SMEs.

1.3.3 ATEVAL

ATEVAL is a private industrial association. It has more than 340 associated textile companies and represents almost 10.500 persons employed. ATEVAL has cooperated with various entities in European projects and has human resources with experience in coordinating European projects. ATEVAL activity is divided into several departments: innovation, industry and environment, external promotion, training, labour and tax law. The association provides advice in all these fields, as well as information and training services in several areas. ATEVAL is responsible for coordinating the actions of the CIE (Consejo Intertextil Español), carried out under the name of Home Textiles from Spain.

To carry out its activities, has a continuous contact and collaboration with other institutions and public agencies of different areas such as the Institute of Foreign Trade (ICEX), the Valencian Institute of Export (IVEX), the chamber of commerce of Valencia, the Textile Technology Institute (AITECH), the CEOE, COEPA, CIERVAL, CEV, etc.

ATEVAL has signed cooperation agreements with various entities, to increase the supply of services to associated companies (European projects, processing of grants, environment, new technologies, and also carry out promotional activities aimed at foreign markets).

Now ATEVAL holds the presidency of the Spanish National Textile Industry Association – CIE. At European level, it is a member of EURATEX (The European Apparel and Textile Confederation).

ATEVAL in the last five years has participated in 12 projects financed by EU.

1.3.4 CITEVE – Portuguese textile cluster

CITEVE - The Portuguese Textile Cluster is a sectoral support structure whose main purpose is to stimulate processes of interaction, articulation, collaboration, and information sharing within the economic aggregate itself, acting in a way that is supplementary to the performance of its own as an instrument of obtaining increments of competitiveness for innovation and internationalization, in a logic of collective efficiency. The Cluster with around 60 members from the textile and clothing industry integrates other actors, such as universities and RTD, with strong know-how and competences along textiles and clothing value chain will provide to the project a strong ecosystem.

The Portuguese Textile Cluster is officially recognized by the Portuguese Government, as the entity responsible for managing and promoting the development, innovation and competitiveness of the T&C value chain acting as: (1) Strategy influencer and road mapping; (2) Bridge for the definition of industrial policies and smart specialization strategy (Regional, National and European); (3) Tool for economic development, to seed innovation, competitiveness, and new business models enabler.

The link with other National Clusters (Habitat, Automotive, Health, Advance manufacturing, ICT, Defence and Protection, Construction, Food and AgroFood and Agriculture among others) in complementary fields of expertise as well as the integration in several European consortiums and networks (Textile-ETP, Regiotex, TEX4IM, SmartX, Clamtex, Reset, etc) around textile business brings to the Portuguese Textile

Cluster a strong network and linkages to several actors and players to the Portuguese Textile Cluster.

1.3.5 PRODUTECH

PRODUTECH – Production Technologies Cluster - is a national cluster, officially recognized by the Portuguese Government as a Competitiveness Cluster, having been signed in this context a “Sectorial Pact for Competitiveness and Internationalization”. The initiative is promoted by the Portuguese Industry of Manufacturing Technologies and aims at innovating, qualifying and modernizing the developers and end users of the sector, by boosting innovation, cooperation and networking among its key stakeholders.

PRODUTECH plays an active role in several European initiatives and projects, such as Vanguard Initiative, in several working groups coordinated by the EC within the scope of the Action Plan for Digitizing the European Industry, among several others, while participating in the nurturing and expanding the reach of the Production Technologies ecosystem, within R&D, innovation and business development and in the establishment of cross cutting initiatives leveraging the adoption and diffusion of advanced and digital production technologies throughout the manufacturing industry. The Cluster currently has a total of 127 associated organizations, of which 90 are companies.

Internationalization is one of the strategic axes of PRODUTECH's multi-year action plan and comprises the implementation of projects and initiatives aimed at: The reinforcement of the national and international visibility of the sector, the demonstration of the capacities held by the sector and of the innovative products and solutions developed by its companies, the promotion of the companies insertion in global R&D+I networks and global supply chains, the development of interclusterization initiatives, the promotion of business missions of strategic interest and investment attraction, the participation of companies in international R&D projects and strategic partnerships, among others.

Some examples of internationalization projects and European funded (H2020, COSME) initiatives participated by PRODUTECH, and its Associate members are the following projects: PRODUTECH Internationalization 2020, PIMAP Partnership, PIMAP+, DIH2, DIH4CPS, MANUSQUARE, DISRUPTIVE, CLAMTEX and GALACTICA. Also, PRODUTECH is a nationally recognized DIH, candidate for recognition by the European Digital Innovation Hubs (EDIHs) network.

1.3.6 EMC2

EMC2 is the French competitiveness cluster for advanced manufacturing technologies. Created in 2005 as part of a national initiative for industrial competitiveness, the association brings together some 396 innovation actors around key markets and technologies, in order to create knowledge spill overs and foster the emergence of collaborative R&D projects. The aim is to reinforce the territorial innovation ecosystem by structuring six principal sectors (aerospace, shipbuilding, yacht building, energy, industrial capital goods and ground transportation) in a common and transversal approach – advanced manufacturing technologies.

The vision of the cluster is to promote business and technological development through collaborative innovation, mixing skills, markets, and technologies to generate R&D projects and leverage investment in innovation, while integrating digital, human, and environmental issues to promote competitiveness. Since its foundation, EMC2 has supported over 650 projects, leveraging over 1,7 B€ in R&D investment, including over 800 M€ of public funding.

EMC2 also boosts the internationalization of its companies through key international partnerships with stakeholders in target countries, mobilization of delegations for international business conventions and trade-fairs, as well as the organization of Learning Expeditions to explore new markets and meet future technology partners.

The cluster has ongoing strategic partnerships in Canada, USA and Japan and organizes regular missions related to advanced manufacturing and advanced materials to these target markets.

2. ADMANTEX2I GOING INTERNATIONAL STRATEGY

The ADMANTEX2i internationalization project will carry out actions aimed at establishing cooperation and business agreements between members of the partnerships and international partners in the field of advanced manufacturing and advanced textile in order to promote sustainability and the digitalization in a synergic way.

The internationalization strategy of ADMANTEX2i is a joint EU strategic vision aligned with the EU Commission priorities for the uptake of digitalization to drive green transition to boost recovery and build resilience in the different sectors involved to make European SMEs competitive in global value chains.

The market exploration strategy of ADMANTEX2i was based as a starting point on three geographic areas of huge economic importance: Region 1 USA - Region 2 Asia (China, Japan or Taiwan) and Region 3 (Australia or Canada). Each cluster sent a survey to their members to know SMEs priorities.

To understand their needs and expectations also in term of end-markets, the three areas have been narrowed down after having gathered information from surveys and the deliverable *D1.1 “Need and opportunity analysis report”*. Due to its opportunities and its “win-win” cooperation in the short-term, ADMANTEX2i targeted the following third countries:

2.1 USA

With a high income and a large market for all textile product applications, USA has a strong cooperation potential with cutting-edge companies and research facilities.

EU companies in technical textiles will find opportunities in the USA in both business partnerships and research opportunities. Whatever the sector, they will need to provide a very high end/high tech product to overcome their US competitors on the US ground.

The sectors of healthcare, automotive, smart textiles, IoT and personal protection offer interesting opportunities, as they have an increasing demand for technical textile solutions, to which European companies can provide solution and compete with local companies thanks to the high quality of their products. EU companies can also develop their capacities in advanced manufacturing, a current important topic for the US industry. Joint collaborations in the domain would be beneficial, providing possible improvements in productivity, delay, quality, and local employment.

Other potential market sectors are:

- Industrial applications
- Construction
- Activewear

2.2 Canada

Canada is the 10th richest economy in the world. It is a country opened to foreign trade and a major partner of the USA, which receives 80% of its exports. In September 2017, a free trade agreement with the European Union (CETA) came into force, representing the elimination of tariffs on 98% of its products.

In recent years, the textile industry has shifted towards the manufacturing of technical textiles and other value-added textiles. This niche meets the needs of specialized markets (such as the protective clothing market) and the health, transportation, and construction industries. Current challenges in this sector include fostering technology development, creating and consolidating jobs, and becoming more competitive.

Advances in the global textile industry have resulted in textiles increasingly competing with other materials such as metals, wood, and plastics for applications that have traditionally been held by these other materials. Composites are a prime example of such substitution. Further, novel textiles, such as 'intelligent' textiles or those that conduct electricity, are increasingly seen in applications making it to market.

Green textiles, which are made for their minor negative effect on the environment, are another part of the industry in which Canada is seeking to get involved.

2.3 Japan

Japan is the world's fourth largest economy and a technology-oriented country. There are great opportunities of cooperation in the fields of research and development and innovation. In Japan, the aerospace sector is growing, and the production value represented more than 12billion € in 2017.

Another sector is the textile one. As an example, Japanese Ministry of Defence seeks suppliers with high value-added products. Nowadays, the production for the defence industry represents about 14 billion €.

Cross-fertilization between the textile and the electronic industries also offers new added value possibilities for the textile products.

The sectors mentioned above offer interesting opportunities as they have increasing demand for technical textile solutions to which EU companies can provide solutions and build joint collaborations.

3. PARTNERSHIP VALUE PROPOSITION

To define the overall partnership – i.e., cluster value proposition – the ADMANTEX2i consortium have carried out extensive work to understand the offer that can be transferred to members.

A set of virtual coaching sessions have helped to refine the several contributions and gathering the main key insights to build the partnership value proposition.

3.1. Ecosystem mapping

An extensive work of mapping each cluster ecosystem has been carried out by all partners under AFIL coordination, to understand each partner's peculiarities and strengths. Figure 2 - Figure 5 highlight the results. In the detail, it can be stated that ADMANTEX2i partnership has members in most of the final application markets i.e., industrial applications, textile, automotive and aerospace.

ADMANTEX2i partnership covers the whole advanced manufacturing and textile value chains with members operating in the following areas: manufacture of textile, services for textile industry and manufacturer of final products. Similarly, in the field of advanced manufacturing there are suppliers of machinery / equipment, robotics and automation technologies, digital tools and other services dealing with advanced manufacturing.

Overall, ADMANTEX2i consortium is representative of more than 800 members of which more than 50% are SMEs as depicted in Figure 2.

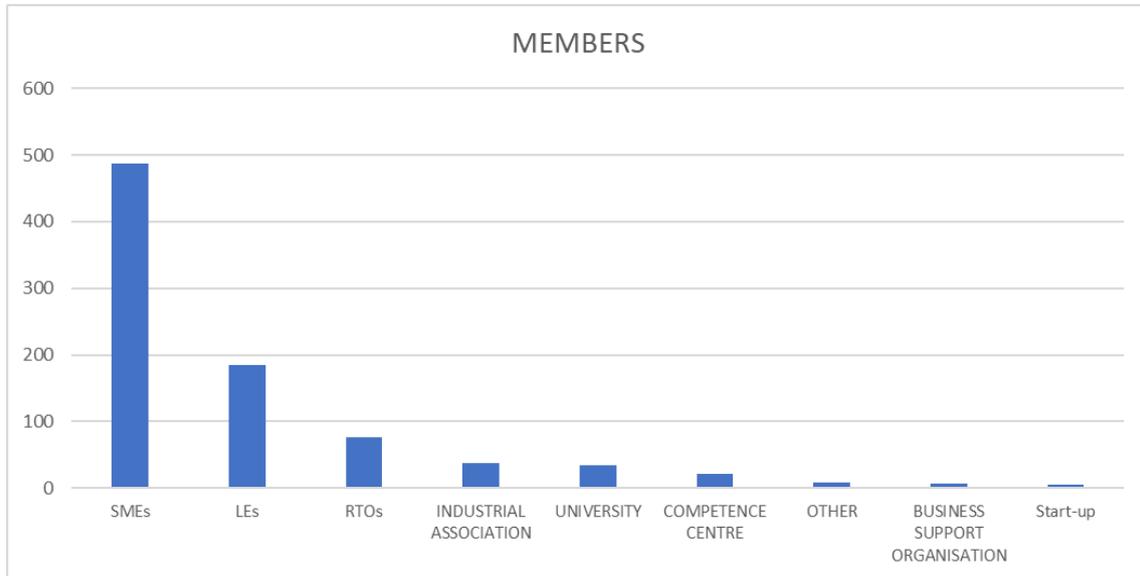


Figure 2 - Ecosystem Mapping: Members

Similarly, Figure 3 shows the main end markets in which the members of the ADMANTEX2i consortium are operating. Overall, it can be stated that ADMANTEX2i consortium is representative of both manufacturing and textile industries.

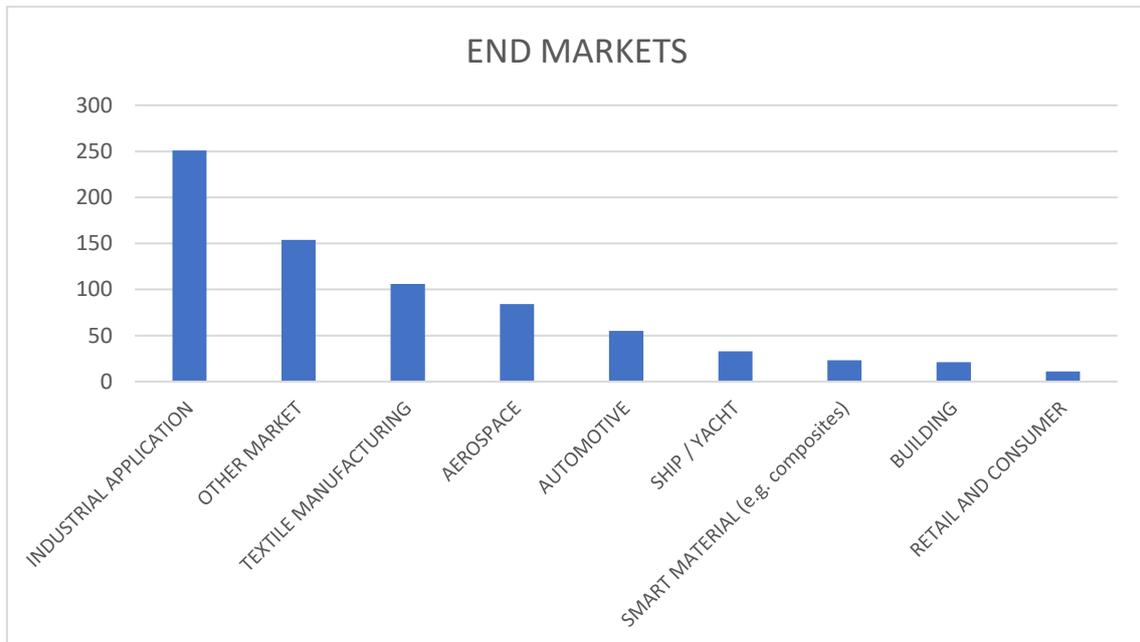


Figure 3 - Ecosystem Mapping: End Markets

Further, Figure 4 shows the main textile technical applications in which – overall – the members of the ADMANTEX2i consortium are involved. Overall, it can be stated that ADMANTEX2i consortium covers a wide range of textile market applications: from final textile production to specific technical / functional applications and services. Figure 5 shows the ecosystem mapping of advanced manufacturing market applications within the partnership.

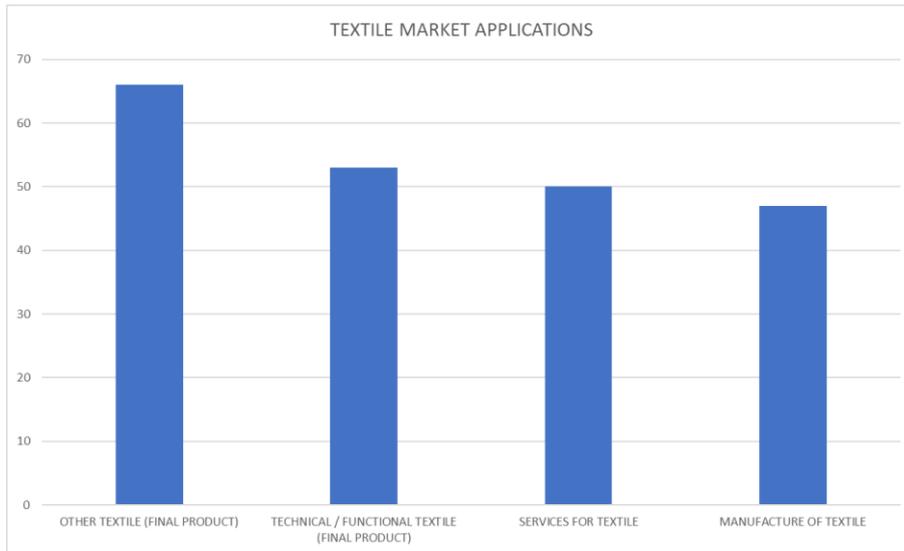


Figure 4 - Ecosystem Mapping - Textile market applications

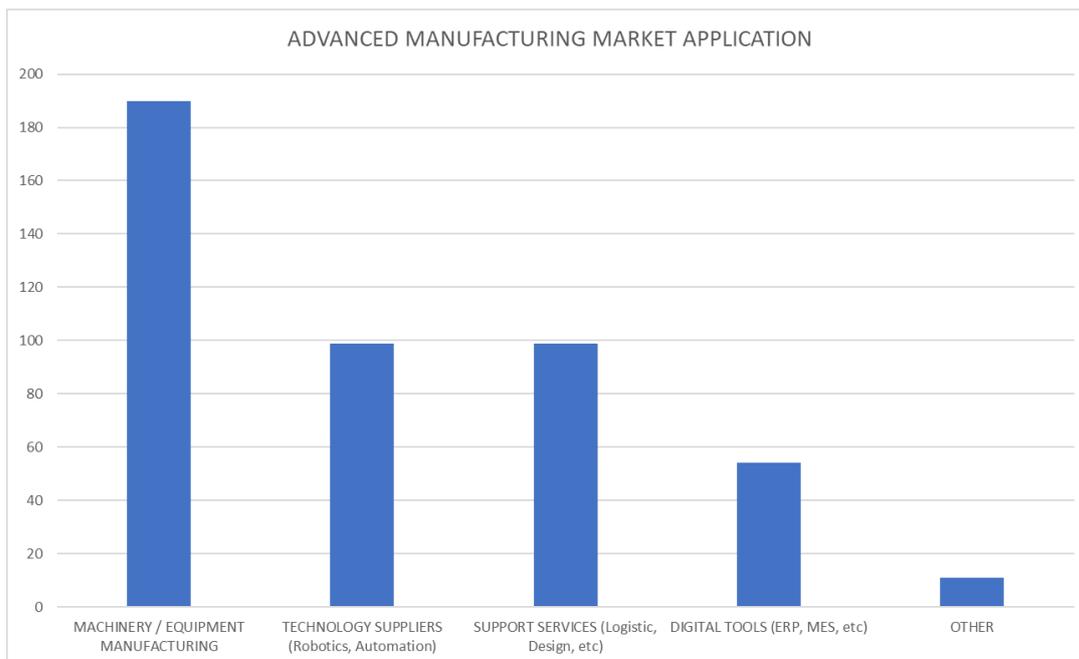


Figure 5 – Ecosystem mapping - Advanced manufacturing market applications

3.2 Key insights

The virtual coaching sessions have allowed to define the **value** that ADMANTEX2i partnership can offer to their members. These are the gathered key insights:

Skills

- Targeted communication activities (language, cultural)
- Strong experience in joint events / Matchmaking at regional, national, international level
- Experience in market approach strategies
- Technical assistance to facilitate business agreement

Networking

- International contacts in the target markets
- Access to international target markets with strong support on mission preparation
- International communication networks
- EU / National networks and support services
- Access to ADMANTEX2i ecosystem and companies

Knowledge

- Previous experiences in joint internationalization activities (EU, extra-EU)
- Comprehensive market assessments / relevant information on market trends, legal and institutional affairs, potential partners, etc.
- Previous experience insights, learning and recommendations
- Sharing of best practices / success stories
- Know-how sharing on target markets

Services

- Delivery of relevant information on the target markets
- Organization of business missions
- Customized agenda for the trade missions
- Local entry point (existing partners / qualified contacts) provided
- Virtual meetings
- Pre-departure briefing (tips, culture, etc.)
- Market assessments, regulatory information and soft skills related to the markets
- Regional / National / EU Workshops
- EU Matchmaking event
- Webinars
- Financial support
- Follow-up with participants (e.g., satisfaction survey) to assess the results and the impact of the missions
- Support in facilitating business agreement
- B2B meetings

Opportunities for members

- Joint activities for the benefit of our members within EU
- Participation in business missions / international fairs outside EU
- B2B meetings with local stakeholders (companies, RTOs, clusters, etc.)
- Signature of cooperations / business agreements with local customers / suppliers
- Increase of SMEs exports and engagement in internationalization activities
- Cross value chain opportunities
- Workshop / coaching and trainings
- Financial support

Joint activities

- Co-creation of the mission
- Networking events / B2B to foster cross-regional cooperation among members
- Joint mission in target countries and relevant events / exhibitions
- Internal events / workshops
- Cross-regional / sectoral opportunities.

Figure summarizes the ADMANTEX2i value proposition taking into account the lifecycle of the business mission.



Figure 6 - Value Proposition related to business mission lifecycle

4. VALUE PROPOSITION TO ENGAGE THIRD COUNTRIES PARTNERS

4.1. Key insights

A summary of the Key Insights that ADMANTEX2i can offer to strategic local partners and companies in third countries is depicted in Table :

For local partners	For local companies
<ul style="list-style-type: none"> Support to develop a network of contacts with the partnership members. 	<ul style="list-style-type: none"> Provision of contacts, networking, matchmaking and opportunities to do business with ADMANTEX2i partnership ecosystem.
<ul style="list-style-type: none"> Organization of networking activities and matchmaking events. 	<ul style="list-style-type: none"> Signature of cooperation and business agreements.
<ul style="list-style-type: none"> Signature of cooperation agreements between the partnership and local clusters/ associations. 	<ul style="list-style-type: none"> Sharing of good practices and knowledge.
<ul style="list-style-type: none"> Opportunity to build a lasting bond with the partnership strategic local partners. 	<ul style="list-style-type: none"> Increase in the business turnover for local companies.
<ul style="list-style-type: none"> Sharing of relevant information about the European advanced manufacturing and advanced technical textiles markets and the ADMANTEX2i clusters. 	<ul style="list-style-type: none"> Opportunity to build a lasting bond with the partnership companies.
<ul style="list-style-type: none"> Sharing of good practices and knowledge with the ADMANTEX2i partners. 	<ul style="list-style-type: none"> Sharing of relevant information about the European advanced manufacturing and advanced technical textiles markets and the ADMANTEX2i companies and organizations.

Table 1 - Key insights to engage third countries stakeholders

5. ADMANTEX2I VALUE PROPOSITION: DETAILS

The previous activities – refined through the virtual coaching sessions – have allowed to define the **value** that ADMANTEX2i partnership can offer to their members. During the virtual coaching sessions partners did a brainstorming on:

- **Cluster services:**
What does the cluster offer its members?
- **Members jobs-to-be-done:**
What is the job(s) the member needs done?
- **Members gains:**
What are the positive outcomes the member wants to see?
- **Cluster value proposition:**
What value do you bring to the members?
- **Members ambitions:**
What are their professional ambitions?
- **Members pain points:**
What are the biggest problems the members have? How can be solved?
- **Perfect fit:**
How well does the cluster match the needs of their members?

A **summary** on how ADMANTEX2i can create value for its members and offer value to engage third countries stakeholders is here depicted. A detailed plan for each trade mission is reported in the ANNEX.

How ADMANTEX2i can create value for the SME in this scenario?

- **Cluster services:**
 - Market knowledge studies
 - Customized agenda for business missions
 - Preparatory coaching / trainings
 - Qualified contacts
 - Financial support
 - Follow-up
- **Members jobs-to-be-done:**
 - Capacity building on how to go international
 - Identification of high value stakeholders in third countries
 - Identification of opportunities / barriers to go into the market
 - Scouting of funding opportunities in the target market
 - Development of soft skills to interact with different culture

- **Members gains:**
 - Insights on new markets (go / no go)
 - Networking with local companies / universities / RTOs / Clusters
 - Sharing of knowledge and best practices
 - Possibility to start collaborations with new customers / suppliers
- **Cluster value proposition:**
 - Cross-sectoral opportunities
 - Matchmaking / B2B
 - Participation to international fairs / exhibitions
 - Prior experience in internationalization
 - Financial support for business mission
 - Clear follow-up
- **Members ambitions:**
 - Business agreement with potential customers / suppliers
 - Contact with stakeholders dealing with innovation in third countries
 - More knowledge on the markets and their trends
 - Increase of turnover / export
- **Members pain points:**
 - Lack of resources (budget, time, skills)
 - Lack of clear strategy / coordinated approach to go international
 - Lack of knowledge
 - Lack of local contacts

Five different SMEs profiles (i.e., Smart Textile, Technical Textile with industrial application SME, System Integrator, Textile Export and R&D) have been analyzed to define the value proposition to be offered to their members. An example is below reported (see annex for further details).

PROFILE #1 Company: Smart Textiles, SMEs

Cluster services

- Market knowledge studies
- Customized agenda
- Coaching / Training
- Qualified contacts
- Financial support
- Follow-up

Cluster value proposition

- Cross-sectoral opportunities
- Matchmaking / B2B
- Qualified contacts
- Participation to international fairs
- Financial support for business missions
- Clear follow-up
- Low Risk prospection of new markets

Members jobs-to-be-done

- Capacity building on how to go international
- Identification of high value stakeholders
- Identification of opportunities / barriers
- Scouting of funding opportunities
- Soft skills to deal with different culture
- Follow-up of the business mission

Members ambitions

- Business agreements
- High qualified contacts and networks
- More knowledge on the markets
- Increase turnover

Members gains

- Insights on new markets (go / no go)
- Networking with local companies
- Networking with local RTOs
- Networking with local clusters
- Knowledge and best practices
- Collaborations with new customers / suppliers

Members pain points

- Lack of resources (budget, time, skills)
- Lack of clear strategy
- Lack of knowledge
- Lack of local contacts

Perfect fit

- Well prepared and focused missions

Industry level challenges

- R&I, size of the company, market visibility, standard USA / Canada / Japan

How ADMANTEX2i can offer value to engage stakeholders in third countries?

Similarly, different SMEs have been analyzed to define the value proposition to be offered to engage third countries stakeholders as below reported. During the virtual coaching session partners did a brainstorming on: **i) What local partner can get? ii) Why this matters to them? iii) What is the ADMANTEX2i relationship with them? and iv) How to create a win-win scenario?.**

PROFILE #1 USA: Target SMEs: e.g., Aerospace and Digital Sector

What they get?

- Networking
- B2B / Matchmaking
- Potential buyers in EU
- Knowledge of other SMEs products

Why this matters to them?

- Best practices exchange
- Internationalization activities
- Cross-cluster cooperation
- Increase SMEs turnover
- Increase cultural link

How to create a relationship?

- Try to organize B2B Matchmaking
- Informal networking
- Business partnership
- Contact exchanges
- Buyer / Supplier relationship
- Short-term approach

How to create a win-win scenario?

- Organization of B2B matchmaking
- Informal networking
- Contact exchange
- Creation of business partnership

Our value proposition

- Qualified contacts
- Access to extended ADMANTEX2i network
- Participation in fairs / exhibitions
- Cross-sectoral opportunities
- Business agreements
- Knowledge of target market

PROFILE #2 USA: Target SMEs: Tehtextile sector

What they get?

- Networking
- B2B / Matchmaking
- Connection with EU markets
- Knowledge of other SMEs products

Why this matters to them?

- Best practices exchange
- Take advantage of EU – USA commercial link
- Cross-cluster cooperation
- Increase SMEs turnover
- Increase cultural links

How to create a relationship?

- Try to organize B2B matchmaking
- Informal networking
- Business partnership
- Contact exchanges
- Buyer / Supplier relationship
- Short-term approach

How to create a win-win scenario?

- Organization of B2B matchmaking
- Informal networking
- Contact exchange
- Creation of business partnership
- Funding opportunities

Our value proposition

- Qualified contacts
- Access to extended ADMANTEX2i network
- Participation in fairs / exhibitions
- Cross-sectoral opportunities
- Business agreements
- Knowledge of target market

PROFILE #1 JAPAN: Target SMEs: e.g., Advanced Manufacturing Sector

What they get?

- Networking
- B2B / Matchmaking
- Potential buyers in EU
- Exchange of products / services
- Knowledge of other SMEs products

Why this matters to them?

- Best practices exchange
- Internationalization activities
- Cross-cluster cooperation
- Increase SMEs turnover
- Increase cultural links

How to create a relationship?

- Virtual in first
- Written information
- Regular written contacts
- Local agency as intermediaries
- Physical approach
- Long-term approach

How to create a win-win scenario?

- Organization of B2B matchmaking
- Informal networking
- Contact exchange
- Creation of business partnership
- Funding opportunities

Our value proposition

- Qualified contacts
- Access to extended ADMANTEX2i network
- Participation in fairs / exhibitions
- Cross-sectoral opportunities
- Business agreements
- Knowledge of target market

PROFILE #2 JAPAN: Target SMEs: Techtexile sector

What they get?

- Networking
- B2B / Matchmaking
- Connection with EU markets
- Knowledge of other SMEs products

Why this matters to them?

- Best practices exchange
- Take advantage of EU – USA link
- Cross-cluster cooperation
- Increase SMEs turnover
- Increase cultural links

How to create a relationship?

- Virtual in first
- Written information
- Regular written contacts
- Local agency as intermediaries
- Physical approach
- Long-term approach

How to create a win-win scenario?

- Organization of B2B matchmaking
- Informal networking
- Contact exchange
- Creation of business partnership
- Funding opportunities

Our value proposition

- Qualified contacts
- Access to extended ADMANTEX2i network
- Participation in fairs / exhibitions
- Cross-sectoral opportunities
- Business agreements
- Knowledge of target market

PROFILE #1 CANADA: Target SMEs: e.g., Automotive Sector

What they get?

- Networking
- B2B / Matchmaking
- Potential buyers in EU
- Knowledge of other SMEs products

Why this matters to them?

- Best practices exchange
- Internationalization activities
- Cross-cluster cooperation
- Increase SMEs turnover
- Increase cultural link

How to create a relationship?

- Try to organize B2B Matchmaking
- Informal networking
- Business partnership
- Contact exchanges
- Buyer / Supplier relationship
- Short-term approach

How to create a win-win scenario?

- Organization of B2B matchmaking
- Informal networking
- Contact exchange
- Creation of business partnership

Our value proposition

- Qualified contacts
- Access to extended ADMANTEX2i network
- Participation in fairs / exhibitions
- Cross-sectoral opportunities
- Business agreements
- Knowledge of target market

PROFILE #2 CANADA: Target SMEs: Techtexile sector

What they get?

- Networking
- B2B / Matchmaking
- Connection with EU markets
- Knowledge of other SMEs products

Why this matters to them?

- Best practices exchange
- Take advantage of EU – USA commercial link
- Cross-cluster cooperation
- Increase SMEs turnover
- Increase cultural links

How to create a relationship?

- Try to organize B2B matchmaking
- Informal networking
- Business partnership
- Contact exchanges
- Buyer / Supplier relationship
- Short-term approach

How to create a win-win scenario?

- Organization of B2B matchmaking
- Informal networking
- Contact exchange
- Creation of business partnership
- Funding opportunities

Our value proposition

- Qualified contacts
- Access to extended ADMANTEX2i network
- Participation in fairs / exhibitions
- Cross-sectoral opportunities
- Business agreements
- Knowledge of target market

6. MAIN STRENGTHS AND CHALLENGES

The ADMANTEX2i project joint value proposition relies on consolidated strengths within the consortium as well as on identified challenges to be considered to deliver an effective proposition to the members of the ADMANTEX2i consortium. The main strengths of the ADMANTEX2i consortium are:

- Consolidated and representative network;
- Previous experience in the organization of joint events / matchmaking;
- Cross-sectoral opportunities;
- Participation in other EU projects dealing with internationalization;
- Previous experience in internationalization activities.

Similarly, the main challenges identified by the ADMANTEX2i consortium are:

- Identification of key partners / stakeholders in the identified third countries;
- Need to have a deep knowledge and understanding of the third country markets;
- Different experience in internationalization activities among partners.

7. CONCLUSIONS

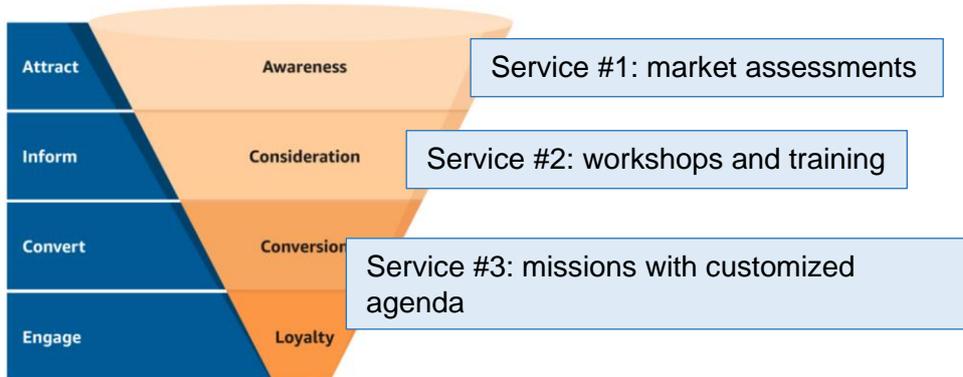
ADMANTEX2i project will carry out actions aimed at establishing cooperation and business agreements between members of the partnerships and the international partners in the field of advanced manufacturing and advanced textile to promote sustainability and digitalization in a synergic way.

This document has highlighted the ADMANTEX2i value proposition to support cluster members in going international and engage highly qualified third countries stakeholders for the development of collaboration activities.

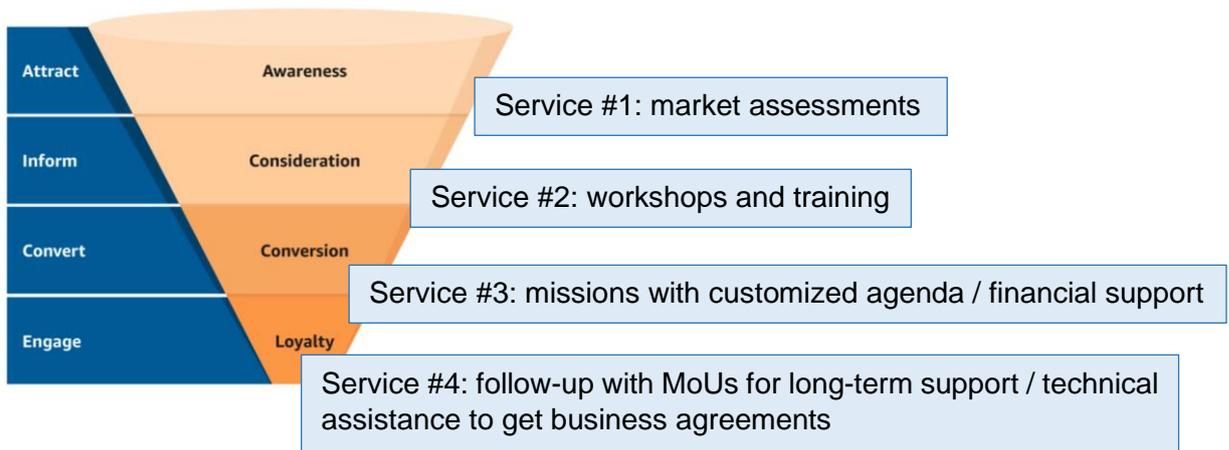
Different SMEs profile have been analyzed to agree on a common value proposition taking into three geographic areas of huge economic importance: USA, Canada and Japan.

After working and analyzing five different profiles, the consortium concluded that the value proposition they can offer to their members can be summarized as follows:

- **De-risking prospection of new markets:**



- **Operational and financial support to meet and explore new customers and markets**



Apart from that, ADMANTEX2i consortium can also offer market intelligence on the three identified markets, capacity building to go international and individual tailored support to make it happen.

Similarly, the consortium has identified the following main highlights to engage third countries stakeholders:

- Qualified contacts
- Access to extended ADMANTEX2i network
- Participation in fairs / exhibitions
- Cross-sectoral opportunities
- Business agreements
- Knowledge of target market

8. ANNEXES

8.1 SMEs profiles

PROFILE #2 Company: Technical textiles (industrial applications) together with industrial services company

Cluster services

- Market knowledge studies
- Customized agenda
- Coaching / Training
- Qualified contacts
- Financial support
- Follow-up

Cluster value proposition

- Operational/financial support
- Cross-sectoral opportunities
- Matchmaking / B2B
- Qualified contacts
- Participation to international fairs
- Financial support for business missions
- Clear follow-up
- Low risk prospection of new markets

Members jobs-to-be-done

- Capacity building on how to go international
- Identification of high value stakeholders
- Identification of opportunities / barriers
- Scouting of funding opportunities
- Soft skills to deal with different culture
- Follow-up of the business mission

Members ambitions

- Business agreements
- High qualified contacts and networks
- More knowledge on the markets
- Increase turnover / diversified markets

Members gains

- Insights on new markets
- Increased visibility
- Lower risks
- Networking
- Access to key players (quality over quantity)

Members pain points

- Size of the company
- Lack of resources (time, financial, etc.)
- Lack of strategy
- Lack of knowledge / skills
- Lack of key players / areas

Perfect fit

- Well Prepared and Focused Mission
- Further customization to make it perfect

Industry level challenges

Standard USA/Canada/Asia/EU; Lead Time; Product Engineering; Volumes

PROFILE #3 Company: System Integrator Company

Cluster services

Market knowledge studies
 Customized agenda
 Coaching / Training
 Qualified contacts
 Financial support
 Follow-up

Cluster value proposition

Operational/financial support
 Cross-sectoral opportunities
 Matchmaking / B2B
 Qualified contacts
 Participation to international fairs
 Financial support for business mission
 Clear follow-up
 Low risk prospection of new markets

Members jobs-to-be-done

Capacity building on how to go international
 Identification of high value stakeholders
 Identification of opportunities / barriers
 Scouting of funding opportunities
 Soft skills to deal with different culture
 Follow-up of the business missions
 Identification of market trends
 Identification of market needs
 Meet technology partners

Members ambitions

Business agreements
 High qualified contacts and networks
 More knowledge on the markets
 Increase turnover / diversified markets
 New technologies added to portfolio
 Diversified markets
 Expand their business

Members gains

Insights on new markets
 Increased visibility
 Lower risk
 Networking
 Access to key players (quality over quantity)

Members pain points

Size of the company
 Lack of resources (time, financial, etc.)
 Lack of skills (language, cultural, etc.)
 Lack of strategy
 Lack of knowledge / skills
 Lack of key players / areas

Perfect fit

Well prepared and focused missions
 Further customization to make it perfect

Industry level challenges

Standard USA/Canada/Asia/EU; Lead time; Product engineering; Volumes;
 Time zone difference for servicing after the installation

PROFILE #4 Company: Textile Export SMEs

Cluster services

- Market knowledge studies
- Road mapping
- Customized agenda
- Coaching / Training
- Qualified contacts
- Financial support
- Follow-up

Cluster value proposition

- Internationalization expertise
- Cross-sectoral opportunities
- Operational/Financial support
- Matchmaking / Business missions
- Clear follow-up

Members jobs-to-be-done

- Clear understanding of the market
- Customized agenda for companies
- Qualified contacts in third countries
- Help with their business model
- Clear follow-up

Members ambitions

- Business agreements
- High qualified contacts and networks
- More knowledge on the markets
- Increase turnover / diversified markets
- Diversified markets
- Expand their business

Members gains

- Gain expertise and knowledge
- Insights on new markets
- Increased visibility
- Lower risks
- Networking
- Access to key players (quality over quantity)

Members pain points

- Size of the company
- Lack of resources (time, financial, etc.)
- Lack of skills (language, cultural, etc.)
- Lack of strategy
- Lack of knowledge / skills
- Lack of local contacts / areas

Perfect fit

- Well prepared and focused mission
- Increase visibility in international markets

Industry level challenges

- Trade regulation in USA/Canada/Asia/EU

8.2 Detailed program and communication

<p>USA</p> 	OPEN STAGE	PRE-MISSION	MISSION	POST MISSION	LONG TERM
<p>PROCESS</p>	<p>Service #1: Market assessment</p> <p>Service #2: Workshops and trainings</p> <p>Service #3: Pre - departure meeting</p>	<p>Service #1: Open calls</p> <p>Service #2: Pre-departure briefing</p> <p>Service #3: Custom agenda development</p> <p>Service #4: Expertise on the market</p> <p>Service #5: Pre-qualified contacts with local stakeholders</p>	<p>Service #1: Networking</p> <p>Service #2: C2C with local associations / clusters / key players</p> <p>Service #3: Delegation SMEs: 4-5 high quality B2B</p> <p>Service #4: Organization of informal networking events</p>	<p>Service #1: Follow-up with participants – satisfaction survey –</p> <p>Service #2: Technical assistance to facilitate business agreements</p> <p>Service #3: Peer learning</p>	<p>Service #1: Implementation of MoUs</p> <p>Service #2: Reverse mission</p> <p>Service #3: Channeled of members' needs to USA</p> <p>Service #4: Further follow-up mission</p>
<p>KEY MESSAGE</p>	<p>“Learn about USA market opportunities”</p>	<p>“Let’s go to USA! You’ll have a custom agenda and xxx € to join us”</p>	<p>“Let’s do it!”</p> <p>“Progress so far”</p>	<p>“Success!”</p>	<p>“Success stories!”</p>
<p>KEY VALUE FOR SMES</p>	<p>Insights on market opportunities</p> <p>“Intercultural tips for a successful trade mission”</p>	<p>Qualified contacts</p> <p>Customized market approach</p> <p>Travel support</p>	<p>Validated qualified contacts and business opportunities</p> <p>EU SMEs in USA</p>	<p>Concrete business opportunities</p> <p>MoUs</p>	<p>Mission / Business follow-up</p> <p>Learning for (from) other experiences</p>

<p>CANADA</p> 	OPEN STAGE	PRE-MISSION	MISSION	POST MISSION	LONG TERM
<p>PROCESS</p>	<p>Service #1: Market assessment</p> <p>Service #2: Workshop and trainings</p> <p>Service #3: Pre - departure meeting</p>	<p>Service #1: Open calls</p> <p>Service #2: Pre- departure briefing</p> <p>Service #3: Custom agenda development</p> <p>Service #4: Expertise on the market</p> <p>Service #5: Pre-qualified contacts with local stakeholders</p>	<p>Service #1: Networking</p> <p>Service #2: C2C with local associations / clusters / key players</p> <p>Service #3: Delegation SMEs: 4-5 high quality B2B</p> <p>Service #4: Organization of informal networking events</p>	<p>Service #1: Follow-up with participants – satisfaction survey –</p> <p>Service #2: Technical assistance to facilitate business agreements</p> <p>Service #3: Peer learning</p>	<p>Service #1: Implementation of MoUs</p> <p>Service #2: Reverse Mission</p> <p>Service #3: Channeled of members' needs to Canada</p> <p>Service #4: Further follow-up mission</p>
<p>KEY MESSAGE</p>	<p>“Learn about Canada market opportunities”</p>	<p>“Let’s go to Canada! You’ll have a custom agenda and xxx € to join us”</p>	<p>“Let’s do it!”</p> <p>“Progress so far”</p>	<p>“Success!”</p>	<p>“Success stories!”</p>
<p>KEY VALUE FOR SMEs</p>	<p>Insights on market opportunities</p> <p>“Intercultural tips for a successful trade mission”</p>	<p>Qualified contacts</p> <p>Customized market approach</p> <p>Travel support</p>	<p>Validated qualified contacts and business opportunities</p> <p>“Join our delegation of EU SMEs in Canada”</p>	<p>Concrete business opportunities</p> <p>MoUs</p>	<p>Mission / Business follow-up</p> <p>Learning for (from) other experiences</p>

JAPAN 	OPEN STAGE	PRE-MISSION	MISSION	POST MISSION	LONG TERM
PROCESS	<p>Service #1: Market assessment</p> <p>Service #2: Workshop and trainings</p> <p>Service #3: Pre - Departure meeting</p>	<p>Service #1: Open calls</p> <p>Service #2: Pre-departure briefing</p> <p>Service #3: Customized agenda development</p> <p>Service #4: Expertise on the market</p> <p>Service #5: Pre-qualified contacts with local stakeholders</p>	<p>Service #1: Networking</p> <p>Service #2: C2C with local associations / clusters / key players</p> <p>Service #3: Delegation SMEs: 4-5 high quality B2B</p> <p>Service #4: Organization of informal networking events</p>	<p>Service #1: Follow-up with participants – satisfaction survey –</p> <p>Service #2: Technical assistance to facilitate business agreements</p> <p>Service #3: Peer learning</p>	<p>Service #1: Implementation of MoUs</p> <p>Service #2: Reverse mission</p> <p>Service #3: Channeled of members' needs to Japan</p> <p>Service #4: Further follow-up mission</p> <p>Service #5: Build and maintain the trust</p>
KEY MESSAGE	<p>“Learn about Japan market opportunities”</p> <p>“Intercultural tips for a successful trade mission”</p>	<p>“Let’s go to Japan! You’ll have a custom agenda and xxx € to join us”</p>	<p>“Let’s do it!”</p> <p>“Progress so far”</p> <p>“Join our delegation of EU SMEs in Japan”</p>	<p>“Success!”</p>	<p>“Success stories!”</p>
KEY VALUE FOR SMEs	<p>Insights on market opportunities</p>	<p>Qualified contacts</p> <p>Customized market approach</p> <p>Travel support</p>	<p>Validated qualified contacts and business opportunities</p>	<p>Concrete business opportunities</p> <p>MoUs</p>	<p>Mission / business Follow-up</p> <p>Learning for (from) other experiences</p>