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DELIVERABLE 5.4
REPLICATION GUIDE
FOR USE BY OTHER
CLUSTERS AND
REGIONS



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1. Introduction to this report

Alongside the elaboration of the sustainability plan, a key lever for creating a long-term impact after the end of the project is the practical Global Foodture Replication Guide, also available in M30. This is a package of the knowledge produced and lessons learned throughout the project, to provide a set of practical guidelines and tools assisting clusters across Europe to employ the Global Foodture results and become self-supporting in terms of preparing innovative SMEs to access high-growth global markets. The guide will be made available during exchanges with relevant clusters and policy makers in task 5.5 and via the communication and dissemination channels described in WP6.

This report describes the different sections of the replication guide, which correspond to the five methodological steps of the project.

2. Replication guide

2.1 About Global Foodture and its methodology

Global Foodture is a project coordinated by Food and Bio Cluster Denmark, which received funding from the European Innovation Council and SMEs Executive Agency (EISMEA) under grant agreement number 101035890.

The goal of the Global Foodture project is to boost the sustainable transition of the food system globally through collaboration and innovation. Global Foodture developed and implemented a joint internationalisation strategy that facilitated access for SMEs to four key markets: Japan, South Korea, Singapore, and Thailand. This joint strategy helped SMEs to enter new markets and generating increased sales, improve their international positioning and help them to find the best future cooperation partners. In short, Global Foodture strengthened participants' capabilities to adapt to food sustainability challenges and the transitions towards climate neutrality.

The long-term objective of the Global Foodture is to create a worldwide network of clusters *Global Climate Alliance for Food* ensuring the long-term sustainability of the partnership.

In terms of methodology, Global Foodture implemented a five-phased approach (see figure below), which has proven to be successful in terms of yielding actual cooperation cases and business agreements in the target markets for participating SMEs. This guide details the replicable elements of Global Foodture per methodological step. While these elements could be adopted separately, the guide strongly advises for a replication of the five-phased methodology in its totality. It is indeed this integrated methodological approach, which has generated differentiating results for participating SMEs as well as for participating clusters in terms of establishing long-term cooperation partnerships with their counterparts in the target markets.



FIGURE 1: GLOBAL FOODTURE METHODOLOGY

2.2 Who is this guide for?

This guide is for clusters, and by extension for other regional innovation ecosystem brokers, who wish to support SMEs with the internationalisation towards a selection of target markets of cutting-edge technologies that have proven positive impact on food sustainability challenges. This guide can equally service policy makers and authorities for the development of funding schemes related to the internationalisation of impact-oriented innovations. Also SMEs may get inspired or find new perspectives in relation to their individual internationalisation activities.

2.3 Step 1: Market analysis and relationships

What?

This first step consisted of a market and gap analysis on the four targeted countries Japan, South Korea, Singapore and Thailand to identify the most relevant target regions in Asia for European companies within the agrifood sector, and to identify the most relevant cooperation partners with whom the consortium could work closely not only to identify key needs in the markets where European technologies, products and services may be relevant but also to support the future project activities. The analysis was followed by a joint workshop for European and Asian organising partners to determine the overall strategy, proposed missions, objectives and to provide the basis for the international strategy plan.

How?

1. **Study the conditions for market access** by carrying out a PESTLE analysis of the target regions, in order to analyse Political, Economic, Social, Technological, Legal and Environmental issues which might influence market access for European SMEs.
2. **Define overarching innovation themes and specific technology-market fits within those themes** by using the output of the PESTLE to analyse the needs

- and market opportunities for European companies in the target regions and to ensure that the consortium addresses the markets of best opportunity. Perform a further gap analysis, mapping identified needs and trends in the target markets, with identified European core strengths, and SMEs known within the partnership able to provide relevant technologies, products, and services.
3. **Identify partners in the target countries that can unlock local innovation ecosystems and provide local market access support**, preferably by starting from existing relationships developed by the European cluster partners with counterparts in the target market. Next to these counterpart organisations (local clusters, local business support organisations or other ecosystem intermediaries), map also governmental and private organisations that could support the identification phase and provide qualified prospective contacts in the target countries and Europe. Prioritise partners with whom a win-win cooperation relationship can be established across EU and target markets.
 4. **Organise a strategic vision workshop with prioritised partners in order to establish a joint cooperation agenda** delineating the overall market access strategy, proposed missions, objectives, service offer to SMEs (European and these in the target markets) and long-term sustainability objectives. Optionally also invite existing market access service providers and industry to enable the incorporation of best practices and avoid pitfalls.
 5. **Draft a Memorandum of Understanding (MoU) to formalise the cooperation partnerships** with prioritised counterpart organisations in the target markets. This MoU should detail among others background and purpose of the cooperation, the scope of the cooperation agenda, as well as term and order of proposed actions.
 6. **Organise a meeting every 2 months approximately to keep up the relationship with the partners**

2.4 Step 2: Ecosystem building

What?

This second step consisted of the identification of relevant food system related product and service provider SMEs as well as a further ecosystem mapping of other stakeholder organisations such as business support organisations, research organisations, cooperatives and others. They were systematically populated in an internal repository and invited to join the [Global Foodture Community Platform](#).

How?

1. **Identify a long list of relevant SMEs by starting from the overarching innovation themes and specific technology-market fits** as defined during the PESTLE and gap analysis in step 1. Use a three-pronged approach for this long list identification: (i) screening of own SME member companies, (ii) screening of SME member companies of other clusters, partner organisations and similar projects, (iii) identification of SMEs through promotional activities.
2. **Select and recruit relevant SMEs from the long list through an intake assessment** that screens them on relevance for inclusion in a series of digital master classes (see step 3), for the matchmaking and company missions (see step 4) and the overall support services (see step 5). This screening process for final selection

should also consider the gap analysis and feedback from Asian target regions, the company's ambition level towards internationalisation, management support, access to sufficient resources to address these markets successfully. Companies which are not considered suitable, could be offered supplementary support and assistance using a combination of internal and external resources or could be referred on to relevant support organisations outside the consortium. Global Foodture selected 200 SMEs for participation to its main activities.

3. **Establish a community platform such as the Global Foodture Community Platform** that all SMEs and other stakeholders in Europe and the target markets can easily register on, so as to map all actors that are interested in Global Foodture's objectives and services, and to offer them a centralised online hub for taking part in webinars, workshops and matchmaking events. This platform allowed more rapid and efficient access to SMEs and communities relevant to the objectives of Global Foodture project, as well as enabling a long-term matchmaking process to take place for innovative SMEs, after completion of the project. The Global Foodture platform was promoted over different channels by the communication team in order to attract additional SMEs/organisations for the activities of the project.

2.5 Step 3: International training programme including digital master classes

What?

This third step consisted of providing an international training programme as a holistic support programme for internationalisation that unlocks the capacities of SMEs to improve their competitiveness and internationalisation capabilities aimed at the target countries, and a suitable global framework to facilitate export promotion and cross-sectoral cooperation.

How?

1. **Organise a series of digital master classes showcasing European technologies for the target markets** as individually themed online livestreamed events, on one of the overarching innovation themes and specific technology-market fits within those themes identified in step 1. Preferably also include a showcasing of technologies in the target markets. These master classes can function as a first mutual introduction leading to further matchmaking and exploring cooperation partnerships, also in preparation to the actual missions to the target countries as organised in step 4. The masterclasses should focus first and foremost on leading SMEs with advanced technologies relevant for the target markets, who also present their value propositions. The live audiences have the opportunity to enquire more deeply into the technologies and commercial offers and to ask technical questions. Introductory presentations can be given by a combination of leading researchers in the field, demonstrating and presenting their cutting-edge research in key areas, as well as by intermediaries such as clusters and business support organisations in the target markets who can 'set the scene' in terms of the bigger market opportunity and existing ecosystem support related to the theme of the masterclass. Global

Foodture realised 24 masterclasses, which were made available as recorded video's afterwards.

2. **Organise a series of online webinar training programmes** to prepare the participating European SMEs for online matchmaking events and missions. These training programmes should focus on improving the capacities of SMEs in terms of approaching the target countries. Each country has different customs, and a different way of doing business. Knowing in detail the market and the uses and customs will give participants a substantial competitive advantage when entering these countries or finding the right partners. It is a preparatory task, which is intended to provide the necessary skills to successfully address these new markets. Also information on regulations, laws and issues relevant to the food industry and environment climate was included. For strategic reasons it was decided to organise the webinars in collaboration with matchmaking sessions, in which first contacts for further cooperation could be established. Also these webinars can be made available as recorded video's afterwards. Global Foodture organised four different webinars, one per target country, delivered during the project's lifespan. The webinars focussing on Thailand and Singapore were scheduled approximately 6 months prior to the international missions to these countries. Thereby, the missions and application procedure could be communicated to the participants.
3. **Compile practical info on digital master classes and online webinar training programmes in a catalogue such as the Global Foodture Activities Catalogue**, as the main guide for SMEs to follow the activities forecasted. Organise registration and follow-up matchmaking preferably via a centralised platform, such as the Global Foodture Community Platform set up in step 2.

2.6 Step 4: Missions and matchmaking

What?

This fourth step consisted of organising targeted international missions and matchmaking in the actual target market. These missions towards the target countries were organised to support innovation collaboration to boost the sustainable transition of the food system, and (online) matchmaking events between European SMEs and SMEs in the target markets within the food value chain. During the missions, the SMEs had the opportunity for individual, face-to-face meetings as well as site visits to enable a full exchange of information and to cement a business relationship. Global Foodture organised a mission to Thailand and to Singapore. The missions were again geared towards the overarching innovation themes and specific technology-market fits within those themes defined in step 1.

How?

1. **Develop the mission programme in collaboration with prioritised counterpart organisations (partners) in the target markets (see step 1), who are knowledgeable about local ecosystems and have direct lines with companies at management and C-level.** The partners aimed to facilitate a mission programme where the companies could build upon the connections that were established during earlier project activities and meet new potential collaboration partners. Based on the input from the partners in the target

countries and the input from the consortium partners, it was decided to organise the missions around an agrifood innovation exhibition already taking place. This was a convenient way to connect to lots of agrifood organisations during a one week visit. Aside from that, the partners in the target countries gave input to include specific compay visits in the programme that would be relevant for the delegation. A very important element in the mission programme where the 1-1 mostly B2B meetings, which were prepared several months in advance to the actual mission, again with the support of the partner organisations. Thematically, the missions also centred around a selection of the overarching innovation themes and specific technology-market fits within those themes identified in step 1. This enabled the development of a tailored mission programme with high output results in terms of generating cooperation cases and (first leads to) business agreements.

2. **Develop a leaflet based on the mission programme** to promote the mission to possible participants.
3. **Develop an application procedure for participating SMEs** (which can be combined with a travel voucher scheme), to select participants that fit general eligibility criteria, and develop technologies that are cutting-edge for advancing innovation on the selected themes for the mission, but also present the right maturity level and management support for engaging in internationalisation activities. The application procedure was detailed in a Guide for applicants, which included information on the travel voucher, the application procedure, terms and conditions, selection criteria etc.
4. **Organise, approximately 1 month before the mission, an online preparation meeting** for the participating companies in collaboration with the partners in the target markets. This meeting makes sure the companies are well prepared and know what to expect of the programme and the consortium partners. The meetings included information about the food ecosystem in the target countries, an introduction to key stakeholders of the food ecosystems, pitches of all participating companies and some information about the programme of the missions.
5. Organise, after the mission, a **feedback survey** to capture general feedback and enable individual follow-up on (leads for) cooperation cases and business agreements.

2.7 Step 5: Exploitation & sustainability

What?

The fifth step consisted of activities geared towards exploitation and sustainability. First of all, a set of support services was delivered through individually allocated Key Account Managers (KAMs) for participating companies to support them in their journey throughout the project, identifying the needs of the SMEs and tailor support actions accordingly. Secondly, to further maintain cooperation relationships established among the consortium partners and the partners in the target countries, as well as to open up cooperation with new partners, the Global Foodture Alliance was created to establish a worldwide network of clusters along the food value chain to accelerate the sustainable food transition through cooperation and innovation.

How?

1. **Allocate a Key Account Manager (KAM) from within the consortium to each of the companies selected for participation to the full Global Foodture programme**, and especially to those selected for mission participation. The KAM's general role was to liaise with these companies and to provide support on four elements: 1. Make sure that the company is registered on the Global Foodture Community Platform, 2. Provide assistance and support during the project in terms of preparing for online business meetings, B2B meetings during the missions etc., 3. Referral to regional and EU-wide service providers to cater to specific market access needs (e.g. regarding legal, IP, technical support, ...), 4. Support the company in building cooperation cases and reaching business agreements (for which a draft MoU was provided).
2. **Set up an internal process for exchange among the different KAMs.** In the Global Foodture project this consisted of the organisation of an internal KAM kick-off workshop, the development of a range of KAM resources for KAMs to kickstart their outreach and support activities towards the SMEs selected for KAM support, the conceptualisation of a Monitoring Scoreboard to track the impact of Global Foodture's activities, an internal process of monthly meetings with all KAMs, a support package for SMEs and the establishment of relationships between Key Account Managers and 7 business support organisations that are regional members of the Agri-Food Sector Group of Enterprise Europe Network (EEN), actions during the second reporting period were geared towards actual implementation.
3. **Develop a company catalogue of companies participating to the missions and share it with all potential collaboration partners in the target markets to increase the quality of the matches being made during the missions.** The company catalogue includes a description of each company, contact details, as well as the specific cooperation requests of participating companies. The catalogue was actively discussed with the partners in the target countries, who were invited, subsequently to tap their or their partners' networks for connections in the target countries. Partners in the target countries were very supportive of the catalogue and how it enabled tailored matchmaking.

3.1 Dissemination of this replication guide

The Global Foodture consortium plans to work on the visual design of the replication guide as described in this report. Visual images and links to online materials and recorded events will be included. The guide will be disseminated through all of the Global Foodture communication channels, and will be published permanently on the Global Foodture website, accessible to all website visitors. The guide may also be used to further define the activities of the Global Foodture Alliance as described in D5.3.