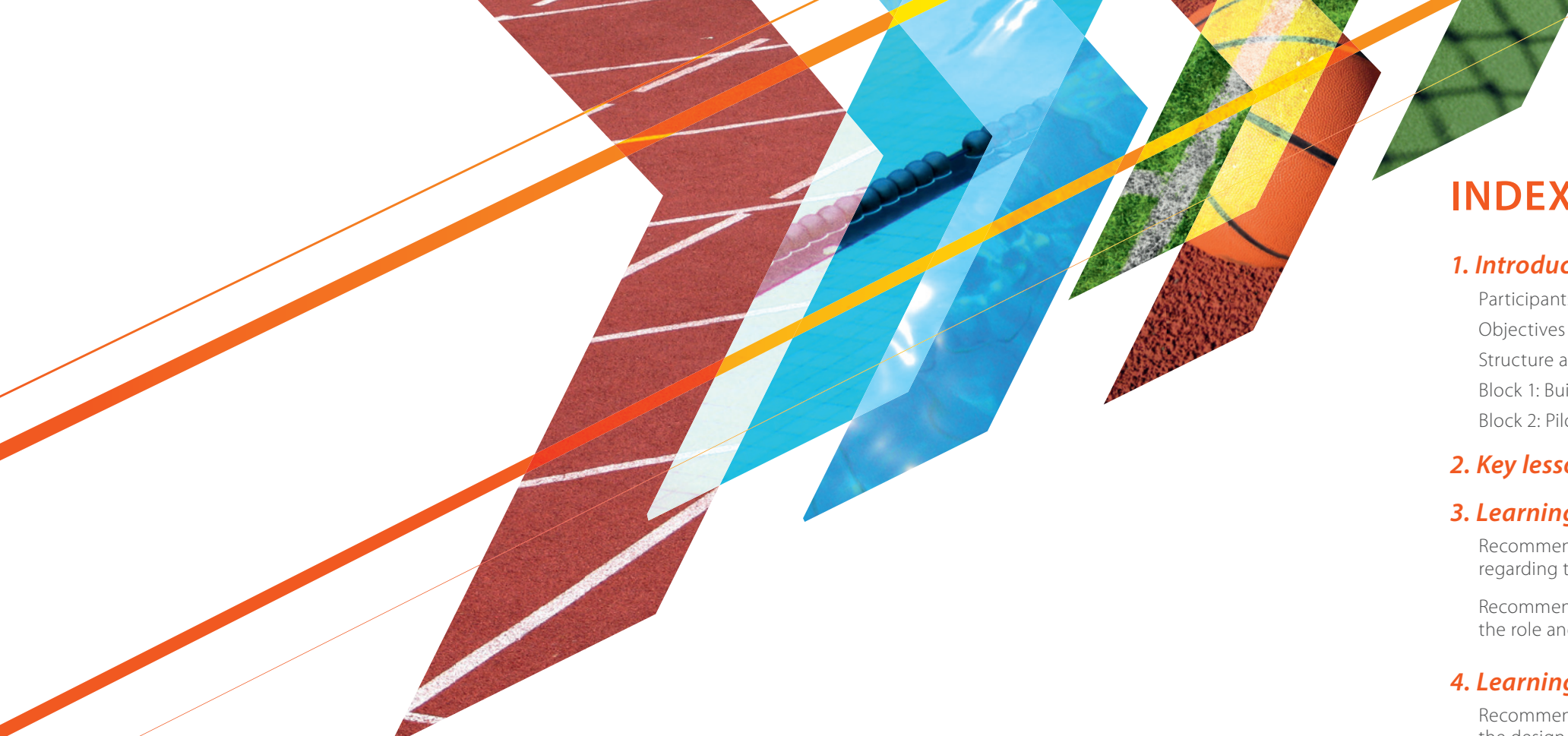


The background features a series of overlapping, colorful triangles in shades of blue, green, yellow, and orange, some with textured patterns. Several thin, parallel orange lines are scattered across the white background, creating a dynamic, geometric feel.

Best practices in internationalization for clusters

Learnings from the
EU4SportsClusters project



December 2013

Concept & graphic design
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1. INTRODUCTION: THE EU4SPORTSCLUSTERS PROJECT

Sports is a fast-growing and dynamic industry with an underestimated macro-economic impact, which accounts for 3% of the total European GVA, 2% of the European GDP, and generates around 2,2% of the total employment in Europe.¹

EU4SportsClusters is a project co-funded by the European Commission and led by the Catalan Competitiveness Agency ACCIÓ, which has the participation of three European sports cluster organisations: INDESCAT from Spain, InnoSportNL from the Netherlands and SPORALTEC from France. The project member regions represent, all together, a turnover of €21 billion, mostly produced by SMEs.

Participants

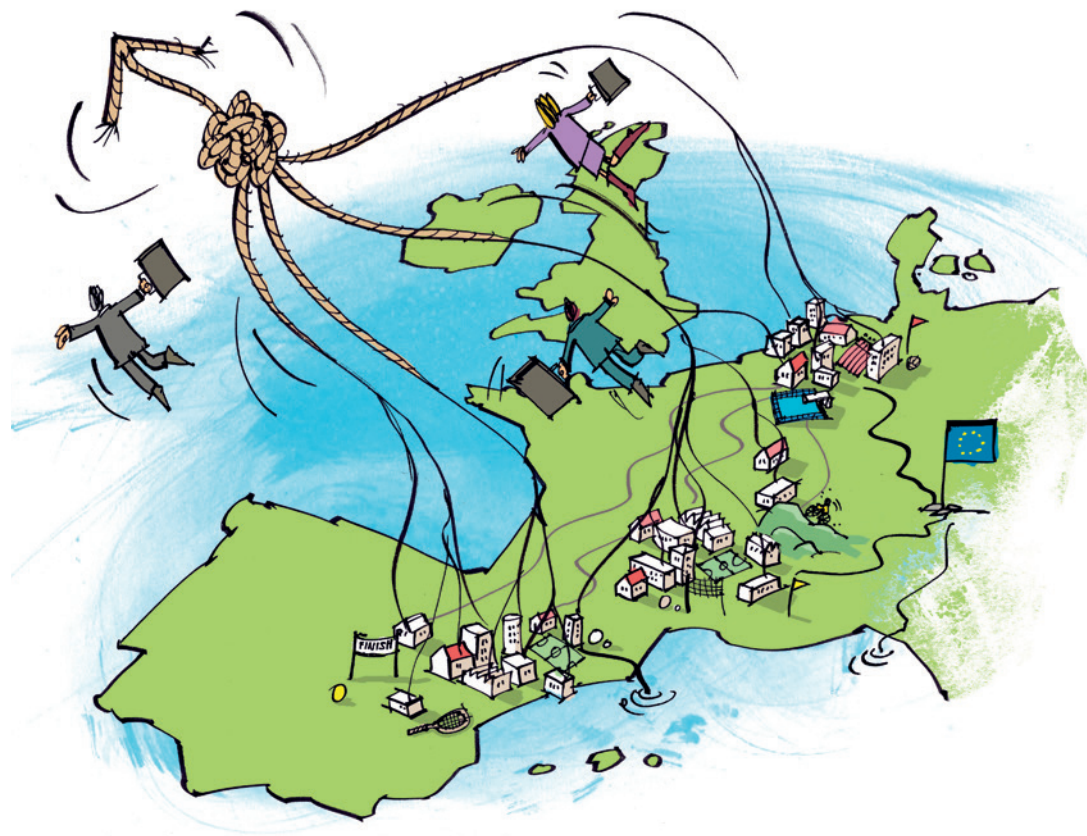
ACCIÓ is the agency set up by the Catalan Government to make Catalan enterprises more competitive throughout the world. Its key aims are to drive innovation, internationalisation and attract inward investment.

INDESCAT is the Catalan sports industry cluster. The cluster's mission is to bring together companies and research centres related to the world of sport, with the main objective of developing actions that improve companies' competitiveness, encouraging the development of innovative products and services. INDESCAT means: Industry + Sport + Catalonia.

InnoSportNL InnoSportNL is the binding factor between sport, science and trade & industry in the Netherlands. InnoSportNL initiates, facilitates and helps to realise the development of innovative products and services for the Netherlands' sports world. These innovations enable sportspeople to make progress, to gain advantages and victories, and to support sporting achievements that fulfil Olympic ambitions.

SPORALTEC, Cluster of the Rhône-Alps region, it is an association bringing together the sports industry professionals. SPORALTEC aims to support and encourage innovation and creativity in business related to sports market.

¹ European Commission officials



Objectives

The aim of the project is **to support the internationalization outside the European Union of sports companies, especially SMEs, using the cluster approach**. This general purpose includes the following detailed objectives:

- To **foster international cluster cooperation** by adding to existing programmes the possibility to invite other clusters from the EU and developing an integral cooperation framework with other European clusters to test whether inter-cluster cooperation can drive to a more efficient internationalization strategy outside Europe.
- To **increase the visibility of the sports clusters inside and outside Europe**: cluster cooperation can help to gain critical mass frequently mentioned as a barrier for clusters internationalization.
- To **improve and upgrade existing programmes regarding cluster international activities**: to test whether traditional internationalization tools are still valid when applied for inter-cluster cooperation, and improve or modify them as required by the joint strategy.
- To **develop a joint internationalization strategy** for the participant clusters: to exploit all possible synergies and achieve multiplier effects.
- To **communicate, disseminate and replicate these improvements to other clusters**, related or not to sports: to share all developed instruments as well as lessons learnt with key stakeholders (EC and other relevant policy makers, other clusters and the private sector in general).

Structure and activities

To fulfil the aforementioned objectives, the EU4SportsClusters project is organised into **five different work packages**, which are articulated into two main blocks including the different activities carried out along the two-year project.

Block 1: Building trust

This initial block is aimed to build trust amongst the participant clusters to facilitate their cooperation by providing an in-depth knowledge on the cluster organisations, which is essential to jointly develop an international strategy outside Europe:

Individual sports clusters benchmarking

In order to identify the strengths and synergies between the 3 participant clusters, a benchmarking exercise was undertaken individually by each cluster manager. Based on a self-assessment by each cluster manager in the context of an individual interview following the ESCA benchmarking approach,

each cluster received an individual report providing a comparison of different characteristics of a cluster management organisation with peers and recommendations for further improvement. Moreover, through this benchmarking exercise the three European clusters were awarded with the European Cluster Management Excellence Bronze Label.

Internationalisation work groups

This activity is essential to accomplish another significant objective of EU4SportsClusters as it involves the companies in developing the joint internationalisation strategy. To do so, different **work groups** were held in Barcelona, Papendal and Saint Etienne counting on external expertise, where more than 30 SMEs had the chance of participating in two main significant tasks:

On the one hand, a customised **questionnaire** was distributed to the companies interested in internationalisation that included characterization of companies, international presence and strategies and preferences on markets and joint strategies.

On the other hand, a series of interviews were carried out with some of the participant companies to gather a deeper knowledge on their international strategies and other relevant information. The objective of this activity was twofold:

- To identify previous experiences on international markets
- To detect their preference on possible target countries

The information provided by the different work groups, surveys and interviews enabled the cluster managers to reach an agreement on choosing five different countries preferred to focus the project: **Brazil, Russia, USA, China and Japan.**

Internal Cluster Study Trips

Three internal study trips were carried out to each cluster to facilitate a deeper knowledge of the participants, have a better understanding of their aims, build trust among them and learn each other’s best professional practices (peer-to-peer).

Each participant organisation set its own agenda with a flexible duration of 2-3 days, which included a comprehensive presentation of the cluster (number and type of actors, businesses involved, focus, management structure, financial structure, background of collaboration activities carried out in the past) together with organised visits to companies, research centres and other actors jointly and previously agreed. Through this activity, the participant clusters were able to identify complementarities and synergies amongst them as well as champion companies, which are crucial to define a strategic approach for internationalisation. Although primarily designed for and by cluster managers, they were open to cluster members with positive outcomes.

The different internal cluster study trips have followed a learning-by-doing process, becoming each time more strategic and more defined and focusing more each time on the ultimate goal of the project. Each trip has always concluded with a session to exchange impressions on the activity, both pointing out the positive aspects as well as the ones to improve and their corresponding results.

Study tour to Best Practices’ clusters

With a view to identifying best practices in the area of cluster internationalization and a region with remarkable experience in this topic, a study tour to a European cluster was organised. Relying on external experts and building on a previous desk research which considered up to 20 cluster organisations, the Swedish Future Position X cluster was finally selected as the best option to consolidate a valuable learning on internationalization strategy.

The rationale of the choice of Future Position X was grounded on its remarkable experience on internationalization and its constant adaptation of their projects and activities to new market opportunities and challenges in their business.

Future Position X is a non-governmental, non-profit cluster organisation from the Swedish region of Gävle, which was founded in 2006 as an independent arena for research and innovation in the Geographic Information Industry field for the Smart City.

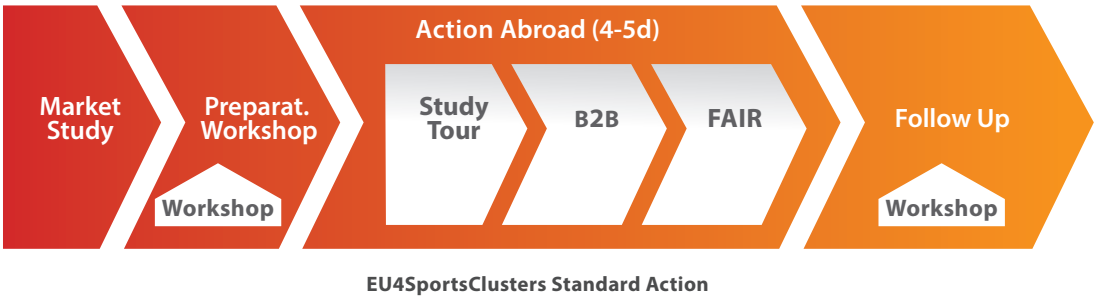
The cluster supports innovative companies and organisations to research and develop new products and services, and to expand into new markets. Most of the cluster members are SMEs whose projects are co-financed both by the European Commission and the Swedish government under the condition the obtained benefits will be reinvested into the region of Gävle. Without an organisation like a cluster, most SMEs would not think on exploring new markets. The cluster analyses which markets offer the biggest opportunities and builds bridges to find suitable local partners.

The on-site study tour to a cluster organisation having a successful and proven international strategy provided cluster managers with practical evidence to be included in the building up of their internationalization strategy.

Block 2: Pilot missions: strategic methodology

The ultimate goal of the project was to foster the internationalization of European sports companies using clusters as a tool. Building on the first block devoted to creating bonds of trust amongst cluster managers while reaching a thorough knowledge of the three different clusters, a methodology for multi-cluster internationalization was defined, fine-tuned along the process and tested in two markets abroad: Brazil and Russia.

The methodology developed and implemented can be summarized in the following figure²:



Two pilot missions, a common approach

Firstly, a market study on the foreign market was commissioned to provide with a general framework. It included useful general macroeconomic information on the country and specific information regarding the sports market, including prospective opportunities.

The delegation held an online preparatory workshop a month prior the mission in which participants were introduced, gained insight on the foreign market and expectations were set. The mission kicked-off with a common agenda to provide participants with an overall picture of the foreign market which implied visits to high level institutions and related key sports stakeholders in the country. At a certain stage, the delegation divided into groups according to the business segments represented to access more focused actors.

The second part of the mission was devoted to B2B meetings, which had been previously prepared according to the needs and interests of the individual companies. In some cases, the meetings became open to more than one company. In Brazil, the B2B meetings were held in the framework of “Expo Esporte and Expo Estadio” fair in which EU4SportsClusters had a booth, in accordance with the Brazilian business culture.

² The methodology is thoroughly explained in section 4

In Russia, no appropriate event was identified to be linked to the mission and in consonance with Russian business culture, companies were visited to their premises.

Shortly after the pilot mission had taken place, each cluster organisation organised a workshop with their companies to present the outcome of the mission, disseminating the insights gathered.

Once the pilot mission had concluded, a representative abroad was established on-site in both cases for six months to carry out a close follow-up of the contacts developed and further enhance collaboration opportunities.

First Pilot mission: Brazil

The first pilot mission took place from the 19th until the 23rd November of 2012. The EU4SportsClusters delegation gathered the three cluster managers and nine companies (although a total of 16 were represented) from three different business segments: sports facilities, sports services and sports equipment. In this first mission 246 qualified contacts and prospects were identified and two commercial agreements reached.

Second Pilot mission: Russia

The second pilot mission took place from the 2nd until 6th of June of 2013. The EU4SportsClusters delegation gathered the three cluster managers and seventeen companies from four different business segments: fitness, sports facilities, sports services and outdoor equipment. For the second mission, till now, 170 qualified contacts and prospects were identified and three commercial agreements reached. Furthermore the follow-up service for this mission has not ended yet so we don't have the complete results yet.

In both missions satisfaction surveys were carried out amongst participants. Globally, participants were very satisfied with the overall mission, and specifically 82% of the contacts made were considered as good, very good or excellent and 94% of the respondents would participate in another pilot mission.

2. KEY LESSONS FROM THE EU4SPORTSCLUSTERS PROJECT

Main key lessons

The different activities developed within the framework of the EU4SportsClusters project have led to two main key lessons that are essential for the final success of any internationalization action:

1. The proper functioning of the cluster organisation

The success of an internationalization programme does not only depend on the internationalization measures per se, but heavily relies on the structure of the cluster that leads the actions. A good cluster manager should bring strategic direction and valuable content to the actions deployed (including the internationalization actions), guarantying thus that those actions be aligned with the companies' interests and guide them towards a sustainable future.

2. The appropriate design of the internationalization projects

Additionally, it is essential to carefully design the internationalization measures, tools and projects. A good definition involves a certain number of characteristics, from the identification of the most suitable participants to the follow up of the actions. The activities developed during the EU4SportsClusters project have allowed to identify key issues that should be taken into account when organizing an internationalization mission.

The EU4SportsClusters learnings have been classified into four different sections, resulting from the crossover of:

- i. kind of learning (lines)
- ii. to whom is particularly intended for (columns)

(See figure page 12)

	For policy makers	For cluster managers
Learnings regarding the cluster organisation	General recommendations regarding the establishment and functioning of the cluster organisation	General recommendations regarding the role, approach and mindset of the cluster manager
Learnings regarding the approach to internationalization projects	Specific recommendations regarding the internationalization projects framework or design	Specific recommendations to set up internationalization projects

(figure belonging to page 13)

3. LEARNINGS REGARDING THE CLUSTER ORGANISATION

Recommendations for policy makers: general recommendations regarding the establishment and functioning of the cluster organisation

Clusters are becoming a mainstreaming tool for regional development and reinforcement of small and medium-sized companies’ competitiveness. Yet, the value added that each cluster can bring to its companies heavily relies on how the cluster is structured and the empowerment and abilities that the cluster manager has.

The following recommendations are meant to be applied when outlining the framework of the cluster organisation, and thus they are mainly oriented to **policy makers**. Although the scope of action of the cluster organisation and the cluster manager will highly depend on their initial specifications, they should be acknowledged by the cluster managers as well.
(See figure page 15)



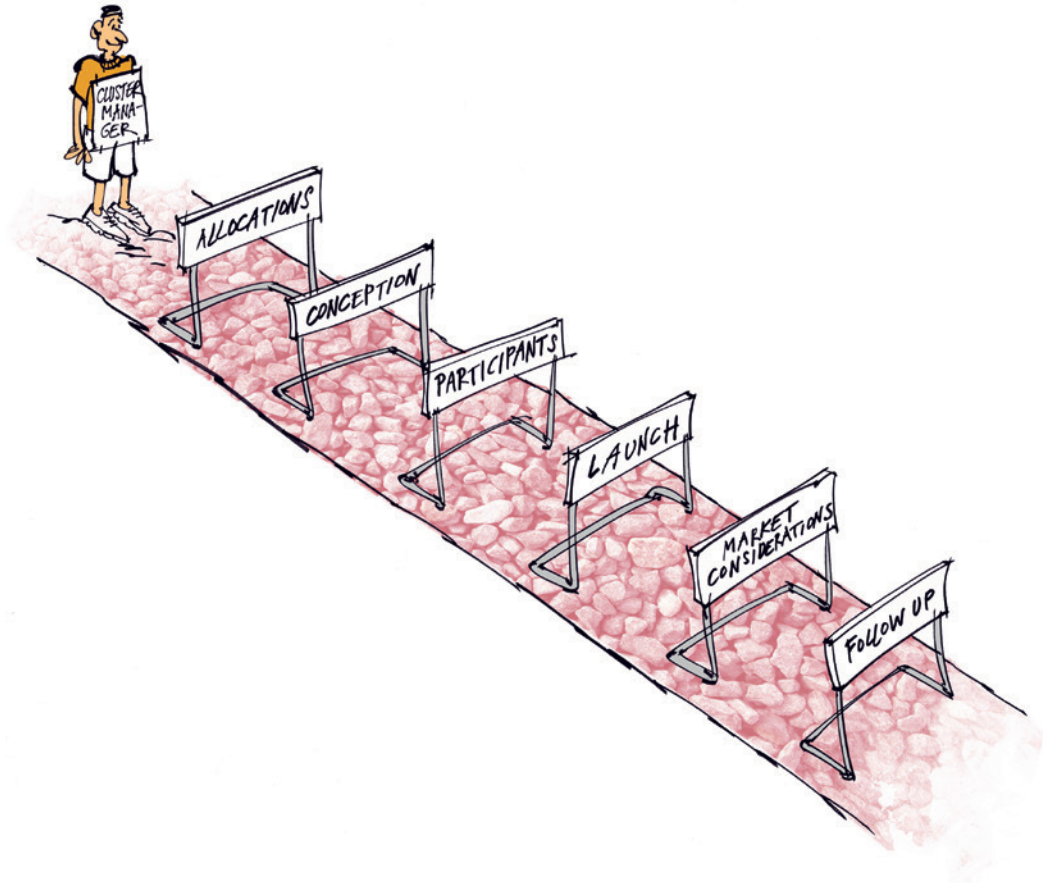
- The cluster manager has to be a leader for the companies (not his secretary): to guide them and push them further.
- He or she should have a strategic and project manager mindset (not technical).
- He or she must be able to contribute with ideas, and to defend them. He or she has to be stubborn and ambitious.
- He or she needs to be independent and have enough freedom to think and defend what he or she believes in.
- He or she must be comfortable with conflicts, as usually decisions are not taken by general consensus.
- It is necessary to have a clear focus (strategy), otherwise the scope will be too broad.
- A common vision based on strategic analysis must be set from the beginning in order to define the direction of the cluster (based on competitive advantages) and how it will get there (through feasible strategic options)
- It is crucial to analyse market trends, and what the future consumer demands.
- Long-term view: programmes have to be defined independently from political interests.
- Regional support entities should be aware of the cluster strategy, and design their programmes taking into account the cluster challenges and needs.
- The public support mechanisms and tools must comply with the same market requirements that companies confront (in terms of reactivity, accessibility, administrative procedures, timings, etc.) in order to meet the real needs of the companies.
- Cluster managers and policy makers need to work together in order to adapt and re-define policies so as to drive the companies towards the future.
- Public procurement and existence of local arenas.

³ Based on McKinsey, The economist, Trendwatching and GlobalTrends, as well as the benchmarking meeting with the FPX cluster.

Recommendations for cluster managers: general recommendations regarding the role and approach of the cluster manager

The value added that a cluster brings relies on the capacity of the cluster manager to contribute with something that the companies would not be able to reach on their own (or with serious difficulty). Furthermore, the cluster manager should be able to change the companies' mindsets and help them make the most of the potentialities of their environment.

The following recommendations, meant for the inspiration of **cluster managers**, are based on the main trends that affect business today³, specifying the clusters managers added value. (See figure page 17)



* Consumers increasingly want to engage online with one another and with organisations of all kinds, and will embrace even more ways to participate in the funding and (pre)launch of new products and brands. Companies that involve customers in design, testing, marketing (such as viral marketing), and the after-sales process get better insights into customer needs and behaviour and may be able to cut the cost of acquiring customers, engender greater loyalty, and speed up development cycles (Trendwatching, 2013)

** 63% of female respondents and 73% of male respondents don't go an hour without checking their phone (Harris Interactive, June 2012); Cell phone users between 18 and 24 exchange an average of 109.5 messages on an average day, more than 3,200 per month (Pew Research Centre, September 2012).

4. LEARNINGS REGARDING THE APPROACH TO INTERNATIONALIZATION PROJECTS

Recommendations for policy makers: specific recommendations regarding the design of internationalization projects

The approach that policy makers adopt when defining the characteristics of the internationalization projects is crucial in order to maximize the possible outcome of the project itself. The consequences of a non-adequate framework can go from minor issues (such as the loss of spread benefits, or the reduction of direct benefits for participating companies) to much more serious damage (such as the irrelevance of the project itself regarding the improvement of the companies' competitiveness).

The following recommendations are expected to bring valuable feedback to policy makers as regards the impact of their approach to programme specifications.

The EU participation allows a broader and deeper impact for projects

- The EU and the participation of other institutional entities facilitate the access to foreign countries and help opening doors. Together with the cluster manager coordination, it allows scheduling visits that the companies could not (always) arrange on their own.
- The direct participation of institutional representatives can be fundamental to make possible certain actions (as for instance to organise a particular meeting, or provide access to certain markets).
- Institutional tools and support entities should be taken into account for the follow up of the actions.

Projects must have strategic content, and should use internationalization as a tool for competitiveness

- The elaboration of agendas has to be in line with the strategy. Trips, participation in fairs, or any other actions cannot be meaningful if they are not conceived as part of a broader purpose.

The elaboration of a proper strategy should be shared among different European clusters from the same business segment

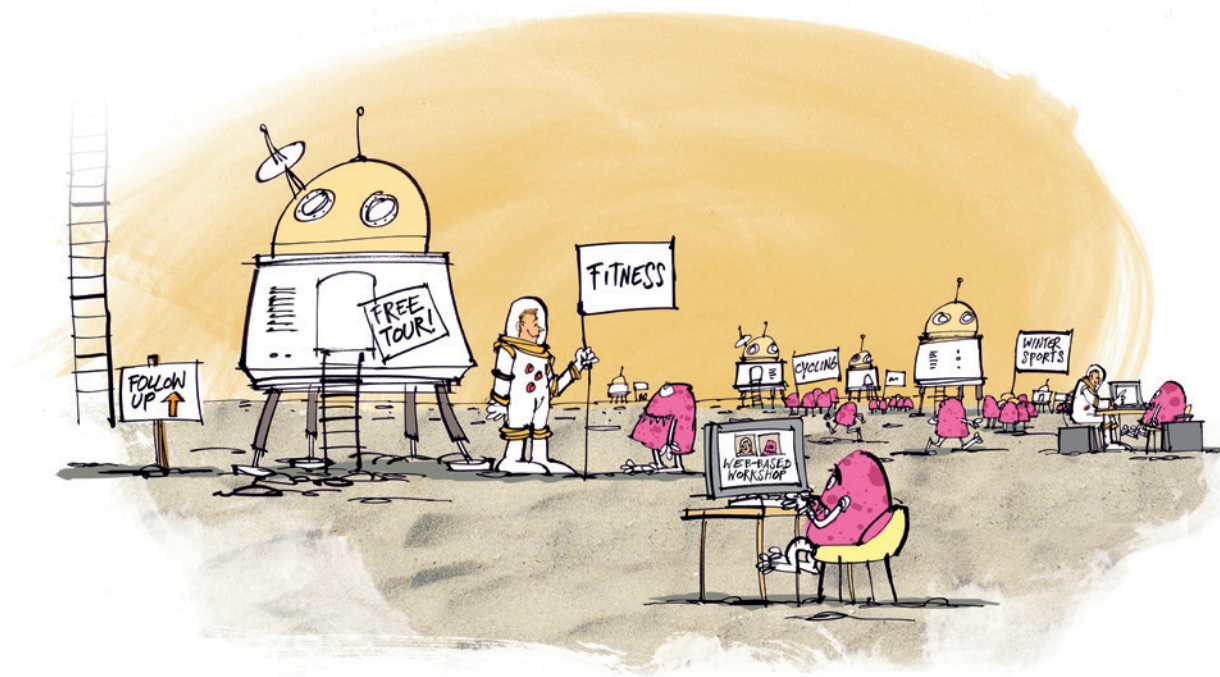
- Elaborating a joint internationalization strategy is highly valuable for those European clusters that belong to the same business and have therefore similar challenges.
- The collaboration among different clusters provides a bigger critical mass for action (greater amount of SMEs and fewer costs per cluster).
- A European delegation is able to stir up a deeper interest from the foreign counterparts (especially when travelling to big countries).
- International collaborations are useful to provide good input to define international activities.
- Cross-sector collaborations among clusters that do not belong to the same business can potentially be of interest as well, as long as the participating entities face common strategic challenges (or another common driver), as they can arise a higher interest for the participants, envision innovative approaches, and establish links with complementary companies.
- The collaboration is also useful to spread knowledge among sectors and regions, as well as to enhance innovative approaches.

The project has to be coordinated and executed by entities up to the task

- The organisations that receive the funds have to be carefully chosen
- Public support entities can provide a reliable network of support agencies to participate during the action and the follow up.
- Regional development agencies should integrate the learnings to re-shape and adapt existing internationalization support schemes to define more strategic oriented actions abroad and to support their follow-up.

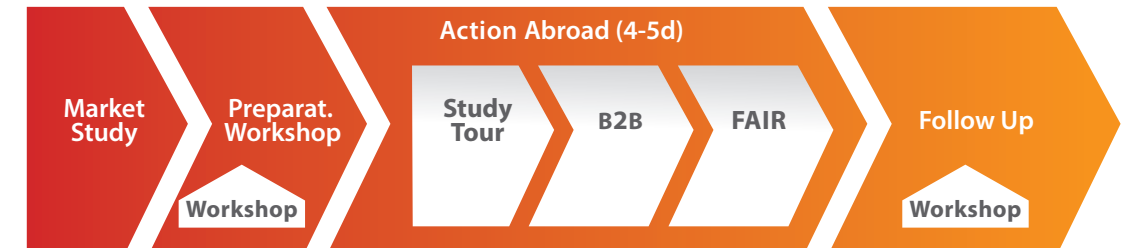
The programme flexibility can further help to make the most of the opportunities that might appear during the way

- As far as possible, institutional funds should try to adapt to the project needs, as new possibilities and necessities can arise all along the project, deviating from the initial outline, yet adding a considerable value added to the ultimate aim of the project.



Recommendations for cluster managers: specific recommendations to set up internationalization projects

The project has allowed to define and test a specific internationalization methodology. It has been done by mixing traditional internationalization actions, and has been successfully tested in Brazil and Russia with high results in terms of satisfaction and outcome.



EU4SportsClusters Standard Action

Setting a Strategy:

- Cluster managers must have comprehensive knowledge of the existing internationalization strategies and the previous experience abroad of the cluster companies.
- A set of variables should be defined to analyse and compare different market attractiveness, such as the size and growth of target markets, cultural issues or profile of potential local and international competitors.
- The selection of target markets must be done together with the companies, but cluster managers should have the final say.
- Select ambitious international markets: not the easiest, but the ones with greater potential and in which the cluster can play a pivotal role in supporting companies entering the market.
- Focus on few markets per year, developing high performance actions.
- In case of developing a joint internationalization strategy with different clusters, it is essential to reach a clear consensus on countries and responsibilities.

Market selection must be done together with the companies and with a deep knowledge of the companies' previous experience and internationalization strategy.

Market study, Workshop, and Preparation of the action abroad:

- The agenda must preferably be done by proficient external experts under close supervision of the cluster manager and with dynamic interaction between organisers and participants.
- Carefully plan the "action abroad" at least 3 months beforehand. Be very specific on your requests. Carefully chose the type of visits in the country, so that companies will have a complete and clear picture of the market at the end. It is also important to choose the right companies and contact persons.
- Also request a comprehensive market study, possibly to a different entity.

- At the same time, carefully select the participants for the international action. Be pragmatic (as they need to be ready for the mission). Take into account the companies that have previously showed an interest, and try as well to convince other companies that you feel that could take advantage of the activity. Consider to include small companies and startups, as sometimes they can be ready to jump multi-nationally.
- Study the participants' situation and capabilities (both at home and abroad). Define together their needs and interests. Prepare together their commercial approach, also joining the persons in charge of the action abroad.
- Carry out a workshop in order to: (1) present the results of the market study, (2) introduce the persons in charge of the action abroad, (3) meet and interact with all the future participants, (4) set and shape their expectations, and (5) help companies getting prepared for the action abroad.
- It is crucial to manage the companies' expectations regarding possible outcomes of the action abroad: "the expected result may not involve direct sales" and "every country is different". Communicate the duties and right mindset expected from them, and also ask for their needs and experiences in the market.

The agenda must be done by external experts, under close supervision of the clustermanager, and with interaction among organisers and participants. It is essential that companies have clear expectations regarding the activity and possible outcomes.

Action abroad:

- Duration: the action can last 4-5 days
- The action can take place at the same time of a fair or any big event: a joint booth with one only European brand can be of interest depending on the local business culture.
- Structure. It is divided into two different phases:
 - * Common Agenda (2 days): visits and meetings with the whole group, or separated into 2 groups. These are broad meetings with decision makers and high profile persons. Individual companies would hardly be able to arrange this kind of meetings on their own. This phase also includes meetings with people that have consistent knowledge on the market. Preparing meetings in advance ensures the relevance of discussions to be held and information to be obtained. All companies should have an opportunity to briefly introduce themselves.
 - * Business to business meetings (2-3 days): individual visits between each company and possible distributors, partners, customers, providers, etc. In some cases, meetings may be developed in small groups. Participating companies should also arrange their own meetings, taking part in the appointments of the agenda they feel more comfortable with.
- It is very positive to have a workshop during the action abroad so participants could exchange impressions and share experiences.

Combine joint meetings with high profile people (that companies could not arrange on their own) with individual meetings. Use local events such as fairs to maximize local participation.

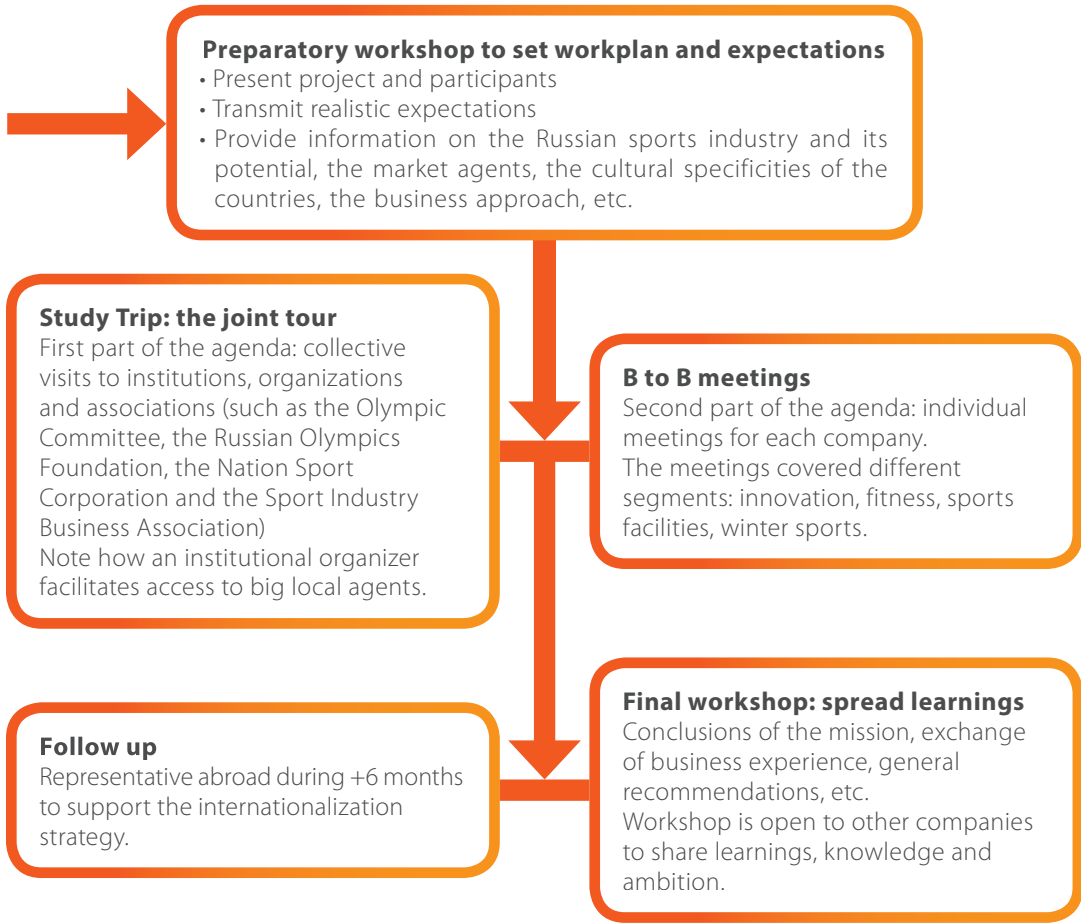
Follow up:

- At least 6 months of follow up providing support to the companies is recommended to follow up the leads. For instance, a representative abroad can track the progress made and foster the contacts done during the action. The follow-up service can help materialize emerging collaboration opportunities sprung during the action abroad.
- Push to maintain the flame and continue with the actions if a lack of commitment appears, even if at the end the amount of work on this phase is limited as companies tend to do it individually.
- It can be done by the same company that organised the action abroad: it is recommended, but not indispensable.
- Participate in the definition of collaborative actions to support the continuation.
- Follow-up seminar: collect conclusions and learnings, and disseminate them both to participant and non-participant companies, sharing experiences and knowledge.

A final open workshop helps disseminate the results to a wider audience and exchange experiences with non-participating companies, providing them valuable structured knowledge and contacts.

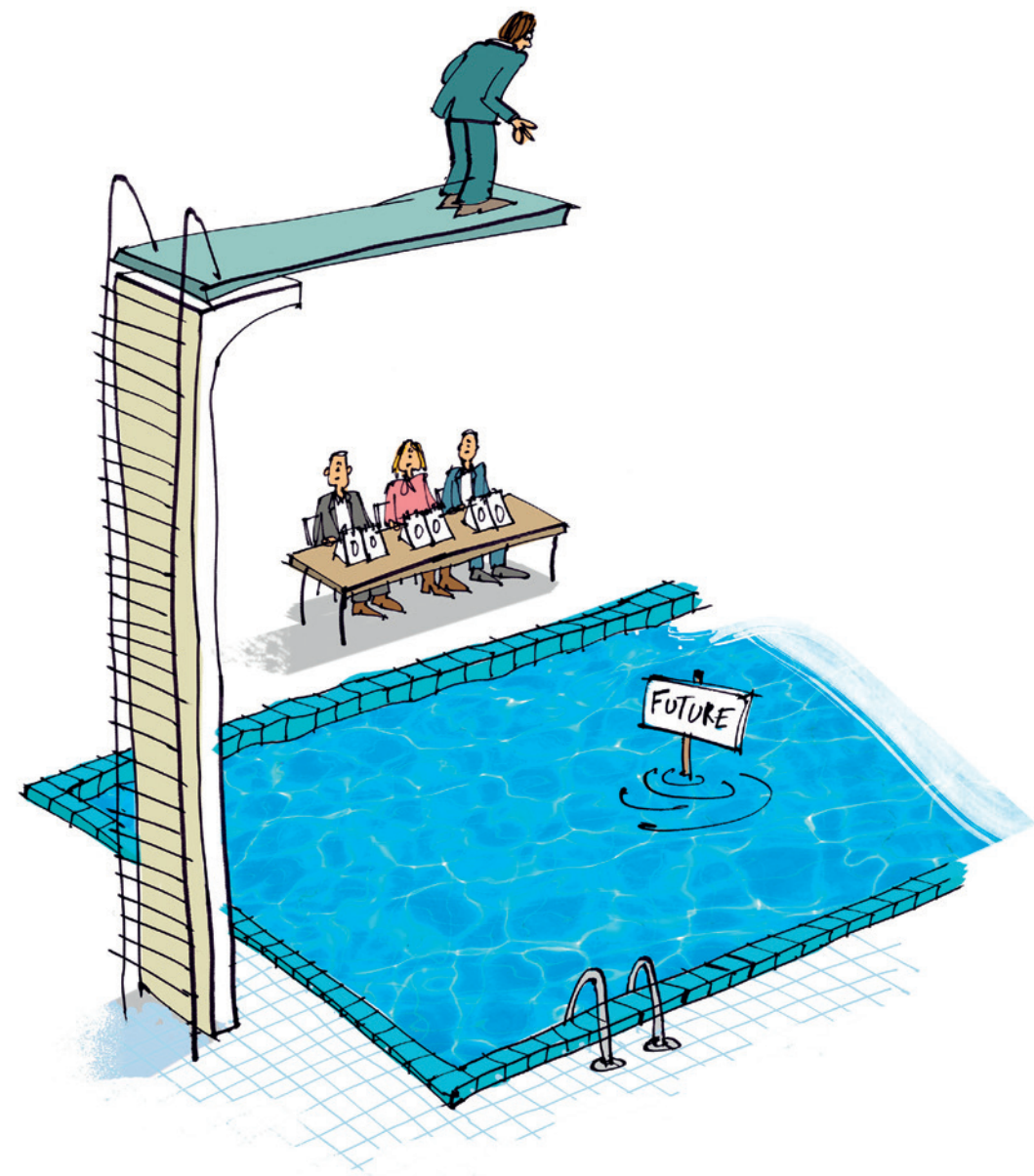
Illustration: the EU4SC missions to Brazil and Russia

The main actions carried out within the framework of both the missions to Brazil and Russia, which followed a similar approach and methodology, illustrate the learnings described before. For a better understanding, a detailed example of the different stages that give shape to the mission to Russia is provided.



A more comprehensive description is detailed, emphasizing those outstanding aspects that are not usually found in traditional internationalization missions:

- Initial market study: once the target country defined, relevant information on the country macro-economics and the sports industry was provided in order to grasp the reality of the market, the available opportunities to access it, and elements of the local business culture.
- Segmentation of the needs: two groups of companies were identified depending on their previous international experience: (a) companies with little internationalization experience that were seeking for a first approach to the market; (b) companies that already had an international strategy and were looking for partners and contacts.
- Definition of the agenda: the activities abroad included a number of visits to entities that the companies could not have contacted on their own, as for instance the Russian Olympic committee (Russian mission), the Sports Secretary of Sao Paulo or the prestigious Sport Club Pinheiros (Brazilian mission).
- Tailor-made agenda: besides the joint activities, each type of company required a different agenda according to their experience and needs. Furthermore, companies that already had an internationalization strategy collaborated with the cluster manager in the elaboration of their own agenda, and sometimes even stayed longer in the country to arrange additional meetings.
- Expectations: it was essential that companies had clear expectations on what the mission would be like and which were the objectives to fulfil. If companies had expected to end up the mission with direct sales to be proven wrong afterwards, the mission would have been considered a failure. A workshop was held before the trip in order to communicate the right expectations, as well as questionnaires and individual interviews conducted with the participants.
- Timing: organizing a mission at the time of a local fair being held provided several advantages, such as the possibility to visit other companies present in the fair, organizing additional meetings on-the-move, and having the chance to take part in locally arranged events (conferences, etc.). Moreover, the reactions of the local companies contacted before the trip to arrange meetings were more receptive, as they had already planned to participate in the fair.
- Follow up: after the pilot mission abroad, every cluster manager organised a workshop to exchange knowledge and learnings with their companies. Some companies that could not participate in the mission took the chance and contacted foreign companies presented during the workshop in order to consider eventual collaborations. In parallel, a representative abroad was designated to support the companies willing to materialize their internationalization opportunities.



5. FINAL CONCLUSIONS

The two-year project has led the participant cluster organisations to reach joint final conclusions and future collaboration agreements, which will be based on the experience and learning provided through the EU4SportsClusters project:

- The EU4SportsClusters has been the cornerstone initiative upon which **strengthened collaboration between European Sports clusters** will be further pursued. The developed methodology has produced better results in terms of satisfaction and outcome than any other traditional business or institutional mission.
- The participant clusters agree that they must define a European Sports Cluster Strategy with a specific joint internationalization strategy. This strategy will be developed through the European Platform for Sports Innovation (EPSI) by a group of clusters set up as European Sports Cluster Partnership (ESCP).
- The developed and tested internationalization methodology through clusters has been proven as one of the best methodologies for joint internationalization in terms of satisfaction and results. An international action per year will be developed through the ESCP strategy.
- International benchmarking is a very well-known tool that has been implemented in this project for cluster managers and companies with better results than expected, especially for technology and innovation. As part of the ESCP strategy, it is planned to organise two benchmarking trips a year to different sports clusters across Europe, open to companies and cluster managers.

ANNEX I: CONTACT DETAILS PROJECT PARTICIPANTS

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ANNEX II: LOCAL ENTITIES THAT SUPPORT INTERNATIONALIZATION

THE NETHERLANDS

- AgentschapNL: www.agentschapnl.nl
- Holland Sports and Industry: www.hollandsportsindustry.com
- InnoSportNL: www.innosport.nl
- Kamer van Koophandel: www.kvk.nl
- MKB servicedesk: www.mkbservicedesk.nl
- NetwerkInternationaalOndernemen: www.internationaalondernemen.nl
- Orange Sport Forum: www.orangesportsforum.com
- Portal ondernemen in ontwikkelingslanden: www.ondernemeninontwikkelingslanden.nl
- Rijksoverheid: www.rijksoverheid.nl/themas/internationale-en-ontwikkelingssamenwerking
www.rijksoverheid.nl/onderwerpen/internationaal-ondernemen
- Sports and Technology: www.sportsandtechnology.com
- Syntens: www.syntens.nl

SPAIN

- ACC10: www.acc10.cat
- AFYDAD: www.afydad.com
- INDESCAT: www.indescat.org
- ICEX: www.icex.es
- PIMEC: www.pimec.org

FRANCE

- ERAI: www.erai.org
- CCI International: www.rhone-alpes.cci.fr/
- Ubifrance: www.ubifrance.fr
- Oseo: www.oseo.fr
- Comité Régional Rhône Alpes des CCEF: www.crccef-ra.org
- Coface: www.coface.com
- CGPME Rhône Alpes: www.cgpme69.org
- OSCI: www.datem.fr
- CRMA Chambre régional de métiers et e l'artisanat de Rhône Alpes: www.crm-rhonealpes.fr
- MEDEF: www.medef-rhone-alpes.fr





EU4SPORTS CLUSTERS

Internationalisation of European Sports
companies through clusters

ACC10
Competitivitat per l'empresa

 **Generalitat
de Catalunya**

 **SPORALTEC**
SPORT INNOVATION CLUSTER • RHÔNE-ALPES

 **INNOSPORTNL**
founded by TNO & NOC*NSF



 **CATALAN SPORTS CLUSTER
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