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CLUSTER COLLABORATION
PLATFORM .eu

The COVID-19 cluster response: *Solutions for dealing with ecosystem supply chain disruptions*

By the European Commission, featuring the European Cluster Alliance

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Introduction: COVID-19 Industrial Clusters: Response Portal

Dr Ulla Engelmann, *Head of Unit*
European Commission, DG GROW F.2



COVID-19 Industrial Clusters Response Portal



*Ulla Engelmann, Head of Unit
European Commission, DG GROW.F2*



ECCP: About 1000 European Industrial clusters



Forum moderated by ECA for ECCP users



Welcome to the COVID19 Forum for Industrial Cluster Actors

Here you can share your needs, offers, questions, experiences and solutions with the community. This forum is open to all registered users of the European Cluster Collaboration Platform. If you are not yet a member then please create an account <here>. If you experience any issues logging into your account please read our FAQs <here>. Please remember to read and abide by the forum rules. To contact one of our moderators directly please send messages to covid19response@clustercollaboration.eu

▸ Forum Rules



ECA: 1100 offers from companies channelled to the Commission

Needs and solutions for disruption in the value chain

COVID-19 Response Forum

Forum	Topics	Posts	Last post
I need help (Demand from authorities, health care providers and industrial clusters, etc) Subforums: Masks (2), PPE personal protection equipment (other than masks) (2), Ventilators (6), Testing kits (0), 3D printing of medical equipment and spare parts (2)	14	20	Romania... by Daniel Cosnita 23 hours 53 min ago
I can help (offers for supply and other help)	25	31	New Web app to... by antonio.novo@idia.es 1 hour 19 min ago
Discussion on technological solutions and tips (Incl. cross sector collaboration) Subforums: 3D printing (7), Reusability of equipment (7), PPE personal protection equipment (1), Advanced textiles (0), Testing kits (0)	21	33	Search for... by antonio.novo@idia.es 2 hours 32 min ago

Technical communication: Managing the exchanges of today

Welcome to all of you!

- To ensure a better connection for everyone, please remain **muted at all times (unless you are asked to speak by the moderator)** with **video off**.
- **If you have a question, please raise your hand or text a message in the Chat:** we will try to address the question during the meeting.
- **If you have any connection issue:** please send an email to Victoria.Huisa@ecorys.com

Please note that this meeting is being recorded – If you do not wish to appear on the recording, please do not raise any question orally nor writing.

Please submit your questions to Victoria.Huisa@ecorys.com



COVID-19 and clusters: Introductory remarks by the European Cluster Alliance (ECA)

Antonio Novo Guerrero – President of the European Cluster Alliance
Hervé Floch – Vice-president of the European Cluster Alliance



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About the European Clusters Alliance

Some numbers

The European Clusters Alliance joins 13 national associations of Clusters representing more than 740 clusters organisations (from a total of 965 officially registered), where 123.000 of our most innovative businesses collaborate with thousands of universities, research centers and public institutions to boost their competitiveness. Globally, European clusters account for almost 122.000.000 jobs.

Clusters matter



13.5%

Higher average wage



+0.7%

Higher annual wage growth rate



+0.5%

Higher annual employment growth rate



143%

More Global Frontier Firms



77%

More High-Growth Firms



141%

More rapidly growing start-ups

in specialised clusters than in other locations

https://www.clustercollaboration.eu/sites/default/files/eu_initiatives/eocic_european_panorama_of_clusters_and_industrial_change_2019.pdf



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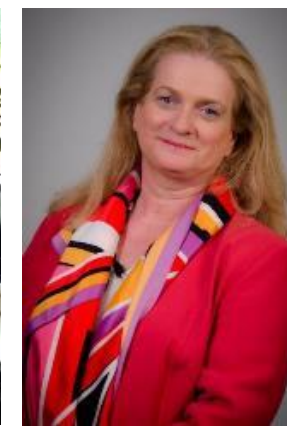
About the European Clusters Alliance A key actor in the European Innovative ecosystem





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European Alliance Against Coronavirus Shared Leadership

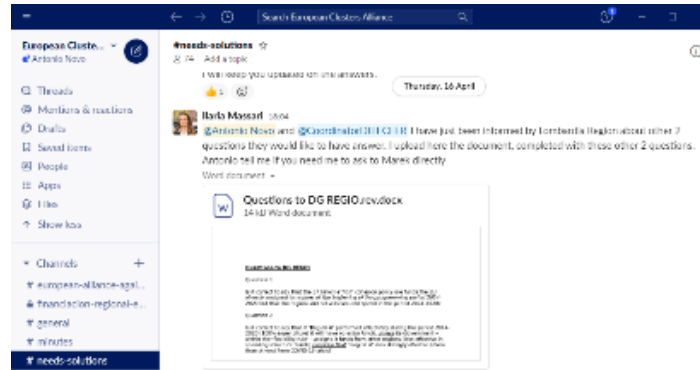




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European Alliance Against Coronavirus Shared Spaces

- Resources from Multiple networks
- Daily Videoconferences
- ECCP COVID-19 Forum
- Email lists
- Newsletter
- Slack
- Social networks




EUROPEAN CLUSTERS ALLIANCE

European Alliance Against Coronavirus Guilles Rules




Conceptual framework

- 20 minutes total
- Very concrete, to the point speeches from experts on the day's thematic




Needs

- 20 minutes
- 3' maximum per person



Potential solutions

- 20 minutes
- 3' maximum per person



Use <https://sli.do/ECA> for comments, questions and ideas

Welcome to the COVID19 Forum for Industrial Cluster Actors

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Forum Rules

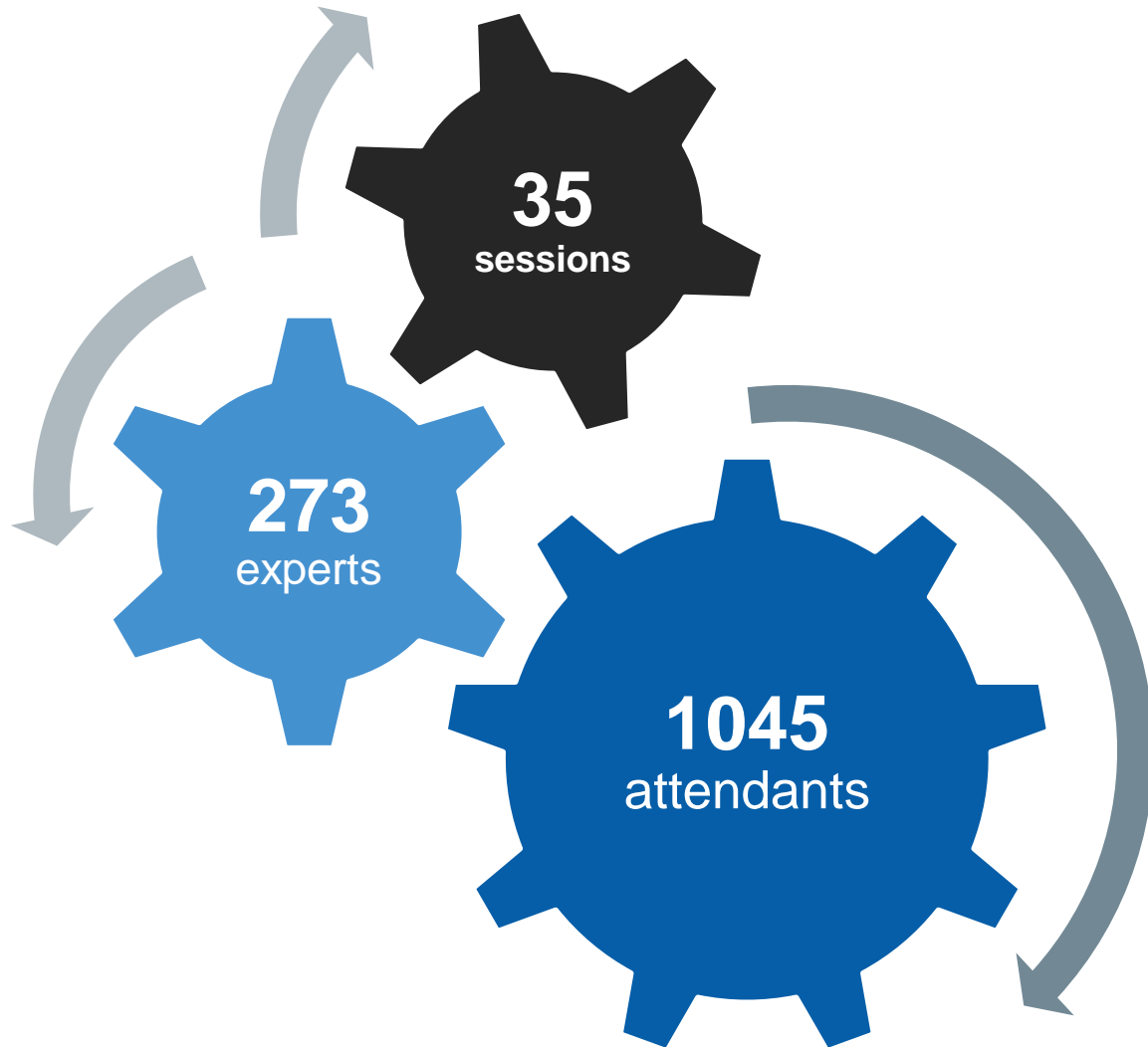
COVID-19 Response Forum

Forum	Topics	Posts	Last post
I need help (Demand from authorities, health care providers and industrial clusters, etc) Subforums: Mask (2), PPE personal protection equipment (other than masks) (3 - 3 new), Ventilators (6), Testing kits (3), 3D printing of medical eq: print and spare parts (3 - 1 new)	14 4 new	22 7 new	Laboratory Tool by Nils Heppmann 15/04/2020 - 12:16
I can help (offer for supply and other help)	30 18 new	38 27 new	RE: I can help by DDC 1 day 21 hours ago
Discussion on technological solutions and use (incl. cross-sector collaboration) Subforums: 3D printing (7), Reusability of equipment (7 - 1 new), PPE personal protection equipment (1), Advanced devices (4), Testing kits (3)	22 0 new	33 11 new	Guide to homemade by Vasco Lagarto 1 day 7 hours ago
Best practices sharing	37 30 new	44 34 new	Update of the by Daniel Coates 1 day 16 hours ago
Economic effect Subforums: Forecasting (1), Immediate effects and actions (going with supply chain disruptions and other immediate effects) (7 - 7 new), Medium / long term Plans (3 - 3 new)	11 9 new	13 10 new	VIRTUALTECHSUMMIT by IKS 11/04/2020 - 15:13
Funding opportunities (please check also posts under I need help)	35 25 new	45 31 new	OOB CLUB by Tamara Högler 1 day 15 hours ago
Social aspects Subforums: Long term plans and actions (8), Immediate actions (3 - 3 new)	16 0 new	19 0 new	Helpful thread by Nils Heppmann 1 day 21 hours ago
Supporting policies (examples from regions, countries, questions, discussions, proposals)	17 11 new	21 1 new	Joint Document by christianovano@clu.eu 15/04/2020 - 18:12



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European Alliance Against Coronavirus Summary of previous videoconferences sessions





Collaborative reference of the Day



Conceptual framework

- Very concrete, to the point speeches from experts on the day's thematic. 20'



Needs

- List of participants
- 3' maximum per person



Potential solutions

- List of participants
- 3' maximum per person



New Effective Networks

Map and Link resources from Society & Industry Clusters

Key
Technologies

Policy
Innovation

New
Strategic
Approach

To solve immediate needs

Back to Work

Skills & Educational Gap

Flexible Value Chains

Funding mechanisms



To improve European ability to answer the crisis through new effective networks linking civil society, social and industry clusters and public bodies, sharing leadership.



Needs

- To link society, social & industry clusters & public administrations
- To quickly **learn** from best practices
- Quick, **open designs** for medical supplies
- To develop effective **purpose-driven networks of clusters**
- To make **structural relationships** for the **delivery of SDGs**
- To monitor **interactions**



Solutions

- To create an **European Task Force**
- To define **places to meet & matchmakers**
- To use clusters as perfect vehicle to **embed commons** structurally in the economic activities
- To implement **common databases** of open designs and peer-to-peer reviews methodologies



Acts

- The European Alliance Against Coronavirus
- Daily videoconferences, ECCP Forum, Slack...
- Quick transfer of Mask regulation from France to Spain
- Common library of 3D printed models and their analytics
- Sharing of resources: production capabilities, logistics networks, key contacts



MAP AND LINK → To map European industrial capacities and link them to public procurers

- Mapping the **limited manufacturing capacities**
- **Facing lack** of PPE and other equipments
- Organising the **new ecosystem, production conversions** and managing **supply chains**
- Need for **new ICT tools** for support, maps of resources and critical activities.
- Cooperation and **fluid knowledge transfer** between Health clusters



FLEXIBLE VALUE CHAINS → To make the Social and Industrial Value Chains more flexible and not so dependent on non European regions, reinforcing cross-clusters and cross-sectoral linkages

- Need to define and protect **strategic health assets** for EU population.
- Define European strategic **industries/technologies** (e.g. microelectronics).
- Clusters can help identifying **strategic companies** which should be part of the European value chains.
- Chance to develop via Clusters the development of **matchmakers**, connectors building linkages in the value chains
- In the post Covid19 there is the chance for **more greener and a more digitalized** Regions



KEY TECHNOLOGIES → To develop Key Technologies / capacities: **3D printing**, advanced textiles and materials, healthcare devices, educational/training methodologies

- Respirators
- Develop **massive** and **cost-effective solutions**, ensuring the return on investment of companies
- Production advanced textiles (eg. **nanofiber filters for breathing**, with betadine)
- Need to find a **reliable serological test** in order to **mass** testing
- How to share a **monitoring system for tested population**
- We need to identify very **reliable widely testing** and take actions on that
- Analysing the **re-use of masks**, looking at filtration performance and Covid19 decontamination level for washed masks



To facilitate the knowledge, **understanding** and the effective implementation of funding solutions across our networks



Needs

- Rapid support in terms of liquidities for the companies so they can survive
- Support to social & cluster initiatives
- Support for unemployment and re-skilling
- Innovation and Research for COVID support



Solutions

- Specific or adapted funding schemes with clear and simple guidelines
- Importance to disseminate clearly the rules of the game
- Ensure on mid to long term the public procurement of innovation



Acts

- Leverage of the knowledge on funding schemas
- Provision of rapid feedback to funders
- Putting in contact stakeholders and different actors to work together
- Example: ERDF Funds presented on video, shared with networks who provided feedback and reality check from critical mass in a very short time, questions still flowing



SKILLS GAP → Up-skilling and re-skilling, education

- We need to **learn** from the current situation, analysing facts
- We need **reskilling** to fight unemployment
- Need for a **multidisciplinary** integrated approach, with an **international task force**; develop a cross-discipline protocol for re-skilling
- **Healthcare system: need for process reorganization** at a system level and at hospital level; healthcare professional life **skills development**, as well as healthcare professional **hard re-skilling**
There is a clear need to develop skills on supply chain management



BACK TO WORK: How to quickly return to work avoiding rebound and improving competitiveness

- Need to **identify who can safely go back to work**, establishing **clear procedures** to allow people to go back to work safely
- To help company to customize the recommendation
- How to provide masks to companies: there are not enough masks.
- Need for clearness on rules
- Need for agile governmental answers / contact
- Production and logistics planification



POLICY INNOVATION: There's a need for public policies innovation: homologation, public procurement, funding schemes...

- Need of an **official platform** to share **homologation** information.
- Clear rules of homologation **to enable companies to produce the masks**
- A urgency room to **jump the homologation processes** or to make them very **very quick**.
- Need to **align national policies** to prevent a **rebound**
- How to ensure the **traceability** and the quality of the products
- Space for public policy innovations → we can't expect to solve new huge problems with the same top-down approaches
- Redesign of the public purchase procedures aligning them with the need to maintain an efficient supply chain
- Reinforce innovative public procurement



NEW EVALUATION APPROACH: There's a need for new evaluation approaches: qualitative measures and time

- New KPIs and qualitative indicators: the **value of networks**
- Purpose-driven choices and processes, not strict quantitative frameworks
- New organisational **models**
- Time is value: need for **fast** policies
- Need to leverage on the exponential growth of **digital technologies**



We need to know what we are doing

What is needed to make this work
sustainable and scalable?

How can we collaborate with the
Rapid Alert Function?



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Comments by the European Commission and European Cluster Alliance and Q&A session



Mobilization of *Advanced textiles & materials* clusters for the creation of a new mask production supply chain

Lessons learned & perspectives for European Dimension

Stéphan Vérin – *Euramaterials*

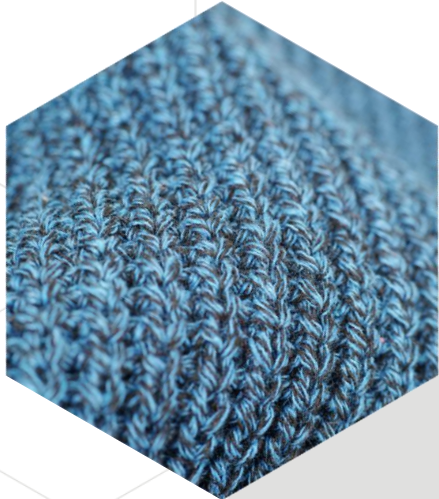


**Mobilization of Advanced textiles & materials clusters for
the creation of a new mask production supply chain
Lessons learned & perspectives for European Dimension**

27 avril 2020

 EuraMaterials

Who are we?



EuraMaterials' dynamic

- ◆ an **innovation cluster**
- ◆ a **business club** CLUBTEX
- ◆ an **incubator/accelerator**
- ◆ a **reference place** for advanced materials



EuraMaterials is born from the merger of

- ◆ **Matikem** (materials, chemistry, green chemistry)
- ◆ **UP-tex** (technical textiles materials and processing)

At a glance *(end of 2018)*

- ◆ **260 members**
- ◆ Turnover: 19 billions euros
- ◆ 174 companies
- ◆ 1,000 associated partners
- ◆ 432 labelled projects
- ◆ 218 financed projects



The cluster of materials processing industry



TEXTILE



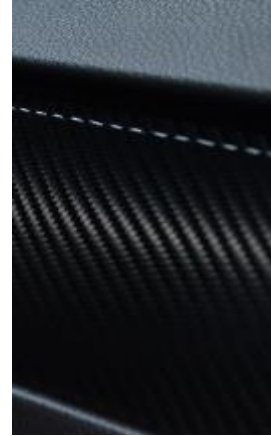
PLASTICS



GLASS



PAPER/
CARDBOARD



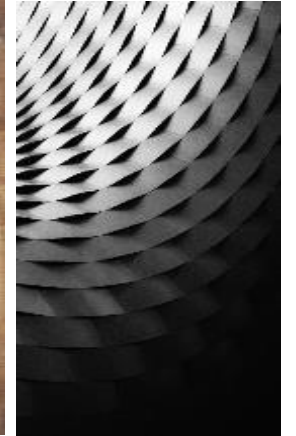
COMPOSITES



CERAMIC



WOOD



METAL



Two main orientations

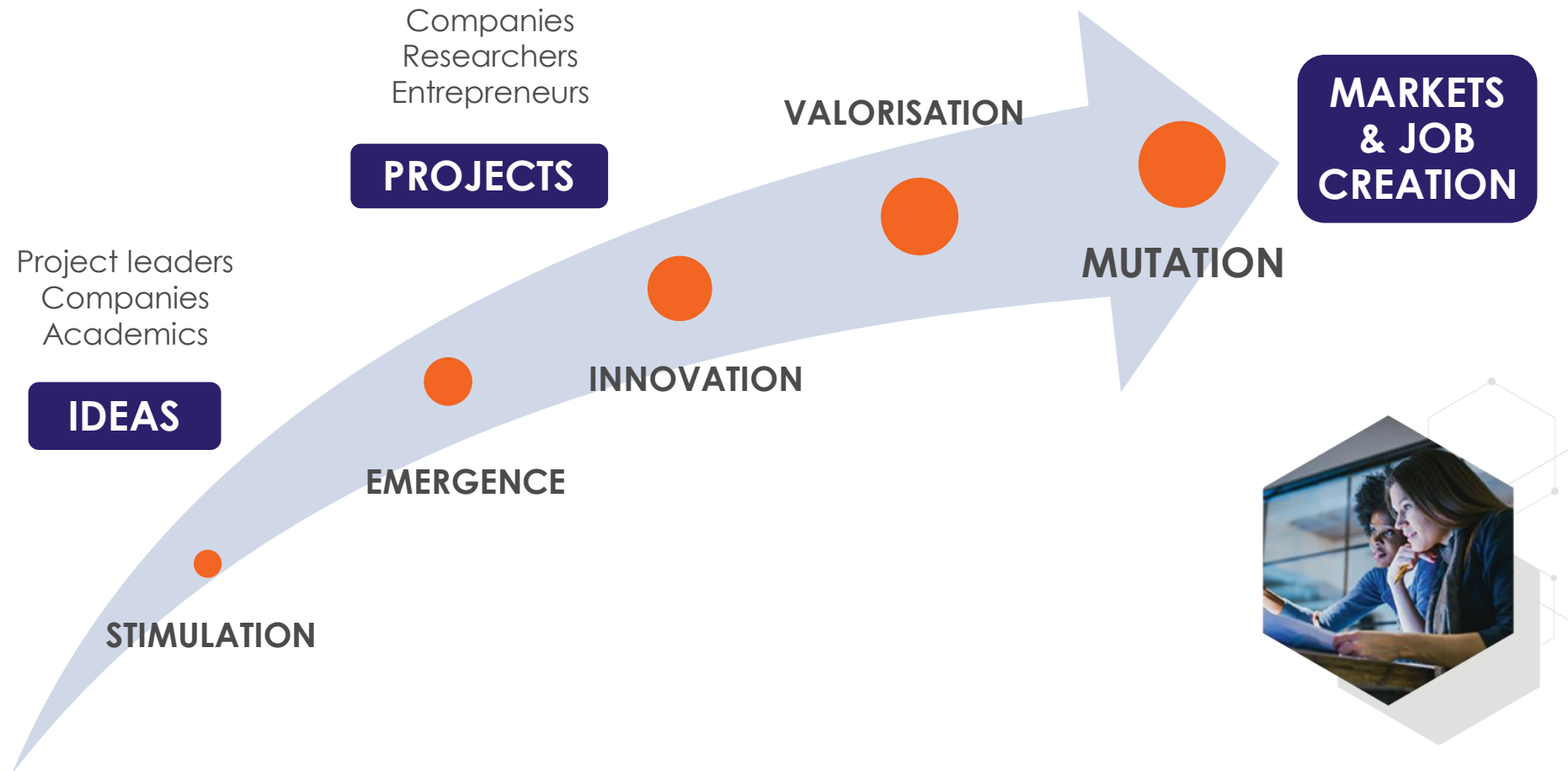
◆ Advanced materials

- Complex structures
- Innovative material properties
- Eco-material and eco-design
- Interactive materials and structure

◆ Factories of the future

- High added value products & services
- Processes transformation & improvement
- Sustainability

A complete value chain to support companies





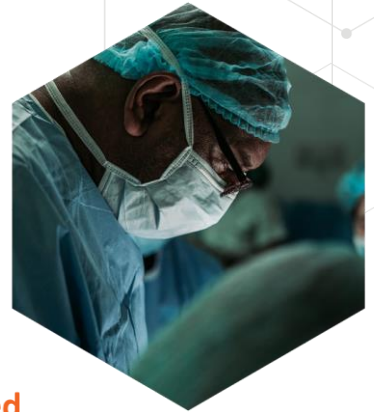
COVID-19 & Supply chain disruption

EuraMaterials Involvement on the topics: Masks and overshirts

- ◆ From 11 March, participation in the interministerial "masks" working group led by the General Secretariat for Defense and National Security.
- ◆ In this context, mobilization of the DGA (research department of the Army) and emergence of approaches to create substitute masks for essential workers, then for the general public.
- ◆ By decision of the Secretary of State Agnès Pannier-Runacher, this group was taken in hand by the DGE (French Ministry of Industry) as of March 23rd, for the operational implementation of the industrial deployment in connection with Clusters EuraMaterials & Techtera and IFTH (Textile Technical Center) and the CSF Mode & Luxe (Professional Organizations)
- ◆ Specific work on materials is underway:
 - ◆ Work on a national scale
 - ◆ Strict data confidentiality policy



Details involvement of clusters on the subjects Masks and overalls



◆ Technical Support

◆ Advisory group to organizations:

Fashion & Luxury Sector Strategic Committee, General Directorate of Companies, textile and other professional organisations, local authorities, etc.

◆ **Technical support to companies**, in particular on the direction to be taken in the development of UNS masks and the results of DGA characterizations.

◆ **Give recommendations on high-performance complexes**

◆ **Solicitations to build on the experience gained on anti-fouling gowns**

◆ Analyse

◆ **Creation of a material database related to DGA reports**

◆ **Comparison of complex typologies**

◆ **Analysis of the constituent materials of complexes**

Datas analysed

300 Companies

600 reports

800 Materials complexes

Material group data

- Supervised registration in the database
- List of manufacturers and material suppliers
- Anonymised data

Success for European Cluster Alliance

- ◆ The 2nd of April, EuraMaterials has been invited to present the French Expérience at ECA Morning webinars
- ◆ The 3rd of April, I've been contacted by Mr Novo Guerrero to send details about the new french regulations
- ◆ The 8 of April the Spanish Ministry of Industry, has published an official regulation enabling the French standard in Spain

SUCCESSFUL EUROPEAN COOPERATION



Perspectives & Next Steps

- ◆ **First of all, the most efficient masks are generally three-layer masks:**
 - ◆ filtering barrier type spun non-woven, fleece, brushed cotton
 - ◆ coton ou polycoton
- ◆ **Working groups launched by clusters on :**
 - ◆ maintenance and end-of-life of products
 - ◆ certification of the most promising masks
- ◆ **Innovation :**
 - ◆ Improve efficiency of PPE (masks)
 - ◆ Find new materials as substitute of Melt Blown Non-Woven
- ◆ **In the medium term: rethinking industrial value chains** to ensure self-sufficiency for Europe and France
 - ◆ In Mask Productions
 - ◆ In Non Wovens
 - ◆ In Raw Materials

Business Models ?


Which role for Structural Funds & EIB ?



More info ?



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Labels



Certification



Partenaires publics





Comments by the European Commission and European Cluster Alliance and Q&A session



Locally distributed models of cooperation emerging in moments of social distress

David Cuartielles – Arduino
Jouke Verlinden – University of Antwerp



coronavirus**makers**

OPEN SOURCE TO LIVE

Pandemia Day Zero

3 possible plans to consider

- A. Governments have the money to obtain existing equipment to deal with the crisis
- B. National companies get help from the public sector to ramp-up production or even modify existing production lines
- C. Civic society comes in

The case of Spain

While the government pursued plans A (PPEs + respirators) and B (mostly respirators), the Coronavirusmakers community emerged to become the distributed manufacturing force to support medical professionals, police, and people in services with PPEs

Furthermore, thanks to the intermediation of the national foundation for innovation *Cotec* as well as the members of the *European Cluster Alliance*, the maker community was able of participating in the race for producing respirator machines

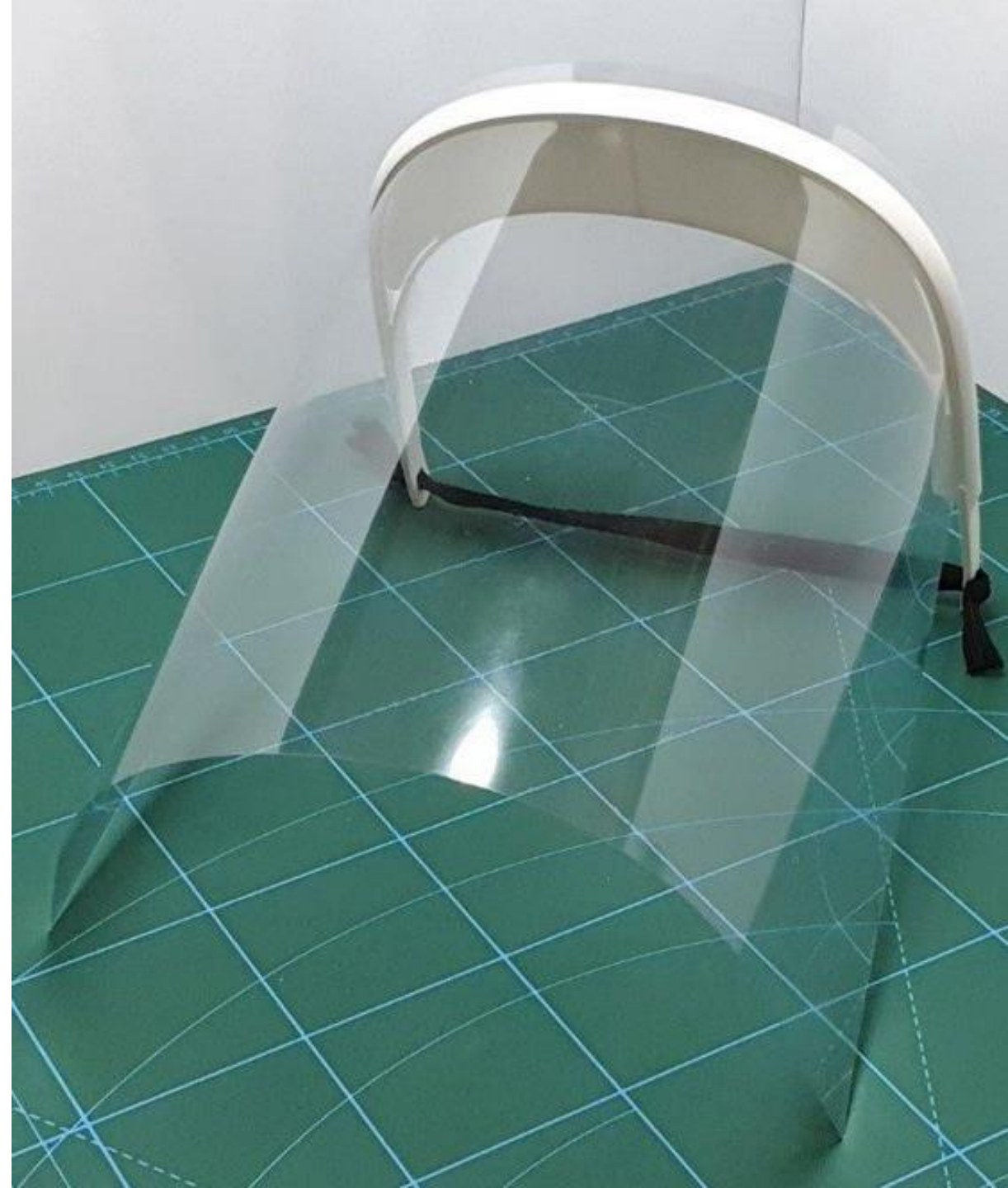


The case of PPEs

The first PPE to reach the hands of medical professionals was the face-shield

There are several designs, but the most common one is the so-called Hanoch model (in the picture)

Currently, the design of the face shield has been validated by the Ministry of Industry



500.000

over half million face-shields have been manufactured
using DIY techniques in Spain in the last 45 days

The next big hit

Face masks are the next protection device, Coronavirusmakers has created a guide explaining how to produce them and which materials from the average household can be used as filters

We are releasing (this week) our latest manual on this topic



1000.000

over hundred thousand masks have been manufactured
using DIY techniques in Spain in the last 45 days

Respirators / ventilators

Thanks to the intermediation of Cotec, it was possible to have an open and honest conversation with Spanish national agency for medical products and medicines (AEMPS) in respect to the production of medical devices like respirators

The community produced different designs based on the techniques listed:

- CPAP with diving masks
- Ambu-based intubation machines
- Jason-rees machines
- Compressed oxygen delivery machines



70

we witnessed the design of over 70 different designs of which
7 passed the tests set by the AEMPS thought they will never be used

Homologation processes

the next challenge

- Bureaucracy at national and EU level
- UNE norms for medical products temporarily available
- Patents temporarily dismissed

temporarily

this is what hindered innovation for the so-called plan B

Dissemination processes

how makers reached out and
scaled up

- Collaboration with SMEs
- Telling the stories of the makers
- Reaching out to kids
- Opening collaboration lines with LatinAmerica

Challenges

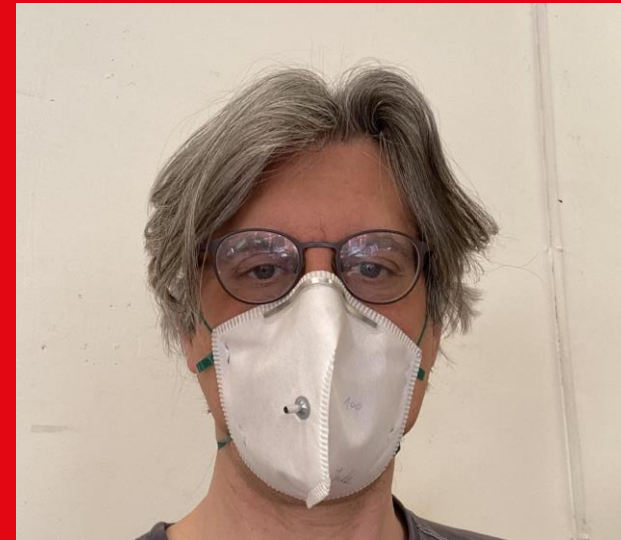
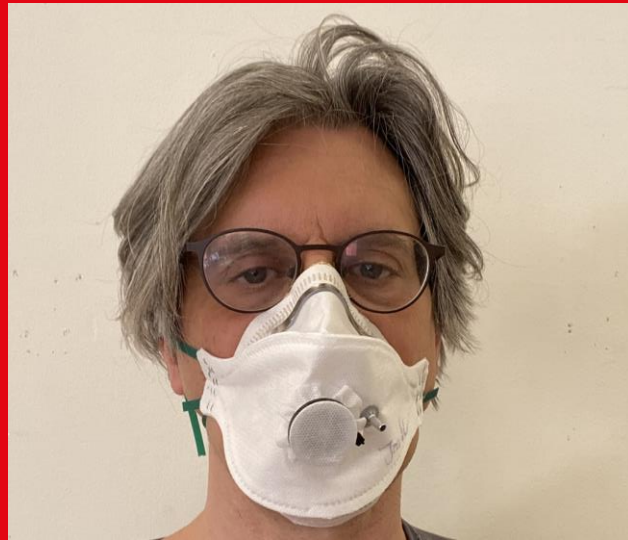
- Community management
- Fundraising
- Identity



coronavirus**makers**

OPEN SOURCE TO LIVE

Faster tracks for 3D PPEs?



Prof. Jouke Verlinden
Faculty of Design Sciences,
University of Antwerp

ANTWERP
DESIGN
FACTORY



Promise of 3D printing but...

- Limited materials
- Limited material structures
- Limited geometries
- Limited production volume
- Limited quality control (design)
- Limited quality control (process)



Relevance on safety

World Health Organization		Operational Support & Logistics Disease Commodity Packages	
PPE Health Care Facilities	Gloves, examination or surgical, sterile	Gloves, examination or surgical, nitrile, powder-free, sterile, single-use Gloves should have long cuffs, reaching well above the wrist, ideally to mid-forearm Sizes: small, medium, large	<ul style="list-style-type: none"> • EU MDD Directive 93/42/EEC Category III, • EU PPE Regulation 2016/425 Category III, • EN 455, • ANSI/ISEA 105, • ASTM D6319 or equivalent
	Goggles, protective	Good seal with the skin of the face, flexible PVC frame to easily fit all face contours with even pressure, enclose eyes and the surrounding areas, accommodate wearers with prescription glasses; clear plastic lens with fog- and scratch-resistant treatments; adjustable band to secure firmly so as not to become loose during clinical activity; indirect venting to avoid fogging. May be re-usable (provided appropriate arrangements for decontamination are in place) or disposable.	<ul style="list-style-type: none"> • EU PPE Regulation 2016/425 • EN 166 • ANSI/ISEA Z87.1 or equivalent
	Face shield	Made of clear plastic and providing good visibility to both the wearer and the patient Adjustable band to attach firmly around the head and fit snugly against the forehead, fog-resistant (preferable). Completely covers the sides and length of the face. May be re-usable (made of robust material which can be cleaned and disinfected) or disposable.	<ul style="list-style-type: none"> • EU PPE Regulation 2016/425 • EN 166 • ANSI/ISEA Z87.1 or equivalent
	Fit test kit	To evaluate effectiveness of seal for tight-fitting respiratory protection devices	OSHA 29 CFR 1910.134 Appendix A
	Particulate respirator, grade N95 or higher.	N95 or FFP2 respirator, or higher Good breathability with a design that does not collapse against the mouth (e.g. duckbill, cup-shaped).	<ul style="list-style-type: none"> • Minimum "N95" respirator according to FDA Class II, under 21 CFR 878.4040, and CDC NIOSH, or • Minimum "FFP2 according to EN 149, EU PPE Regulation 2016/425 Category III, or equivalent
	Mask, surgical – health care worker.	Surgical mask, good breathability; internal and external faces should be clearly identified Type II or higher.	<ul style="list-style-type: none"> • EU MDD Directive 93/42/EEC Category III or equivalent • EN 14683 Type II, IR, IIR • ASTM F2100 minimum level 1 or equivalent
	Mask, surgical – patient	Surgical mask, good breathability; internal and external faces should be clearly identified Type I.	<ul style="list-style-type: none"> • EN 14683 any type including Type I • ASTM F2100 minimum level 1 or equivalent
	Scrubs, tops	Tunic/tops, woven, scrubs, reusable or single-use, short-sleeved (tunic/tops), worn underneath the coveralls or gown	

Coronavirus: European standards for medical supplies made freely available to facilitate increase of production

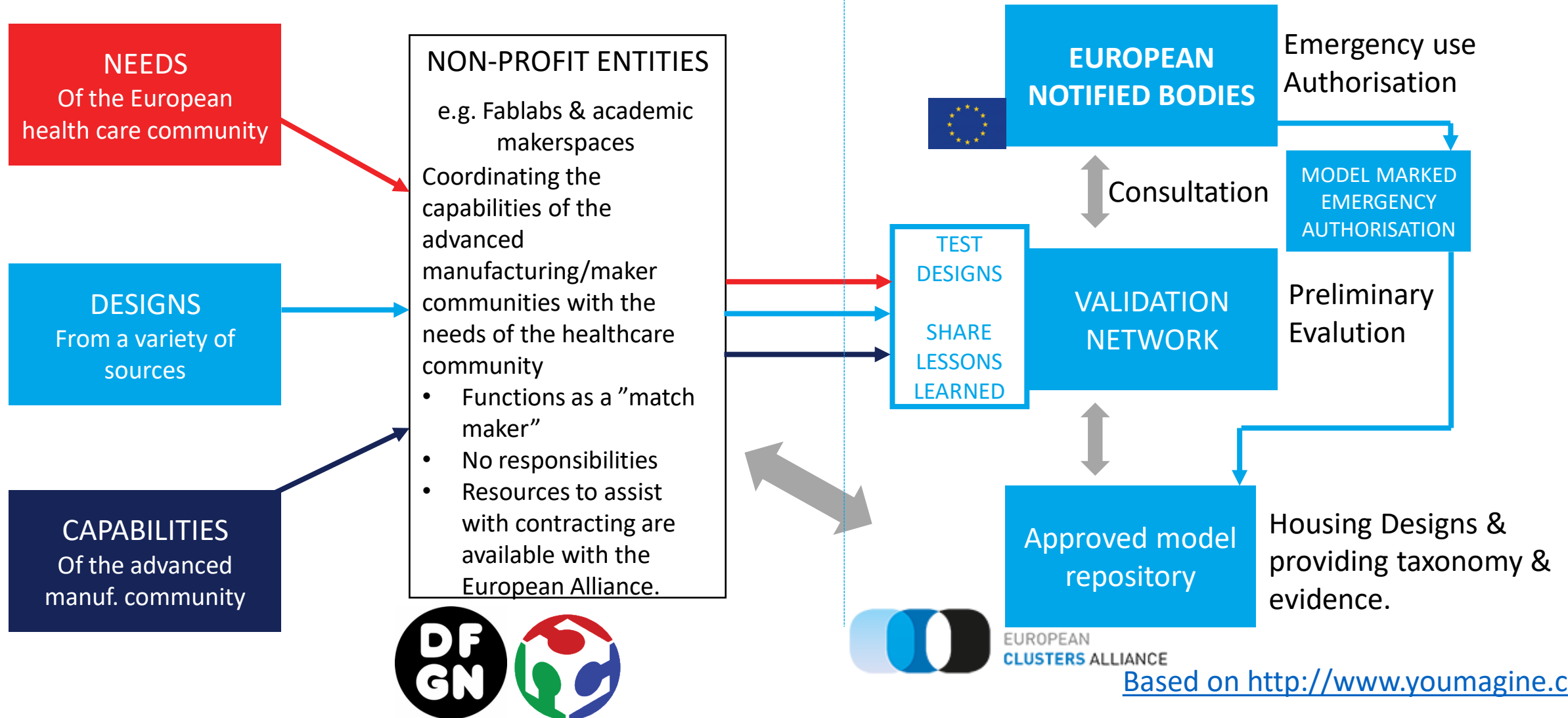
The list of the standards follows:

- ✦ [EN 149:2001 + A1:2009 Respiratory protective devices – Filtering half masks to protect against particles - Requirements, testing, marking \(commonly referred to as 'FFP masks'\)](#)
- ✦ [EN 14683:2019 Medical face masks - Requirements and test methods](#)
- ✦ [EN 166:2001 Personal eye-protection – Specifications](#)
- ✦ [EN 14126:2003 + AC 2004 Protective clothing - Performance requirements and tests methods for protective clothing against infective agents](#)
- ✦ [EN 14605:2009 + A1:2009 Protective clothing against liquid chemicals - performance requirements for clothing with liquid-tight \(Type 3\) or spray-tight \(Type 4\) connections, including items providing protection to parts of the body only](#)
- ✦ [EN 13795-1:2019 Surgical clothing and drapes - Requirements and test methods - Part 1: Surgical drapes and gowns](#)
- ✦ [EN 13795-2:2019 Surgical drapes, gowns and clean air suits, used as medical devices for patients, clinical staff and equipment - Part 2: Test methods](#)
- ✦ [EN 455-1:2000 Medical gloves for single use - Part 1: Requirements and testing for freedom from holes \(MDD\)](#)
- ✦ [EN 455-2:2015 Medical gloves for single use - Part 2: Requirements and testing for physical properties \(MMD\)](#)
- ✦ [EN 455-3:2015 Medical gloves for single use - Part 3: Requirements and testing for biological evaluation \(MDD\)](#)
- ✦ [EN 455-4:2009 Medical gloves for single use - Part 4: Requirements and testing for shelf life determination \(MDD\)](#)

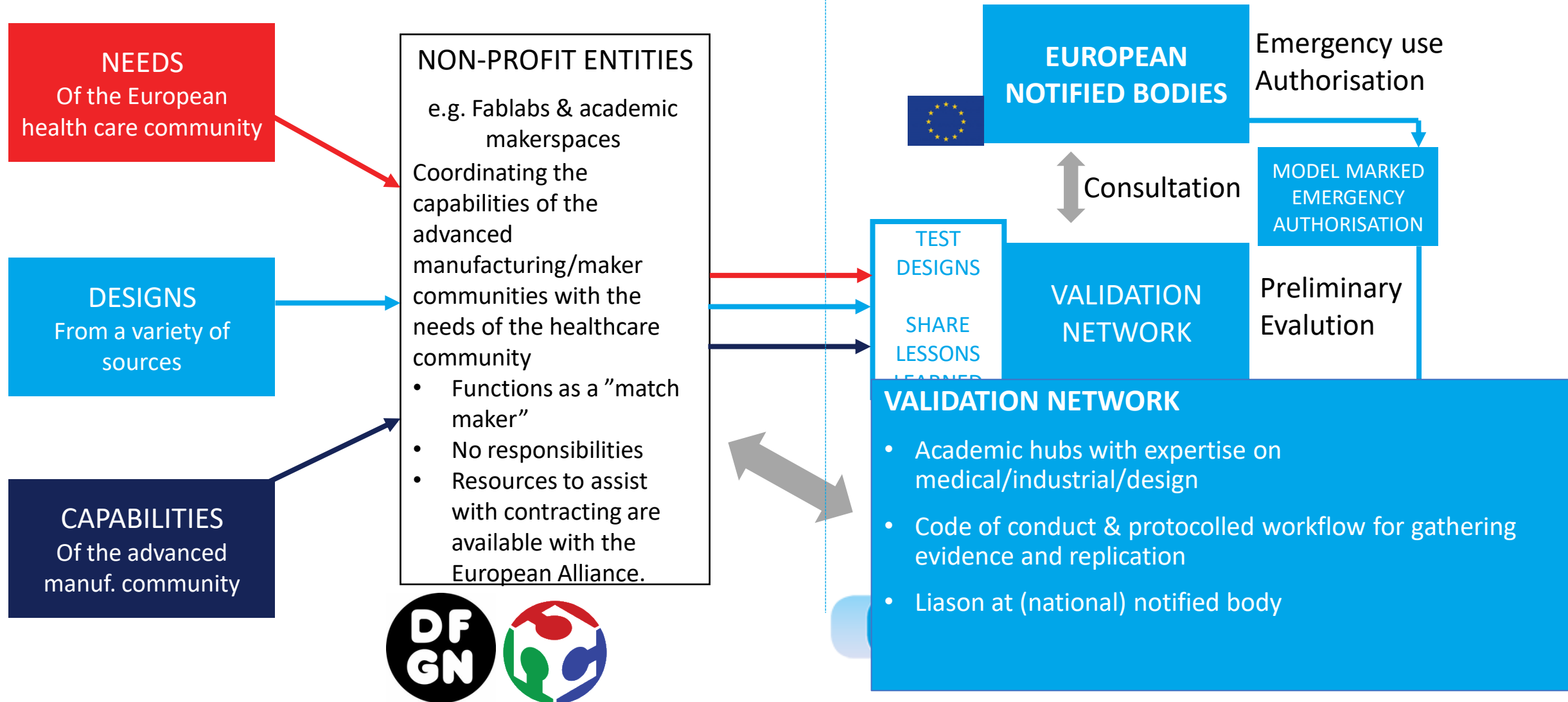
In addition, upon CEN's request the following EN ISO standards are made available as read-only:

- ✦ [EN ISO 374-5:2016 Protective gloves against dangerous chemicals and micro-organisms - Part 5: Terminology and performance requirements for micro-organisms risks](#)
- ✦ [EN ISO 13688:2013 Protective clothing - General requirements](#)
- ✦ [EN ISO 10993-1:2009 + AC 2010 Biological evaluation of medical devices - Part 1: Evaluation and testing within a risk management process](#)

Proposing a better PPE & Healthcare innovation pipeline during emergencies



Proposing a better PPE & Healthcare innovation pipeline during emergencies

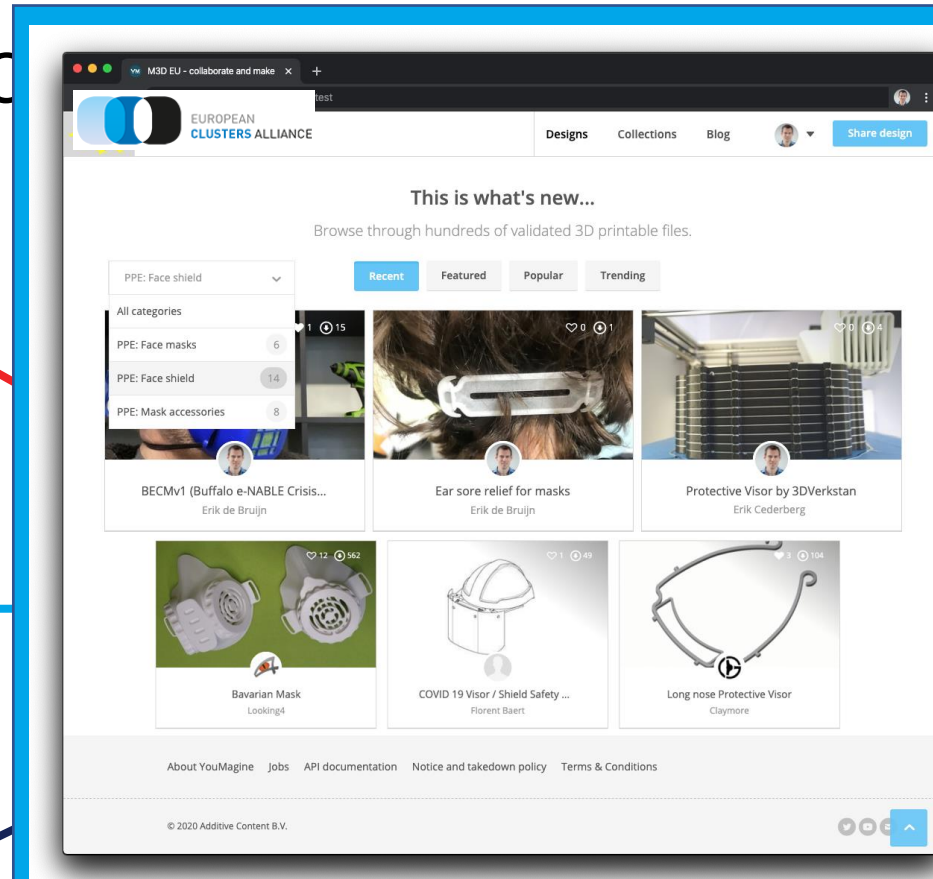


Proposing a better PPE & Health

NEEDS
Of the European
health care community

DESIGNS
From a variety of
sources

CAPABILITIES
Of the advanced
manuf. community



Resources to assist
with contracting are
available with the
European Alliance.

MODEL REPOSITORY- Youmagine platform

- A non-profit design repository with 3D visualisations, upload and moderation possible.
- Adapted with evidence/approval mechanisms.
- Already well known in the European Maker/fablab community. (originally by Ultimaker, the Netherlands).
- Adaptations can be made in days/weeks.

Approved model
repository

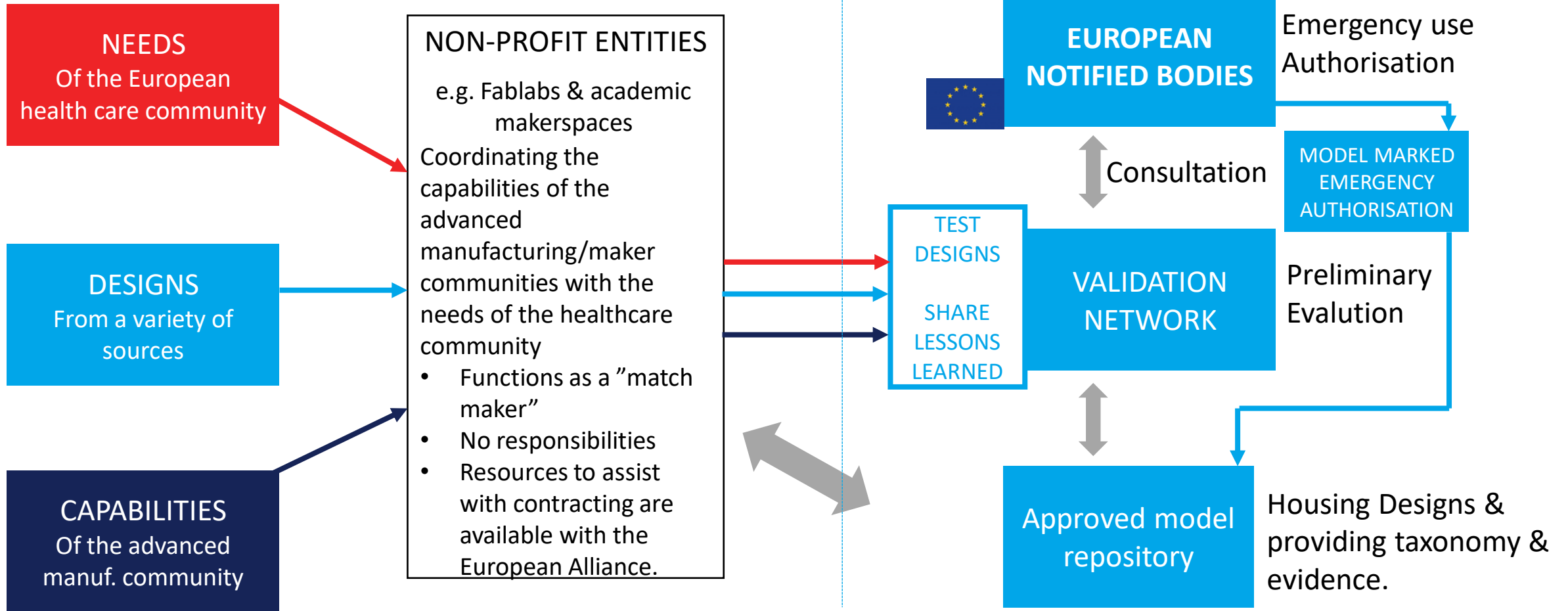
Housing Designs &
providing taxonomy &
evidence.



EUROPEAN
CLUSTERS ALLIANCE

Based on <http://www.youmagine.com>

Thank you for your attention!



- Prof. Jouke Verlinden & prof. Regan Watts & prof Stijn Verwulgen
- Erik de Bruijn (youmagine)



Comments by the European Commission and European Cluster Alliance and Q&A session



Solutions for supply chain disruptions: Logistics and the social economy

Ilaria Massari – *Reindustria*



Webinar by the *European Cluster Collaboration Platform*:

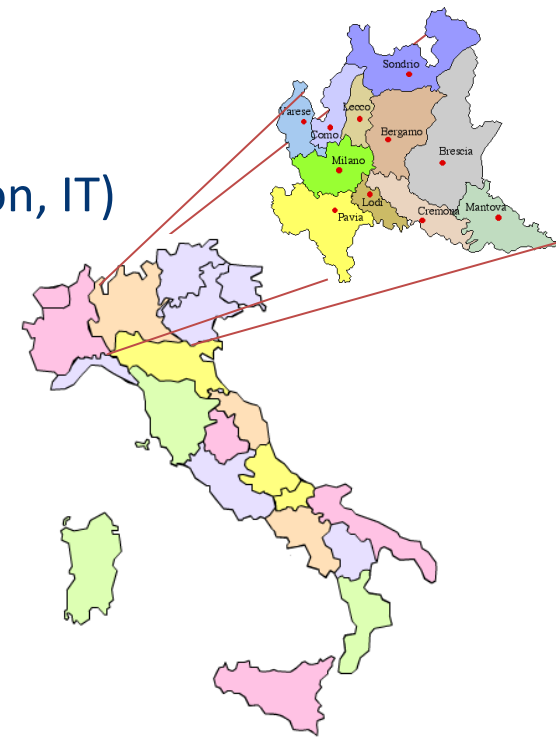
**“The Covid-19 industrial cluster response:
solutions for dealing with ecosystem supply chain disruptions”**

by the **European Commission**, featuring the **European Cluster Alliance**

Logistic disruption, social economy and cluster role

REI – Reindustria Innovazione

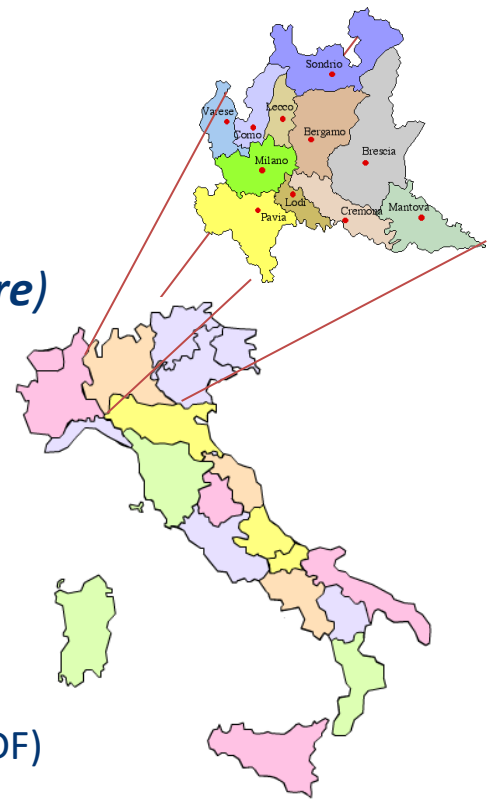
- The public (79%) – private (21%) partnership society in **Cremona** (Lombardia Region, IT)
 - 45% of Chamber of Commerce of Cremona
 - 35% of Municipalities
 - 11% of Business Associations
 - 9% of Banks
 - 1% of Cremona Fair Entity
- 25 years of **local development agency**, born in 1995 because of **reindustrialisation** of a huge **Olivetti** settlement (520.000 sm)



Ilaria Massari
General manager
imassari@reindustria.com
www.reindustria.com

REI – Reindustria Innovazione

- Acting as ***facilitator*** and ***matchmaker***, in these 4 areas:



1. **Attractiveness** of the territory *(together with Lombardia Region and Unioncamere)*

- Regeneration of the territory
- Abandoned area development plans

2. **Research and Innovation** → building bridges

- Collaboration with several **Universities** and Research centers
- Collaboration with **Clusters** and several companies
- Lead partner of [AD-COM](#) *Advanced Cosmetic Manufacturing* (9,4M€, cofunded by ERDF)
- Lead partner of [Humans Hub](#), *Human-oriented Manufacturing Solutions* (7,7M€, cofunded ERDF)

3. **Innovative startup** facilities

- Startup incubator in Crema
- Partnership with Chamber of Commerce

4. **Tavolo della Competitività** secretariat

Ongoing concertation of strategic decisions



Secretariat of the 4 **Thematic Tables**:

- Infrastructures
- R&I, Education, Labour
- Culture and Tourism
- Administrative Simplification



3 KEY VALUES

PUBLIC PRIVATE PARTNERSHIP + CROSS-SECTORAL COLLABORATION + MULTILEVEL APPROACH

Disruption of the **cosmetic value chain** (by the end of February)

Logistic challenges

(picture before Covid)

- Exporting **80/85%** average
- **B2B** manufacturing chain
- **15,5 Billions GDP** at national level
- **200.000 Italian employees**
- **High level of knowledge and GMP**
- **Consumer oriented innovation and creativity and design**
- **Rapid industrialisation**
- **4.0 technologies investments**

Covid-19

Paralyzed inbound and outbound logistics

- **Immediate block of products at customs**
- **- 54,5 % in one month**
- **Cases of blocking of deliveries (FR, DE, UK)**
- **Cases of suspension of orders for 6 months**
- **Drop in consumption**
- **Temporary stop at 4.0 investment**
- **Global estimation of -25% less consumption**



Intro

Disruption

Reaction

EAAC

Missing

Lessons

How cosmetic cluster is reacting

Short term

Medium term

At cluster level



Rapid connection to healthcare needs and solidarity issue
Immediate communications of measures, updating members
Economic impact analysis/monitor and Government dialogue

Mapping

- Those who reconverse the production
- Solidarity donations of products
- Give back to all the whole picture, as interactive process

Knowledge, R&I and advanced material study

Ongoing key words:

- Customer safety
- More technologies
- 100% reliability
- Traceability and real time information to customers
- Electronic labels and touchless systems to avoid contaminating the products
- Updated skills in supply chain challenges

At cosmetic companies and value chain level



Many cases of conversion of the productions

- Higienic gel and other sanitizers
- Primary pack for hydroalcoholics
- Packaging components for healthcare
- Formulations for personal care Hydroalcoholics

Adoption of prevention and sanitation measures

Monitoring evident consumer changes

E-commerce channel acceleration

Future trends

- **Sustainable transformation** of cosmetic value chain
- **Product traceability** (more transparency and more information on ingredients for customers), sources of supply and production processes
- **Packaging** versus Covid19
 - «touch free» labels / smart labels
- **New enabling technologies**
 - App integration
 - Real time monitoring of trace

Intro

Disruption

Reaction

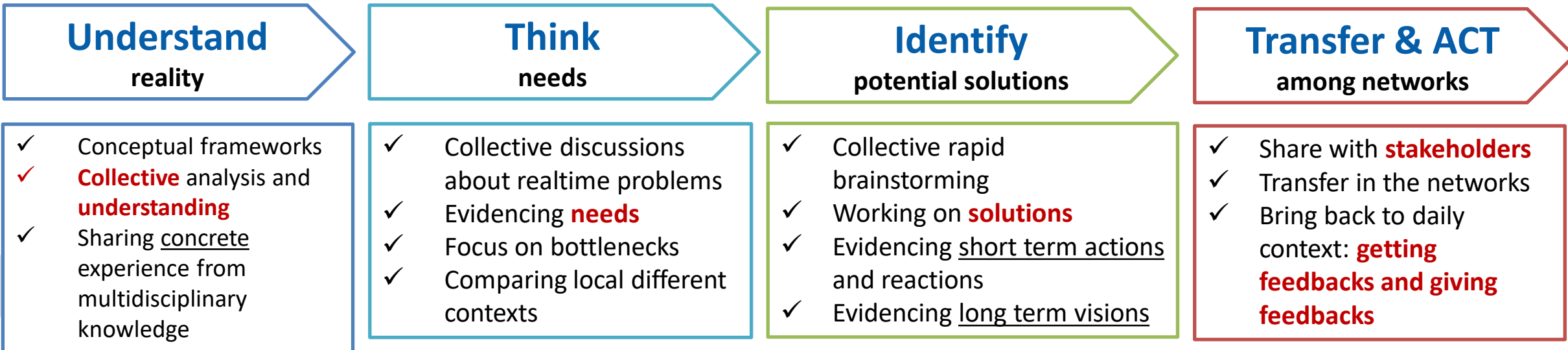
EAAC

Missing

Lessons

Shared Leadership, facilitated by European Cluster Alliance

At EU level, an everyday improvement process
Everyday at 8:30



Cross sectoral contribution from people all over EU
Gathering of multi-level competences and knowledge

Proposal of [Rapid Alert Function](#),
Veronica Elena Bocci, DITECFER Coordinator
[For more information on EAAC](#)

3 KEY VALUES of this LOOP process
OPEN AND COLLECTIVE ORGANIZATION + CROSS-SECTORAL COLLABORATION + MULTILEVEL AND DEMOCRATIC GOVERNANCE

What is still missing → **social economy** structural connections

Intro

Disruption

Reaction

EAAC

Missing

Lessons

What we see

What can be done

At local /
cluster
level

Effective civil society and solidarity reaction
Local dense community and rapid answers
(see ECA sessions)
→ **Not connected to cluster strategy**

Need to capitalize solutions, scaling up
Need to set shared value creation strategy
→ **Need to add the social dimension in the cluster strategy**

At
National
level

Cluster policy are not engaging civil society
Space to align with hybrid approach
→ **We are not meeting societal challenges**

Need is to facilitate the coordination at National level with:
→ **Cross sectoral and cross regional approach**
→ **Multilevel approach**

At EU
level

Demostration of how rapidly clusters and social economy can react
→ **We miss purpose-driven networks**

Improve EU ability to answer the crisis through new effective networks linking civil society, industry clusters, researchers and public bodies
→ **Invest in effective network management**

3 lessons learnt

1. Can **the Skill Gap** we are facing be actually a **strategy gap?** → do we all cluster managers have a (personal) **strategy** that proactively take us to solutions? Do we all know what strategy is (*non only a document*)? Do we have the **motivation** in facilitating our clusters? Are we aligned with EU-Regional policy?
2. **Effectiveness of well managed networks**, eg. EAAC: an interaction space as **common ground**, result of a mix of top-down and bottom-up approach, where to bring issues and take out results → Individual active participation is key
3. **Trust is invisible**, but it counts: need to recognize the **value of intangible assets**. Believe in the **value of networks**, leverage on networks.

«We are all in this together.»
TCI Network



Comments by the European Commission and European Cluster Alliance and Q&A session



Open live chat discussion on lessons learned for dealing with supply chain disruptions across Europe's industrial ecosystems

Moderated by Carsten Schierenbeck, team leader for industrial modernisation

Cluster Team of DG GROW



Wrap-up and next steps

Dr Ulla Engelmann, *Head of Unit, European Commission, DG GROW F.2*
Antonio Novo Guerrero – *President of the European Cluster Alliance*



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Thank you for your attention!