



Firstly, **complementarities must be sought** in the economic fabrics on both sides of the border. Within the European area where free movement is supposed to benefit all citizens, competition - like cooperation - needs to be at the cross-border level. The deeper the knowledge of the economic fabric on both sides of the border, the easier it is to find, firstly, similarities that may justify pooling (economies of scale) or the creation of conurbation economies and, secondly, differentiating factors and complementarities, and therefore the potential for establishing links. For example, diversity (multiculturalism, heterogeneous economic fabric, different levels of development, etc.) of a cross-border territory may constitute a potential for innovation (“serendipity effect”, targeted transfer of technology, etc.).

To establish cross-border ties, players from the same economic sector must identify complementary partners (subcontracting, compatible products). In this regard, public-sector players may emphasise the potential advantages of working together, by setting-up working groups on specific topics, conducting studies, etc.

#### EXAMPLE:

Looking ahead to the 2014-2020 programming period, **the Nord-Pas de Calais region and West Flanders compared their innovation and smart specialisation strategies (SRI-SI)** to identify joint and complementary sectors. The long-term objective is to promote interactions between economic players on both sides of the border.



Next, **win-win situations must be identified**. Two types of opposing interests may be highlighted in the area of cross-border economic development: first, those of mobile businesses that set up in regions where they have the most advantages and, second, those of territorial authorities that wish to attract businesses and secure jobs in their territories, on both sides of the border, especially when there are differentials in development. In this context, it is more constructive to focus on identifying win-win situations and thereby promote the development of cross-border economic relationships.

#### EXAMPLE:

**For a company, a bi-location strategy** may consist in setting-up a subsidiary or branch in a neighbouring country, to enjoy the respective advantages of two neighbouring countries (for example at the French-Swiss border).



**Territorial marketing targeted towards international markets** makes it possible to promote a cross-border territory to third-party investors. Combining the assets of the territories on both sides of a border makes the common destination more visible and attractive. Mutual trust, which may need to be built over several years, is established when the partners accept that the establishment of a company on the other side of the border may have positive effects for them too.

#### EXAMPLES:

**One of the Upper Rhine Valley (2013-2015)** project's objectives has been to promote tourism in the Upper Rhine to travel agents and the media on the international markets. The project's premise is that the three countries of the Upper Rhine each gain by promoting themselves under a common brand.

<http://www.upperrhinevalley.com>

**The “Invest in Eurometropolis” online platform** highlights the assets that the Lille-Kortrijk-Tournai Eurometropolis offers investors. It maps the clusters, sites of excellence, research centres, logistics, business parks and business tourism operators. As part of the “Invest in Eurometropolis” initiative, the partners were also present on a joint stand at MIPIM.

<http://www.investineurometropolis.fr>

**The “The Growth Centre – Success for the Danish-German Region”** project has developed interregional marketing based on six assets: tourism, food, healthcare and wellness technologies, renewable energies, logistics and knowledge.

<http://www.dinregionsportal.eu/361>