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Deliverable Report:

D4.2 Summary report on pilot brokerage events

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Terminology

"Big Science" – Big Science organisations are a common term used for legal entities which build and manage large-scale international research infrastructures, where the scope and cost of the investment exceeds the capability of just one country. Thus, several countries (member states) join forces to finance the infrastructure. These are usually found in the ESFRI Physical Sciences & Engineering domain, and examples are particle accelerators and telescopes. Examples are: CERN, ESO, ESRF and ITER.

BSBF – The Big Science Business Forum is a business-oriented congress which congregates the main European Big Science Research Infrastructures, focused on technology and with the aim to be the key meeting point between these Research Infrastructures and industry. The first edition was held in 2018 in Copenhagen. The second edition will take place in October 2022 in Granada.

ESFRI RESEARCH DOMAIN – The European Strategy Forum of Research Infrastructures (ESFRI) has identified six main thematic domains of research (ESFRI Strategy Report and Roadmap 2018; pg. 38): Energy (ENE), Environment (ENV), Health & Food (H&F), Physical Sciences & Engineering (PSE), Social & Cultural Innovation (SCI), and - since 2017 - Data, Computing and Digital Research Infrastructures (DIGIT).

GEORETURN – The financial return of a member country on the investment in developing and operating research infrastructures.

ILO – INDUSTRY LIAISON OFFICER. Officially appointed by the Member States and Associated Countries to stimulate the collaboration amongst the national industry and the international RIs, providing advice on business opportunities, R&D collaborations, calls for tenders and industrial services.

ICO – INDUSTRY CONTACT OFFICER. Research Infrastructures staff in charge of developing business relations with all potential industrial suppliers of innovative components or services, as well as encouraging the economical use of their facility by private players.

PERIIA – The Pan-European Research Infrastructure ILO Association (PERIIA) network launched in 2019 as a grassroots movement offering a communication and discussion platform for ILOs. The aim of the network is to pave the way and prepare for the establishment of PERIIA as a legal entity in the form of a European association.

RI – RESEARCH INFRASTRUCTURES are facilities that provide resources and services for research communities to conduct research and foster innovation. RIs can be used beyond research, e.g. for education or public services. Research Infrastructures include: major scientific equipment or sets of instruments; collections, archives, or scientific data; computing systems and communication networks; and any other research and innovation infrastructure of a unique nature which is open to external users.

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Abbreviations

CERN	Conseil Européen pour la Recherche Nucléaire
CIEMAT	Centro de Investigaciones Energéticas, Medioambientales y Tecnológicas
CLARIN	Common Language Resources and Technology Infrastructure
COVID	Coronavirus (SARS-CoV-2) disease
CCMAR	Centro de Ciências do Mar
CDTI	Centre for the Development of Industrial Technology
CESSDA	Consortium of European Social Science Data Archives
CNA	Centro Nacional de Aceleradores
CSIC	Consejo Superior de Investigaciones Científicas
CSIS	Center for Strategic and International Studies
DARIAH	Digital Research Infrastructure for the Arts and Humanities
DESY	Deutsches-Elektronen Synchrotron
DTI	Danish Technological Institute
EMBRC	European Marine Biological Resource Centre
EATRIS	European infrastructure for translational medicine
E-RIHS	European Research Infrastructure for Heritage Science
EHRI	European Holocaust Research Infrastructure
ELI	Extreme Light Infrastructure
ELIXIR	European Life-Science Infrastructure
ELT	Extremely Large Telescope
ESRF	European Synchrotron Radiation Facility
ESO	European Southern Observatory
ESS	European Spallation Source
FCRIN	French Clinical Research Infrastructure Network
IFMIF-DONES	International Fusion Materials Irradiation Facility. DEMO Oriented Neutron Source.
ICTS	Infrastructuras Científicas y Técnicas Singulares
ILL	Institut Laue-Langevin
INSTRUCT	European Structural Biology Research Infrastructure
OOCC	Observatories of the Canary Islands
IRAM	Institut de Radioastronomie Millimétrique
ISCIII	Instituto de Salud Carlos III
ITMO	Institute of Translational Medicine
ITER	International Thermonuclear Experimental Reactor
LNF	National Fusion Laboratory (Spain)
LINX	Linking Industry to Neutrons & X-rays
OPERAS	Open Scholarly Communication in the European Research Area for Social Sciences and Humanities
SSH	Social Sciences and Humanities
XFEL	X-Ray Free-Electron Laser

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1. Executive Summary

The ENRIITC project aims to build a permanent pan-European network of Industrial Liaison and Contact Officers (ILOs and ICOs) and enable industry to become a full partner of research infrastructures whether it is as a user, a supplier or a co-creator. In other words, ENRIITC supports the establishment of strategic, cross-border partnerships between industry and research infrastructures.

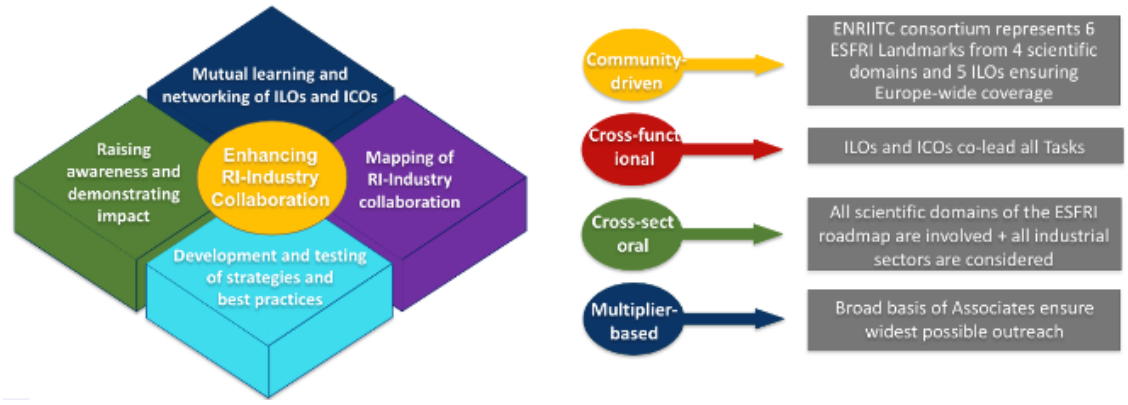

Figure 1. ENRIITC main objectives

In Task 3.3 a practical step-by-step guide for ILOs and ICOs to organise brokerage events was developed and is the content of Deliverable 3.4. The guide describes a practical step-by-step set of recommendations for ILOs or ICOs to organise brokerage events of different kinds with the purpose of fostering collaboration between industry and research infrastructures in different areas (e.g. industry as a supplier, user, co-creator or technology transfer partner).

Virtual and hybrid events have become very important platforms for communication in a time of limited ability to travel and meet in person (reference to COVID-19 pandemic emergency), and are also now an enduring feature in events culture. These platforms, which can seamlessly facilitate audiences and keep them engaged, are a must. However, in person events are of equal importance as they generate stronger interaction and more enduring contacts which are invaluable.

The following types of events were considered in the deliverable, which can be easily combined:

- **Webinar:** online meeting or presentation held via the internet in real-time, usually of short duration, with two kinds of participants (speakers and audience), and limited interaction between them (usually written questions from the audience to the speakers).
- **Workshop:** meeting at which a group of people with a common interest engage in intensive discussion and activity on a particular subject or project. There is much more interaction between speakers and audience and the meeting is often coupled with networking face to face meetings. Workshops may be physical or digital.
- **One-to-one matchmaking meeting:** short meetings between two parties with the purpose to engage participants and give them opportunity to build relationships and to communicate their messages directly to a counterpart.
- **Virtual exhibition:** an exhibition where participants are invited to market their offerings in a virtual platform.

The strategy developed in Task 3.3 has been put to test through in Task 4.3 via the organisation of ten pilot brokerage events. These events were organised as two sets. Five events were organised by

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members of the ENRIITC consortium and five were organised by ENRIITC associate partners as a result of a call for expression of interest launched by the ENRIITC project.

This deliverable focuses on the following elements:

1. Description of the pilot brokerage events which were conducted during months M18-M31
2. Results and discussion of the results
3. Feedback and recommendations to improve the practical guide for the organisation of brokerage events developed in Task 3.4.

The pilot events included in the deliverable are listed in the following table:

	Pilot brokerage event	Main organiser	Type of ENRIITC partner
1	***TechConnect Europe – Innovation Conference & Expo***	ESS	Member
2	***Le Rendez-Vous Carnot: Research Infrastructures and Health***	ESRF	Member
3	***Pan-European partnering in Big Science – Building excellent research facilities***	Big Science Sweden	Member
4	***Artificial Intelligence and Machine Learning Revolution in Health Care***	EATRIS	Member
5	***The role of the Big Science industry in the face of the new healthcare challenges***	CDTI	Member
6	***Workshop for Social Sciences and Humanities***	CLARIN ERIC & DARIAH ERIC	Associate in collaboration with Member
7	***Structural Biology services for Industry***	INSTRUCT ERIC	Associate
8	***ELT Instruments Industry days***	Swiss Industry Liaison Office	Associate
9	***Opportunities for industry in national research infrastructures***	INDUCIENCIA	Associate
10	***EMBRC Clinic fostering EMBRC'S links with Industry***	EMBRC	Associate

Table 1. Summary of ENRIITC pilot brokerage events

The events, with one exception, were all successful. The exception is the EMBRC event which made an initial and successful outreach to industry, but could unfortunately not follow-up with B2B meetings as planned during the satellite to a larger event, but plans to catch up with the opportunities at a later moment (more on this is provided in the EMBRC event report below).

Feedback specifically for the organisation of brokerage events, and to add to the Task 3.3 events organisation guide is summarised below. Complete feedback from the events is provided in each event overview Section 3 (ENRIITC beneficiary events), Section 4 (ENRIIC associate events) and in Section 5 (discussion and conclusions).

Preparation and promotion of the events:

- Link the industry-RI brokerage events to broader events, which are often European in scope. This assures an audience and lowers organisational effort. GDPR rules may block sharing of participant data from the "host" event. Consider stand-alone event in virtual mode or for very special events where the effort is justified.
- Involve high-level stakeholder support, such as national Ministries, which brings added value. High-level stakeholders can act as integrators to bring together a wider range of participating RIs, and are able to attract attention from industry.

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- Where meetings focus upon technology procurement, participating RI staff must be sensitive to avoid focusing on detailed science. If the focus is too strong, industry can become disinterested and may be less likely to participate in future events.
- Promotion of events seems to be effective via newsletters and word-of-mouth, in particular for non-standalone events, though paid-for advertising via social media can be a further route to the market.

Event formats:

- Digital and hybrid events are here to stay and are highly effective and cost/time/CO_2 effective when an in-person event is not required. However, the preparation and planning of hybrid events have to ensure that remote participants have the opportunity to interact, without undermining the added value inherent to physical participants actually travelling to the event.
- Brokerage events should include headline or plenary talks to set the scene and pass specific and global RI messages.
- Cross-RI family events are complex to organise as it involves stepping out of the ILO/ICO comfort zone (in particular for ILOs). However, they can bring surprises with a new audience for RIs with which the audience is not familiar.
- All of the ENRIITC pilot events were free of charge. This was not a rule imposed by ENRIITC, but was arrived at by all organisers independently whilst being enabled by the support provided through ENRIITC. This is a good approach which increases registration rates, although organisers can expect usually 50-70% show-up rates which can complicate logistics planning. Future events, with internal funding only may need to consider conditions of registration.

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2. Introduction and Methodology

The ENRIITC projects aims to build a sustainable network of ILOs and ICOs across all the ESFRI domains to promote collaborations between research infrastructures and industry acting as a supplier, user and co-developer. In order to do so the ENRIITC partners identified, at the proposal stage, that the project should include a series of pilot brokerage events in which industries and research infrastructures joined together to network and pursue collaboration opportunities.

Thus, the objective of the pilot brokerage events was to test the strategy for the outreach and brokerage events as developed in Task 3.3. We aimed for cross-sectorial events as much as possible and allowed the organising partners to determine the scope (European, national or regional) depending on the scope and ambition of each event. In addition, COVID-19 had a major impact as many of the events were celebrated online, although there were several physical ones as well.

Five brokerage events were organised by the task partners (ESRF, CDTI, EATRIS, ESS and Big Science Sweden) and the other five were organised by ENRIITC associate partners. The brokerage events were a combination of larger scale European events and smaller regional ecosystem events, trying to target the broad range of RIs and ESFRI scientific domains in different areas of industry as a supplier (e.g. physics or fusion) and industry as a user (e.g. health, food, marine or biomedical research), and sometimes addressing technology transfer coming from the RIs.

2.1. ENRIITC Consortium brokerage events

Right from the ENRIITC kick-off the task partners had a series of meetings to define the objectives and plan the pilot events. As mentioned before, the ENRIITC members were given freedom to plan their events according to their interests, although focus was made on the need of the ENRIITC events to test new strategies or approaches identified in WP2 and WP3. Amongst these new approaches: increasing collaboration between ILOs and ICOs, fostering technology transfer, testing cross-fertilisation between different ESFRI domains, validating innovative digital formats and collaboration with new stakeholders. Events were to take place between months 18 and 28 of the project, with the events end date subsequently postponed to month 31, as the pandemic delayed the planning of events.

The events organised by the member partners are shown in Table 2 below.

There was a good combination of physical and digital events. Also, there was a good balance with two of the events (#3 and #5) organised by ILOs and the remainder by ICOs. We also found that health was an oft sought-after domain by the organisers, no doubt due to the emergence of the COVID pandemic, investment plans often fostered by public funding bodies and the interest it raises in industry. The events organised by associate partners were enabled to enlarge the impact of ENRIITC amongst RIs, but also across further industry and ESFRI domains.

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	Pilot brokerage event	Main organiser	Date	Format	ESFRI domains	Scope
#1	***TechConnect Europe – Innovation Conference & Expo***	ESS	16/11/2021	Physical	Physical Sciences and Engineering	European
#2	***Le Rendez-Vous Carnot : Research Infrastructures and Health***	ESRF	18/11/2021	Physical	Health	National (FR)
#3	***Pan-European partnering in Big Science – Building excellent research facilities***	Big Science Sweden	08/02/2022	Virtual	Physical Sciences and Engineering, Energy	European
#4	***Artificial Intelligence and Machine Learning Revolution in Health Care***	EATRIS	30/06/2022	Virtual	Health	European
#5	***The role of the Big Science industry in the face of the new healthcare challenges***	CDTI	06/07/2022	Physical	Physical Sciences and Engineering, Health	National (ES)

Table 2. ENRIITC members' brokerage events

2.2. ENRIITC Your Industry Outreach

When setting up the proposal, 24,000€ were reserved to fund pilot brokerage events organised by ENRIITC associate partners, aiming at a mix between ILO and ICO-organised events. The purpose was to have a broader range of events from which extract lessons to improve the strategies developed across the ENRIITC project.

In order to manage these funds, a call for associate partners was launched in July 2021 (see Appendix I for the complete call text and template). The call was announced in the ENRIITC website, social media channels, newsletters and across the different ENRIITC events (ENRIITC your Knowledge training webinars, ENRIITC your Coffee sessions, etc.). The initiative was branded ENRIITC your Industry Outreach, striving for a sense of continuity with other ENRIITC activities.

Figure 2. ENRIITC your Industry Outreach call

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The call closed on 31 August 2021 and, after undergoing a careful evaluation process conducted by the ENRIITC Steering Board, five associate applications were selected for funding: CLARIN ERIC & DARIAH ERIC (joint application), EMBRC, ESO (Swiss Industry Liaison Office), INDUCIENCIA and INSTRUCT ERIC. These organisations were invited to present their event proposals to the ENRIITC community during a dedicated ENRIITC your Coffee session.

Figure 3. ENRIITC Your Industry Outreach results as published on LinkedIn.

The results were communicated to the winning associate partners, and instructions were sent regarding methodology, reporting and cost claiming. Associates were asked to use D3.4 as a step-by step guide to set up their events. The following table shows the final configuration of the associate events.

Two of the events were organised by ILO organisations (#3 and #4) and therefore focusing on Physical Sciences and Engineering, and partly Energy as the ITER project was covered in one of them. The others were a balanced mix between different domains. As with the member events, there was a combination of physical and virtual events, but including one hybrid event. Finally, the scope of the events was mostly European.

	Pilot brokerage event	Main organiser	Date	Format	ESFRI domains	Scope
#1	***Workshop for Social Sciences and Humanities***	CLARIN ERIC & DARIAH ERIC	11/03/22	Virtual	Social and cultural innovation	European
#2	***Structural Biology services for Industry***	INSTRUCT ERIC	17/03/22	Virtual	Health & Food	European
#3	***ELT Instruments Industry days***	Swiss Industry Liaison Office	07/04/22	Hybrid	Physical Sciences and Engineering	European
#4	***Opportunities for industry in national research infrastructures***	INDUCIENCIA	26/04/22	Physical	Physical Sciences and Engineering, Energy	National (ES)
#5	***EMBRC Clinic fostering EMBRC'S links with Industry***	EMBRC	23/06/22	Virtual	Environment	European

Table 3. ENRIITC associate partner brokerage events

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3. ENRIITC Consortium brokerage events

The following sections describe each event, their organisational aspects, ambition and outcomes.

3.1. ESS - TechConnect Europe – Innovation Conference & Expo

3.1.1. Description of the brokerage event

TechConnect Europe https://events.techconnect.org/Europe/Big-Science-Facilities-Summit/	
Title	Big Science Facilities Summit: Pan-European Facilities for Industry Research I & II
Organiser	TechConnect Europe
Collaborators	ESS, Max IV, Lund University, CR Competence, Region Skåne
Date	16 November 2021 – 10:30-15:30 CET
Type of event	Physical
Venue	Clarion Hotel Malmö Live, Malmö SE
Geographical scope	European
Participating Research Infrastructures	- **ESS**: Keynote speaker – Jimmy Binderup Andersen - **Mav IV**: Keynote speaker – Magnus Larsson - **ESRF**: "An Industry-Friendly Culture at the ESRF: Hit or Miss?" Ed Mitchell - **ELI Beamlines**: "Fostering of ELI's Innovation Impact" Aleš Hála - **ESS**: "Pan-European RIs: Industry's Perfect Partner for Innovation" Anne-Charlotte Joubert together with Nikolaj Zangenberg (DTI) - **ILL**: "Industrial Research at the ILL: Current Scheme and Personal Thoughts" Caroline Boudou - **DESY**: "Ecosystem DESY - Enabling Innovation for Industry and Science" Sabine Brock - **GSI**: "Innovation in Cooperation - Industrial Access to FAIR and GSI" Martina Bauer
Participating Industry	OpiAID, SAES Group, Datzmann interact & innovate, EurA AG, Alfa Laval, Silversquare, Zaz Ventures, FiberLean Technologies LTD, Linde, CR Competence AB, CondAlign AS, Atinary Technologies Inc.
Description	TechConnect Europe Innovation Conference (TCE) brings together industry and academia players from Europe to discuss collaboration opportunities. TechConnect Europe is the sister of TechConnect International, the US version that has been running for over 20 years. For its first European edition, TechConnect Europe took place in Malmö, SE. ESS was engaged in the organising committee, which gave a unique opportunity to host ESS ENRIITC brokerage event.

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	The brokerage event was titled "Big Science Facilities Summit: Pan-European Facilities for Industry Research I & II" and took place on 17 November 2021 from 10:30 – 15:30 CET. Anne-Charlotte Joubert from ESS and Nikolaj Zangberg from DTI kicked off the event by introducing pan-European RIs as industry's perfect partner for innovation. Caroline Boudou from the ILL followed with a speech on the current scheme of industrial research at the ILL. Lastly, Aleš Hála from ILO spoke about fostering innovation impact at ELI. Following these opening speeches, ESS, under the framework of ENRIITC, organised two lunch workshops: (i) Big Science Lunch Workshop I: Accelerating Innovation through Europe's Research Facilities: Access, funding, expertise and more and (ii) Big Science Lunch Workshop II: Bridging Research with Industry: engaging through intermediary service providers. These workshops chaired by ESS, HEPTech and Big Science Sweden had 35 participants from RIs, industry, and more. The aim of the first workshop was to engage the participants with actual cases from CERN, LINX and ESS in order to evaluate the readiness of the technology/start-up and develop a plan for the further commercialisation. The aim of the second workshop was to explore how Industry can engage through intermediary service providers. Both workshops were a success and appreciated by the participants.
One to one meetings	N/A in the specific event, but a matchmaking programme was a part of the TechConnect main event on 17 November.
ESFRI Domain	[ ] Energy [ ] Environment [ ] Health & Food [X] Physical Sciences & Eng. [ ] Social & Cultural Inn. [ ] Digital
Type of collaboration	[ ] Industry as a supplier [X] Industry as a user [X] Industry as a co-creator [ ] Technology transfer
Participants	[X] ILOs [X] ICOs [X] Researchers [X] Industry [ ] Other (please specify)

Table 4. ESS - TechConnect Europe – Innovation Conference & Expo

3.1.2. Background and context

As previously presented, the TechConnect Europe Innovation Conference (TCE) offered various opportunities for ESS to organise a brokerage event:

(i) The conference aimed to bring together top applied researchers and early-stage technologies from universities, labs and start-ups with industry and investment end-users and prospectors. Industry that has worked with RIs or are interested in working with RIs

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would already be present, which would be an attractive reason for ENRIITC members to attend.

(ii) The conference was taking place in Malmö, SE which is very close to the ESS (Lund, SE). This made co-organising the brokerage event, taking the material to the venue, organising dinners, etc. much simpler.

(iii) It was an opportunity to organise a physical meeting in a safe environment while still bringing an important flow of participants considering the COVID-19 situation and the remaining travel restrictions for many countries/organisations.

Work leading up to the event involved many meetings with the organisers of TCE to ensure a successful pilot brokerage event for the participants. The first step in this was to find a place in the programme where the ENRIITC brokerage event would best fit. The event was given a slot in the Big Science Facilities Summit titled "Pan-European Facilities for Industry Research I & II." This was scheduled to take place on Tuesday, 16 November 2021 from 10:30 – 15:30 CET.

The next step was to organise the two bilateral lunch workshops (12:00-13:30 CET).

(i) Big Science Lunch Workshop I: Accelerating Innovation through Europe's Research Facilities: Access, funding, expertise and more. This workshop was chaired by Jimmy Binderup-Andersen (ESS) and Valentina Venturi (HEPTech).

(ii) Big Science Lunch Workshop II: Bridging Research with Industry: engaging through intermediary service providers. This workshop was chaired by Anna Hall (Big Science Sweden)

3.1.3. Preparation and promotion of the event

Event preparation:

The main stakeholder cooperating with ESS for the realisation of this event was Dalia Yablon, the senior advisor for TechConnect. ESS worked together with Dalia to bring in speakers for the brokerage event, but also for the Big Science Facilities Summit as a whole. Coordination with the other stakeholders within the TechConnect organisation was led by Dalia.

In parallel, ESS worked with several ENRIITC partners and Associates to prepare the workshops and to ensure an 'ENRIITC' presence at the event with representatives from the networks.

Several internal meetings took place to discuss and prepare the topics of the workshops. Representatives of the ENRIITC Steering Board were also engaged in some of the preparatory meetings in order to ensure a broad representation of all the scientific domain interests.

Event promotion:

For first promotion, a *"SAVE THE DATE"* was featured in the ENRIITC NL, on the ENRIITC website and on the social media channels to announce the event at TCE.

Once the details were defined, the final event flyer was created and it was shared with the network via NL (No. 43), on the website and social media. All ENRIITC members were given an exclusive 25% discount to their registration fee.

Partners were also asked to help spread the word about the brokerage event and invite their networks to attend. Many partners such as HepTECH, BrightnESS, European Spallation Source ERIC, and BSBF2022 helped to spread the information.

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3.1.4. Alignment of the event with the ENRIITC project

This brokerage event aligned with the following objectives of ENRIITC:

- Map collaboration potential between research infrastructures and industry,
- Develop and refine strategies and best practices to foster these collaborations,
- Raise awareness among industry for collaboration opportunities at research infrastructures, and demonstrate impact.

And was an opportunity to:

- Test the interest and awareness of RIs from the industry side,
- Demonstrate the opportunities offered by RIs to industry and their capacity to support innovation,
- Bring together RIs and industry to exchange and establish an open dialogue.

3.1.5. Key Performance Indicators

- Number of speakers: 13
- Number of participating organisations: 27 (data only from workshops)
- Number of participants: 35 (data only from workshops)
    - Large companies: 4
    - SMEs: 7
    - Research Infrastructures: 4
    - Research Institutes: 9
    - Public administration: 2
    - Other: 1
- Number of participating ILOs: 5 (data only from workshops)
- Number of participating ICOs: 5 (data only from workshops)
- Total number of B2B prearranged meetings: Data N/A (B2B meetings were organised by TCE and we therefore did not have access to this information)
- Number of B2B meetings which actually took place: Data N/A (B2B meetings were organised by TCE and we therefore did not have access to this information)

3.1.6. Post-brokerage event survey

1. How did you find out about this brokerage event?
    a. Social media: 0%
    b. Newsletters: 0%
    c. Word of mouth: 100%
    d. Other: 0%

2. Please rate your general satisfaction with the event (1-5): 4.2

3. Please rate the speakers and the relevance of their presentations to the topic (1-5): 4.4

4. How many B2B meetings did you attend? N/A

5. Please provide a rating for the B2B meetings (1-10): N/A

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6. Please rate the possibility of future business interactions with other stakeholders after this brokerage event (1-5): 4.2

7. Regarding the structure of the event, what would you improve?
   - *The lectures of the big science summit should better spread or presented as keynotes. These presentations are interesting for all attendees and due to parallel sessions, most attendees were "friends."*
   - *I would not mix TechConnect with e.g. Cleantech Capital next time...*
   - *Masks and/or obligatory vaccine.*

8. What kind of future RI-industry brokerage events would you be interested in taking part in?
   - *Any*

3.1.7. Conclusions and discussion

Big Science Lunch Workshop I: Accelerating Innovation through Europe's Research Facilities: Access, funding, expertise and more

The aim of this workshop was to use concrete cases (from CERN, LINX and ESS) for participants to engage. The 16 participants were divided in four diverse groups of 6 people (RI-ICOs, TTO, universities, industry, etc.) and each group was given a project to evaluate.

The evaluation started with an analysis of the level of readiness of the tech/start-up according to the "KTH Innovation Readiness Level Model" a complete framework for guiding idea development and assessing idea status across key dimensions.

At the end of the exercise, the different groups presented the evaluation result and plan for the further commercialisation in a three-minute elevator pitch.

Some important conclusions were made by the participants:

- It is difficult to find a direct match for RI technology in the commercial world
- Compared to technology transfer, knowledge transfer is much more applicable and adaptable for solving an industrial challenge
- The outreach and facilitation are important for enabling dialogue and transfer
- More people need to know about the opportunities that RIs represent.

The exercise was very much appreciated and people engaged with great enthusiasm, so the workshop was a great success.

Big Science Lunch Workshop II: Bridging Research with Industry: engaging through intermediary service providers

There are different ways for Industry to engage in Research Infrastructure. The aim for this workshop was to explore how Industry can engage through intermediary service providers.

There were 19 people in the audience representing Industry, Research Infrastructures, ILOs and ICOs. The participants were from: Czech Republic, Denmark, Germany, Netherlands, Sweden, UK.

The workshop was divided into two discussion sections:

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1. What are the Strengths, Weakness, Opportunities and Threats when bridging Research with Industry engaging through intermediary service providers?
2. How can we turn the Weaknesses to Strengths and Threats to Opportunities?

There was excellent discussions and interaction between all the participants. The result of the workshop can be summed up as follows:

1. What are the Strengths, Weakness, Opportunities and Threats when bridging Research with Industry engaging through intermediary service providers?
    a. **Strengths**: Intermediary service providers can tend to be more knowledgeable when it comes to communicating with industry. This understanding and experience often results in a reduced lead time for product development.
    b. **Weaknesses**: A good connection with research providers and needed, and there are not service providers available for every topic.
    c. **Opportunities**: Since intermediaries are external, they can sometimes see more scope and therefore add value in niche areas. It is also a good opportunity to attract attention to the RI(s).
    d. **Threats**: Confidentiality and increasing in pricing.

2. How can we turn the Weaknesses to Strengths and Threats to Opportunities?
    a. Successful interactions can help turn the fear of non-confidentiality into trust
    b. The role of the RI may be better clarified through these engagements
    c. These case-studies could be used to show that the added cost of using a service provider often times saves money in the end

Overall Conclusions and Impact

By linking onto a European-wide event, we benefited from their vast communication streams and paid advertisements, and thus we were able to reach many more industrial players in a more cost-effective effort.

One of the main issues as being a 'side' organising partner was not being able to access registrations to the event. Since the event was officially organised by TechConnect, they were not allowed to share with us who had registered until close to the event. This made planning the workshops and organising other ENRIITC-specific events, such as dinners, 1-1s, etc. very difficult. Finding a solution to this issue for future events would be extremely beneficial.

Overall, the event was very successful and was even featured in Physics World Magazine "Building bridges between big science and industry."[1]

[1] https://physicsworld.com/a/building-bridges-between-big-science-and-industry/

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3.2. ESRF - Le Rendez-Vous Carnot : Research Infrastructures and Health

3.2.1. Description of the brokerage event

RESEARCH INFRASTRUCTURES AND HEALTH @LE RENDEZ-VOUS CARNOT

MINISTÈRE DE L'ENSEIGNEMENT SUPÉRIEUR, DE LA RECHERCHE ET DE L'INNOVATION
Liberté Égalité Fraternité

+ 7 research infrastructures including ESRF

LES RENDEZ-VOUS CARNOT 2021

www.rdv-carnot.com/programme.php#programme-2021

Title	**Research Infrastructures & Health**
Organisers	**MESRI** (Ministère français de l'Enseignement supérieur, de la Recherche et de l'Innovation) & **RIs listed below** within the framework of **LES RENDEZ-VOUS CARNOT**
Collaborators	**CARNOT-FINDMED, CSIS, ESRF, FCRIN, ILL, INGESTEM, ITMO**
Date	Thursday 18 November 2021 | 14 :00 – 17 :00 CET
Type of event	Physical and digital
Venue	Cite – Centre de Congrés Lyon, France
Geographical scope	National main focus, but digital aimed to allow international participation
Participating Research Infrastructures	**CARNOT-FINDMED, CSIS, ESRF, FCRIN, ILL, INGESTEM, ITMO**
Participating Industry	**MODERNA, BIOMERIEUX, SANOFI (speakers/round table participants)**
Participating Stakeholders	**MESRI**
Description	With more than 1,100 exhibiting researchers and experts, the annual two-day Les Rendez-Vous Carnot provides a comprehensive ecosystem for R&D and innovation support, from companies ranging from start-ups to large groups, to the search for partners to make their innovation project a reality. RDV Carnot is *the* meeting where French industrialists and academics expect to engage with each other in a mixed environment. It is a trade show focussed upon networking and business meetings and counts usually about 2,500 to 3,000 participants. For the 14th edition of Les Rendez-Vous Carnot, it was possible to take part physically (with the possibility to schedule meetings in advance) as well as online (by meeting future partners or potential new collaborators via targeted video-conference meetings). In this context and during the second day of Les Rendez-Vous Carnot (Thursday 18 November 2021 at 14:00 CET), together with the French Research and Innovation

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	Ministry (MESRI), the ESRF, ILL and other research infrastructures co-organised the "Research Infrastructures and Health" special conference event. This event formed the ESRF pilot event for industry engagement as supported by ENRIITC. The event was set as an integral part of the RDV Carnot programme and appeared in the official event information: After a welcome speech and introduction conducted by the representative of the French Ministry of Higher Education, Research and Innovation, the event kicked off with the presentation of a research infrastructures case studies with their support towards COVID-19 and cancer. This topic was treated by Caroline Boudou, industry contact officer at ILL, who presented and showcased how ESRF, SOLEIL and ILL responded and acted towards COVID-19 and cancer diseases. This was followed by selected further case studies from life science and computing-based RIs. Once the case studies session was over, the round table debate with high-level decision makers and influencers from both industry and research infrastructures started. The discussion was mostly focussed on: - To discuss about how research infrastructures can work closely with France Health and Innovation 2030; - To learn more about the research infrastructures impact on COVID-19 research and cancer research and how to enhance engagement with industry; - To understand France's strategic investment plan in health and disease. Following the debate, the MESFRI Scientific Director for Biology and Health concluded the event with a final speech and all the participants in the room were invited to the networking cocktail. The attendance of the event was quite relevant, with an overall of approximately 100 people taking part, with 42 on site in person and the remainder connected remotely.
One to one meetings	N/A as part of the specific event; B2B were part of Les RDV Carnot main event and where (e.g.) ESRF participated with >30 B2B meetings.
ESFRI Domain	[ ] Energy [ ] Environment

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	[X] Health &Food [ ] Physical Sciences & Eng. [ ] Social & Cultural Inn. [ ] Digital
Type of collaboration	[ ] Industry as a supplier [X] Industry as a user [X] Industry as a co-creator [ ] Technology transfer
Participants	[ ] ILOs [X] ICOs [X] Researchers [X] Industry [X] Other (please specify) Stakeholder – French Ministry

Table 5. ESS - TechConnect Europe – Innovation Conference & Expo

3.2.2. Background and context

MESRI organises and animates the French cohort of research infrastructures in a working group which focusses upon industry engagement. Within this working group the idea of a conference or symposium at a French event focussing on health and the impact of RIs in working with industry was borne. After some research, Les RDV Carnot was decided as the target event and contact initiated via MESRI.

The efforts were initiated prior to summer 2021.

3.2.3. Preparation and promotion of the event

Event preparation:

The main stakeholder cooperating with ESRF for the realisation of this event was Arnauld Leservot, the Industrial Partnership Officer for Research infrastructures at French Ministry of Research and Innovation, who helped us to link with speakers and decision makers designed for the round table session.

Event promotion:

For what concerns the event promotion, whilst the speaker list was finalised, we created at first a *"SAVE THE DATE",* in order to announce the event at Les Rendez-Vous Carnot.

Once all of the details were defined, the second step was to create the final event flyer with precise timings, industry and RI speaker names and logos, together with the registration link. In order to be consistent with the "SAVE THE DATE", the same graphic layout was maintained and two versions were created: one in French, targeting the main national participants to Les RDV Carnot, and one in English (to allow promotion amongst a wider set of European and international targets, and using the ENRIITC network).

- **Promotion through ESRF (French and English flyers/information)**
  - Flyer graphics published on ESRF for Industry LinkedIn page and shared by ESRF industry staff
  - LinkedIn paid campaign targeting French participants (8 - 17 November 2021).

- **Promotion through Carnot (French flyer)**

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- Direct contact with Les Rendez-Vous Carnot Communication Officer for the event promotion through Les Rendez-Vous Carnot website (our line-up was inserted in the official events list of Day 2)
- Flyers distributed on-site (both days, 17 and 18 November) + displayed at ESRF and ILL stand and other relevant RIs in the "RI Village" (both days, 17 and 18 November).

- **Promotion through the RIs/other partners involved**
  - Flyer re-post and share on selected channels
  - Direct mailing with flyer from RIs involved to their clients/industries/targeted audience.

- **Promotion through ENRIITC (English flyer)**
  - Announcement of ENRIITC as official supporting partners within ENRIITC Newsletter No. 43 (4 November 2021)
  - Event created on ENRIITC website (with direct link to Les Rendez-Vous Carnot registration page)
  - Flyer published on ENRIITC Twitter and LinkedIn channels
  - LinkedIn event created with detailed programme
  - LinkedIn paid campaign targeting international participants (9 - 16 November 2021).

3.2.4. Alignment of the event with the ENRIITC project

The objectives of the ENRIITC project of which ESRF event at Les Rendez-Vous Carnot aligned most were the following:

- *Raise awareness amongst industry for collaboration opportunities at research infrastructures and demonstrate impact* (with the RIs case studies analysis on how health research infrastructures fight COVID-19 and cancer);
- *Develop and refine strategies and best practices to foster their cooperation* (not only by highlighting how much RIs can be a valuable source of future new industries, but also in terms of potential future partnerships which can bring to a positive contribution within the Health system at National/even International level).

The points to be piloted or tested in the event were:

- Impact of "bolting on" an RI awareness activity to an existing and well-known national-level B2B event (in this case Les RDV Carnot)
- Value of event organisation directly involving high-level stakeholder support (in this case MESRI)
- Interest of using non-standard advertising routes (in this case LinkedIn campaigns)
- Interest of a mixed virtual and in-person event, aiming to attract part of the local "captive" in person audience as well as a wider engagement nationally and internationally (to note that this test implies simultaneous translation to the live streams of English to French and French to English).

3.2.5. Key Performance Indicators

The main KPI for this event was the participation with the aim of disseminating awareness of RI use in fighting disease burden and particularly COVID-19 and cancer. We were counting on at least 50 participants overall and over 30 in person.

- Number of speakers: 7
- Number of participating organisations: 12

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- Number of participants: not possible to provide a precise number because the registration process was managed directly from Les Rendez-Vous Carnot organisation.
- Number of participating ILOs: same as above (but likely 0)
- Number of participating ICOs: same as above (but at least 7 from the participating RIs)
- Total number of B2B prearranged meetings: none as part of this specific event (ESRF had >30 B2B as part of the normal RDV Carnot organisation)
- Number of B2B meetings which actually took place: none as part of this specific event
- Other indicators: The numbers of participants were 42 in the room in person, 46 via specific on-line broadcast channel, 15 via the French language YouTube broadcast, 3 via the English language YouTube broadcast.

3.2.6. Post-brokerage event survey

It was not possible to send the survey to the Event participants, because the registration process was managed directly through Les Rendez-Vous Carnot organisation. Also, due to GDPR, we do not have the rights to access this information.

3.2.7. Conclusions and discussion

The event was regarded as a success and to be repeated in a similar format for other RI relevant topics. It is to be noted that the audio-visual support was less than good and this did impact the broadcast/virtual participants and remote speakers. The supplier concerned for this (which was a fixed supplier due to the link to the RDV Carnot) offered a 60% discount on the costs in recognition of the poor service.

The findings of the test points are summarised below:

- ***Impact of "bolting on" an RI awareness activity to an existing and well-known national-level B2B event (in this case Les RDV Carnot):*** In our experience organising a stand-alone event is a huge effort and prone with risk in attracting participation. The RI and Health event was not the first time we had tried this bolt-on approach, but the first time in such an industrial/innovation environment like RDV Carnot. The impact is certainly lower in practical organisation and registration, it supports advertising the event and there is an audience of the right target group already expected to be at the wider "host" event.
- ***Value of event organisation directly involving high-level stakeholder support (in this case MESRI):*** In many ways this is a clearly added value. Firstly, in this case, MESRI was acting as "integrator", bringing together the French RIs into a critical mass for the event organisation and working as animator of the RI working group. Without this important input of MESRI the event would not have taken place. Secondly, the RIs themselves are essentially unknown as "brands" by industry. However, the French Ministry logos are well known and attract attention. The MESRI logo was visible on all event branding and advertising and undoubtedly had an impact on generating interest. The impact is also in the other direction, showing MESRI in real terms the interest and willingness of the RIs to work and engage with industry.
- ***Interest of using non-standard advertising routes (in this case LinkedIn campaigns):*** A total of 370Euros were used to support two LinkedIn campaigns. Such routes to promote services or events have never been used by the ESRF – partly due to a lack of willingness to be seen to be behind a "promotional campaign". The Health and RI activity was a good moment to test this. The two tests targeting France (in French) and Europe (in English) attracted no direct registrations to the event (this could be measured by clicks in the LinkedIn

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advertising) – see table below. However, the advertising also directed viewers to the Carnot web page and indirectly promoted RIs as engaging with the health sector.

CAMPAIGN	PROFILE	DATES	BUDGET	IMPRESSIONS	CLICKS	CLICKTHROUGH RATE (CTR)
FRENCH	ESRF for INDUSTRY	8-17.11 2021	200	14,744	147	1%
ENGLISH	ENRIITC	9-16.11 2021	170	15,079	21	0.14%

Table 6. LinkedIn campaigns for ESRF - Le Rendez-Vous Carnot: Research Infrastructures and Health

- ***Interest of a mixed virtual and in-person event, aiming to attract part of the local "captive" in person audience as well as a wider engagement nationally and internationally (to note that this test implies simultaneous translation to the live streams of English to French and French to English).*** Prior to the event there was considerable discussion about in-person only vs remote only vs mixed. Once the decision was made to bolt onto RDV Carnot, in person was always going to be the case. However, given travel restrictions and the trend to use teleconferencing and live streaming to engage with a wider audience, the option for virtual participation was added. A priori via the registrations and participation the mixed solution worked. However, as noted earlier, the audio-visual support (from the supplier necessarily provided by the RDV Carnot organisers) was very poor making remote participation challenging at best.

3.3. Big Science Sweden - Pan-European partnering in Big Science – Building excellent research facilities

3.3.1. Description of the brokerage event

Pan-European partnering in Big Science https://pan-european-partnering-building-excellent.b2match.io/	
Title	Pan-European partnering in Big Science
Organiser	Big Science Sweden
Collaborators	ENRIITC PERIIA CDTI Big Science Business Forum 2022 big science sweden
Date	08 February 2022 – 09:00 CET
Type of event	Virtual
Venue	Zoom & B2match platform
Geographical scope	European

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Participating Research Infrastructures	Christophe Dorschner – ITER. Presentation of ITER, large contracts and collaborations. Angel Ibarra – IFMIF-DONES. Presentation of DONES and future opportunities for industry Daniel Schoerling – CERN. Introduction to CERN and collaboration on CERN future projects. Arnout Tromp – ESO. Presentation of ESO, partnering and consortia.
Participating Industry	Large system integrators and SME:s in different sectors.
Description	A digital event with 285 signed up participants, representing both ILOs, research infrastructures, SMEs and system integrators. The purpose of the event was to initiate and inspire to new collaborations in order to increase deliveries from SMEs and to increase collaborations between different European countries (about representatives from 20 different European countries where signed up). The event was a success where 171 1:1 meetings took place between the participants, possibly leading to new collaborations and projects. In addition, over 130 participants attended the presentation and relevant questions were asked. During the presentations, good examples were presented of how to foster successful collaborations, but also the upcoming needs of the research infrastructures where discussed. All this to further inspire new projects and collaborations between the participants.
One to one meetings	Yes
ESFRI Domain	[X] Energy [ ] Environment [ ] Health & Food [X] Physical Sciences & Eng. [ ] Social & Cultural Inn. [ ] Digital
Type of collaboration	[X] Industry as a supplier [ ] Industry as a user [ ] Industry as a co-creator [ ] Technology transfer
Participants	[X] ILOs [ ] ICOs [ ] Researchers [X] Industry [X] Other (please specify) – System integrators and Big Science facilities

Table 7. Big Science Sweden - Pan-European partnering in Big Science – Building excellent research facilities

3.3.2. Background and context

Large scale infrastructures also involve large investments. As an SME it is very difficult to be able to be involved in large scale procurement contracts because of the greater risks involved and also the higher requirements of larger annual turnovers. In this case there are few options for SMEs to be involved including partnership or subcontractor to larger company. Today there are a number of system integrators active on the big science market which are highly dependent on a good network of subcontractors. This event showcased the potential to reach out to several SMEs and system

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integrators for interaction and discussions of future collaborations. As can be seen in several procurements at the different research facilities, there is a need to develop technical competence to be successful; this means that to be able to win larger procurement contracts industry needs to identify the right competence and network with potential partners.

3.3.3. Preparation and promotion of the event

This event was hosted by Big Science Sweden. Big Science Sweden set-up an event page with the B2Match tool and a portal for registrations. They sent out information of the event to its registered companies in the European network. The event was promoted by the BSBF2022 organisation, PERIIA and through information at different ILO meetings. We also chose to send personal mails to different ILOs. The event was published through different social media channels.

3.3.4. Alignment of the event with the ENRIITC project

The event was aligned to the main objectives of ENRIITC as follows:

- *Establish a sustainable European network of ILOs and ICOs which enables mutual learning*.
  The European ILO network have been a valuable resource throughout the whole planning and implementation phase of the event. The ILOs have been working in collaboration between the different countries to raise speakers for the event and delegates.

- *Map collaboration potential between research infrastructures and industry*.
  The participating research infrastructures, including CERN, ITER, ESO and DONES, all have challenges that need to be solved. This includes the development of new technologies that have not been used before or and/or logistical challenges. This shows that there is a great potential for collaboration between research infrastructures and industry, as presentations from the different RI repeatedly pointed out. Examples include CERN (FCC and magnet development), ITER (first of a kind and very large project), ESO (remote access and large components), DONES (new technology development).

- *Develop and refine strategies and best practices to foster these collaborations*.
  From the RI presentations, relevant examples of how to foster collaborations where presented. In addition, the presentations of the system integrators, Jacobs, Ansaldo Nuclear and IDOM, also presented their view of a how to foster collaborations. They also gave examples of large-scale projects where they have been involved in partnership or working with subcontractors to complete their contracts.

- *Raise awareness among industry for collaboration opportunities at research infrastructures, and demonstrate impact*.
  The presenters from RI gave examples of future collaborations opportunities during the building and upgrade of the facilities. Speaker system integrators gave their view on successful collaborations in past projects. During one of the sessions three SMEs provided insight on a successful procurement and delivery process around an RI. After each session, the audience had the opportunity to ask questions to the presenters.

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3.3.5. Key Performance Indicators

- Number of speakers: 13
- Number of participating organisations: 100
- Number of participants:
    - Large companies: 74
    - SMEs: 123
    - Research Infrastructures: 13
    - Research Institutes: 13
    - Public administration: 21
    - Other: 12
- Number of participating ILOs: 25
- Number of participating ICOs: No
- Total number of B2B prearranged meetings: 219
- Number of B2B meetings which actually took place: 171

3.3.6. Post-brokerage event survey

1. How did you find out about this brokerage event?
   Social media: 6
   Newsletters: 16
   Word of mouth: 17
   Other: 6

2. Please rate your general satisfaction with the event (1-10): 8.44 (46 answers)

3. Please rate the speakers and the relevance of their presentations to the topic (1-10): 8.27 (45 answers)

4. How many B2B meetings did you attend? 3.18 (38 answers)

5. Please provide a rating for the B2B meetings (1-10): 8.00 (39 answers)

6. Please rate the possibility of future business interactions with other stakeholders after this brokerage event (1-10): 7.26 (42 answers)

7. Regarding the structure of the event, what would you improve?
   Good organisation.
   B2B meeting time to short (15 min).
   Could have presented case studies of how SMEs managed to win procurements.
   It was easy to use the B2B platform and follow the agenda

8. What kind of future RI-industry brokerage events would you be interested in taking part in?
   Physical events like BSBF2022
   Event with exhibitions
   Digital events like the Pan-European partnering
   Nuclear fusion and research reactor meetings

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3.3.7. Conclusions and discussion

There is a great potential for SMEs to become suppliers to RIs. The presentations from RIs showed that there are large investments being spent at this moment but also identified large investments to come in future upgrades of the facilities. At first the information can be overwhelming for a new company looking to do business with RI and time is the best investment you can put in at the start of the learning curve. The session that included the success stories from the three SME:s demonstrated that there is great potential to learn and expand the knowledge within the company to widen the capacity to deliver new products. It is also important to get in contact with large system integrators to be involved in much larger orders for RIs.

A way to improve the collaboration between industry and RIs is to arrange additional meetings including success stories from companies that have be able to win procurements at RIs. SMEs that have not been able to enter the market need to listen to other SMEs to learn from their experience and strategies.

3.4. EATRIS - Artificial Intelligence and Machine Learning Revolution in Health Care

3.4.1. Description of the brokerage event

Artificial Intelligence and Machine Learning Revolution in Health Care

https://enriitc.eu/event/artificial-intelligence-and-machine-learning-revolution-in-health-care-save-the-date/all/

https://eatris.eu/events/eatris-enriitc-brokerage-event-artificial-intelligence-and-machine-learning-revolution-in-health-care/

Title	Artificial Intelligence and Machine Learning Revolution in Health Care
Organiser	**EATRIS**
Collaborators	None. Event was organised solely by EATRIS
Date	30 June 2022, 13 :00-17 :30 CEST, 1 July 2022, 09 :00-13 :30 CEST
Type of event	Virtual
Venue	n/a
Geographical scope	European
Participating Research Infrastructures	**EATRIS**, the Research Infrastructure for Translational Medicine, organised and hosted the event, introducing the speakers and moderating discussion in the plenary session. Three speakers from industry set the scene with keynote presentations and took part in the ensuing discussion.
Participating Industry	The aim was to attract industry participants, both established and start-ups, from the health care and digital/IT segments, to enable networking and encourage matchmaking, now and in the future.
Description	The event was scheduled for half a day plenary and parallel track sessions followed by 1 to 1 meetings extending to midday on the following day. It was

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	held virtually to lower the threshold for participants, particularly SMEs, to participate. The B2MATCH platform was chosen from three offers, for running the event. Up to 100 registrants was aimed for, comprising participants from research infrastructures, industry, academic and hospital institutes and other entities. The objective was to bring together a wide range of industry and academia backgrounds and to arrange a predominantly European coverage with the possibility of a few participants from outside Europe, this being an internationally relevant topic. While success is therefore measured by the number of participants and the number of 1-to-1 matchmaking meetings, the event was a first of its kind and very exploratory. The impact should therefore be apparent in the future when new matches have been explored and the event will be repeated. From the EATRIS perspective but also those of other RIs and institutes in this field there is great incentive to extend and deepen the interaction with industry in this field, and this event represents a contribution to that process. This will mainly involve ICOs in health care organisations but the contacts made may also be of benefit to ILOs in the ENRIITC network.
One to one meetings	Yes
ESFRI Domain	[ ] Energy [ ] Environment [X] Health & Food [ ] Physical Sciences & Eng. [ ] Social & Cultural Inn. [ ]X Digital
Type of collaboration	[ ] Industry as a supplier [X] Industry as a user [X] Industry as a co-creator [X] Technology transfer
Participants	[ ] ILOs [X] ICOs [X] Researchers [X] Industry [ ] Other (please specify)

Table 8. EATRIS - Artificial Intelligence and Machine Learning Revolution in Health Care

3.4.2. Background and context

The topic was selected because it is currently highlighted in many initiatives and projects across the globe. It holds enormous promise for the future of health care but also poses a number of challenges. Health care initiatives are subject to intense regulation, data management is itself made complex by privacy issues, the various parties involved do not always speak the same language and the path to clinical application can be tortuous. Bringing together parties across the whole spectrum holds promise to resolve some of these issues.

EATRIS has been involved in number of projects and developments in this area and could build on existing contacts from academia, healthcare and industry in planning the event. The EATRIS data director brings also considerable experience to the table and was very supportive of the event.

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3.4.3. Preparation and promotion of the event

After choosing the topic a structure was proposed for the event involving a plenary session attended by all with three industry keynote speakers, followed by breaking out into three parallel sessions designed to focus on the three themes of the keynotes. In these parallel sessions the idea was to have pitches by the participants and a moderated discussion. Thereafter there would be the opportunity for 1-to-1 meetings, at the request of the participants and arranged through the B2MATCH platform. Advice was sought from ENRIITC collaborators with experience of 1-to-1 brokerage events regarding the matchmaking platform and organisation.

EATRIS staff reached out to their contacts to promote the event and invite keynote speakers. We arranged finally for speakers from three companies, HEALX, CLEARBOX AI and NVIDIA. After confirming speakers, selecting B2MATCH from three quotes and dealing with GDPR issues around registration and participation, registration was started with only two weeks left before the event. It was promoted on the ENRIITC and EATRIS websites and the communications team had already made an attractive graphic.

A final reminder through EATRIS and other networks helped to boost the number of registrants to 49.

3.4.4. Alignment of the event with the ENRIITC project

The alignment with the main objectives of ENRIITC and the aspects put to the test are summarised below.

- *Establish a sustainable European network of ILOs and ICOs which enables mutual learning*.
  This area of science and technology does not work much with the ILO and ICO descriptions but judging by the position descriptions of registrants, industry contact persons in RIs, academic institutes and hospitals were well represented. ILOs were not identified amongst the registrants but this connection can certainly be made going forward, now we have the beginnings of a network in this new area. Map collaboration potential between research infrastructures and industry.
  The number of participants was too low for a comprehensive mapping. However, there is clearly potential and it is intended to repeat the event next year, in the context of other European projects, aiming for advance notice and a much larger scale.

- *Develop and refine strategies and best practices to foster these collaborations*.
  Despite the low attendance and matchmaking, this event has introduced brokerage practice to an area of high potential but relatively new to these sorts of interaction. The learnings will be of value for future events.

- *Raise awareness among industry for collaboration opportunities at research infrastructures, and demonstrate impact*.
  For a number of industry participants this appears to have been an introduction to some of the research activities taking place in research infrastructures. Conversely, in the industry keynote lectures and discussion existing collaborative projects in several areas were referred to, inviting others (both public and private) to become aware or take part.

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3.4.5. Key Performance Indicators

For the organisers this event was an experiment involving potentially parties new to this network and to brokerage practice and platforms. It was for EATRIS the first time we had **organised** a brokerage event. It was therefore not possible to set KPIs with any real idea of feasibility. The delay in setting up registration introduced more uncertainty. Although only 16 of 49 registrants actually participated in the meetings, we list here the details of the registrants as they form a new network for the future.

- Number of speakers
  The aim was three keynote speakers to cover three separate themes. This was achieved with three excellent speakers from industry.

- Number of participating organisations
  Given the exploratory nature of the event and the short notice for registration a target for the number of participating organisations was not possible. 37 organisations registered.

- Number of participants registered:
  - Large companies: 5
  - SMEs: 5
  - Research Infrastructures: 8
  - Research Institutes: 24
  - Public administration: 0
  - Other: 7

- Number of participating ILOs: not identified
- Number of participating ICOs: not specified, but several participants had industry contact profiles
- Total number of B2B prearranged meetings: 4
- Number of B2B meetings which actually took place: 3
- Other indicators: registered participants from 16 countries.

3.4.6. Post-brokerage event survey

1. How did you find out about this brokerage event? (social media / newsletters/ word of mouth / other): all 3 respondents indicated learning about this event by word of mouth.

2. Please rate your general satisfaction with the event (1-10): average 7.3

3. Please rate the speakers and the relevance of their presentations to the topic (1-10)
   - Average for Niloufar Zarin's presentation: 7/10
   - Average for Luca Gilli: 8/10
   - Average for Sayed Ahmad-Ahmani: 8.5/10
   - Overall average score for all speakers: 7.7/10

4. How many B2B meetings did you attend? No meeting was attended by the respondents.

5. Please provide a rating for the B2B meetings (1-10): N/A

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6. Please rate the possibility of future business interactions with other stakeholders after this brokerage event (1-10): average 6.3

7. Regarding the structure of the event, what would you improve?
One respondent was very satisfied with the event and its structure, only pointing out that the participants rate was low.

8. What kind of future RI-industry brokerage events would you be interested in taking part in? No response.

3.4.7. Conclusions and discussion

Overall, the selected subject was judged to be timely and interesting, as it sits at the cutting edge of biomedical innovation and requires the active collaboration of several sectors. This makes it interesting to the ILO and ICO community, whose role is very much a boundary spanning role for infrastructures. The speakers were excellent, delivering interesting and instructive content on 3 separate areas of machine learning in healthcare, and the discussion session afterwards was lively and interactive.

The format of the event, with plenary talks followed by discussion, followed by partnering meetings, is innovative. The main drawback of the event was the low turnout, partially due to the late announcement of the event.

3.5. CDTI - Science Industry workshop – the role of the Big Science industry in the face of the new healthcare challenges

3.5.1. Description of the brokerage event

Science Industry workshop – the role of the Big Science industry in the face of the new healthcare challenges

https://eventos.cdti.es/ES/salud_30062022

Title	Science Industry workshop – the role of the Big Science industry in the face of the new healthcare challenges
Organiser	**CDTI, CIEMAT, Instituto de Salud Carlos III, INDUCIENCIA**
Collaborators	ENRIITC
Date	06 July 2022 – 10 :00 CET
Type of event	Physical
Venue	Instituto de Salud Carlos III (Madrid)
Geographical scope	National

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Participating Research Infrastructures	**CIEMAT** **Instituto de Salud Carlos III** **CSIC-CNM-IMB** **Jesús Usón Minimum Invasion Surgery Centre**
Participating Industry	Participants: Big Science industry (SMEs and system integrators) and companies from the healthcare sector Speakers: **AVS, Cybersugery, Cyclomed**
Description	The Spanish science industry has reaped notable successes in recent years in scientific instrumentation technologies such as magnets, cryogenics and vacuum or radiofrequency. These technologies are applicable to the medical sector in different areas such as detectors for medical imaging, generation of radiopharmaceutical products, the pharmaceutical sector or accelerators for the clinical treatment of patients. Also, the industry sector science is a pioneer in the use of computing tools that enable advanced processing for a more efficient use of biomedical data. The objective of the workshop is to share with industry the needs of the medical community, the capabilities of the Spanish science industry and ongoing projects in the large national scientific infrastructures in the areas indicated above. This way it hopes to promote technological and scientific transfer and foster the emergence of new opportunities for the Spanish industry.
One to one meetings	No
ESFRI Domain	[ ] Energy [ ] Environment [X] Health & Food [X] Physical Sciences & Eng. [ ] Social & Cultural Inn. [ ] Digital
Type of collaboration	[X] Industry as a supplier [ ] Industry as a user [X] Industry as a co-creator [X] Technology transfer
Participants	[X] ILOs [X] ICOs [ ] Researchers [X] Industry [X] Other (please specify) – Healthcare providers

Table 9. CDTI - Science Industry workshop – the role of the Big Science industry in the face of the new healthcare challenges

3.5.2. Background and context

Medical equipment is characterised, amongst other aspects, by the need to meet very strict requirements with great precision and very high reliability, characteristics shared with the requirements of Bis Science facilities such as CERN, ESRF, ESS, etc. Specifically, the transfer of technologies used in high-energy physics experiments to the medical sector has made possible great advances in various fields:

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- New detection strategies based on detector technologies that improve image resolution and precision, allowing a better and more effective diagnosis.
- Algorithms and computing tools allowing a more efficient management of the generated data
- Components for magnetic resonance imaging, for which there are capacities in Europe both in conventional magnet technologies, such as superconductors, as well as antenna technology and image processing.
- Particle accelerators for the generation of radiopharmaceuticals.
- Particle accelerators for the clinical treatment of patients: proton accelerators are an established technology that allows very successful treatment of certain medical conditions. On the other hand, therapies based on other types of particles today represent a challenge of great interest to the scientific and medical community, seeking more compact and economical accelerators, allowing their massive use in hospitals around the world.

On the other hand, the science industry is the sector that works on the design, manufacture and maintenance of Big Science facilities: particle accelerators, neutron sources, telescopes, synchrotrons, cyclotrons, radio antennas, living tissue banks, fusion machines, advanced instrumentation, etc. The companies that are part of the science industry sector in Europe are both large companies and a large number of highly technologically innovative SMEs. It is an exporting and highly technological sector.

CDTI is the Spanish innovation agency which hosts the network of ILOs for all the Big Science RIs in which Spain participates: CERN, F4E, ESO, ILL, ESRF, ESS and European XFEL. As mentioned before, healthcare has been identified as a market of interest by our industries, and we thought the ENRIITC pilot brokerage event was a good opportunity to bring together our Big Science industries and a subset of the healthcare sector to discuss collaboration opportunities, providing a good example of cross-fertilisation between two different ESFRI domains: Physical Sciences and Engineering and Health. When planning the event, the aim was to focus on the needs of the medical sector and three areas of interest were identified (imaging techniques for diagnostics, robotics applied to medicine and radiotherapy) for which we brought experts from different RIs, hospitals and research centres. Examples of projects from Big Science industries were also included in the agenda. Our aim in this pilot event was to test the feasibility of the crossover to the health sector by Big Science industries and the potential of further ILO involvement in this matter.

3.5.3. Preparation and promotion of the event

Preparation:

The event proved to be complex in its preparation as we were stepping outside of our usual domain of work as ILOs (industry as a supplier for Big Science facilities). The starting point was a working group on medical equipment summoned by our Ministry of Science and Innovation and a report on medical applications of Big Science technologies by INDUCIENCIA, the Spanish technology platform of science industry. We had several meetings with CIEMAT and the Instituto de Salud Carlos III, the national and international reference in biomedical research and public health in Spain, a governmental public research organisation responsible for funding and executing national biomedical research. The ENRIITC project provided a good opportunity to aim for a first workshop.

The workshop was divided into several blocks. The first one was devoted to presenting the potential and capabilities of the national Big Science ecosystem to provide solutions and technologies in order to meet the needs of the healthcare sector, with the participation of CDTI, CIEMAT, ISCIII and INDUCIENCIA. The second block was designed by ISCIII and offered the perspective from a series of clinicians and researchers in three domains: imaging diagnostics, robotics applied to medicine and radiotherapy. In the third block we presented some capabilities and joint projects carried out by

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industry in collaboration with research centres and RIs. Finally, there was a round table in the last section of the workshop.

Being a pilot event where the objective was to test the potential of Big Science industries in healthcare projects and potential ILO involvement, we decided not to arrange pre-defined B2Bs meetings to the benefit of a more informal networking, during the coffee breaks and networking lunch.

Promotion:

Numerous channels were used for promotion of the event:

- Direct communication through newsletters to the databases of CDTI and INDUCIENCIA
- Social media channels (Twitter and LinkedIn) of all organisers
- Website publication
- Publication of a news article in CDTI Perspectiva digital magazine: http://perspectivacdti.es/diversos-expertos-analizan-las-posibilidades-de-la-industria-de-la-ciencia-espanola-para-el-sector-de-la-salud/

3.5.4. Alignment of the event with the ENRIITC project

The event was aligned to the main objectives of ENRIITC as follows:

- *Establish a sustainable European network of ILOs and ICOs which enables mutual learning*.
  The event aimed to strengthen relationships between ILOs of Big Science facilities and ICOs of research centres and national RIs, with the aim of providing lessons to export the format and concept to a European dimension in future iterations.

- *Map collaboration potential between research infrastructures and industry*.
  In the event several initiatives were presented by industry and by the healthcare RIs and research centres. On the industry side, the company AVS who has achieved enormous success in Big Science projects, presented its project to develop a compact accelerator for protontherapy. Cybersurgery presented its activities evolving from precision mechanics towards high precision surgery. Cyclomed, a CIEMAT spin-off, talked about public-private collaboration in ion sources for cyclotrons. And CSIC-CNM-IMB, a national research centre which specialises in microelectronics, presented its activities in detectors for hadronic therapies. On the other hand, representatives from the clinical world from different healthcare centres (La Fe Health Research Centre, Minimum Invasion Surgery Research Centre and Radiotherapy Service Clinic de Barcelona) expressed their views on how industry can contribute to their needs in their different domains.

- *Develop and refine strategies and best practices to foster these collaborations*.
  These aspects were touched upon in the round table, where the speakers debated on ways European industry can raise its level of activity compared to its global competitors, the role of SMEs and how to overcome their financial limitations, and strategies on how public healthcare professionals leading innovation projects can integrate industries into their projects.

- *Raise awareness among industry for collaboration opportunities at research infrastructures, and demonstrate impact*.
  The purpose of the event was to show Big Science industry that there is a potential in their involvement in healthcare projects but in order to achieve success this has to be done hand in hand with the institutes and RIs in the healthcare sector.

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3.5.5. Key Performance Indicators

- Number of speakers: 15
- Number of participating organisations: 12
- Number of participants: 134 registered, 60 attended. Numbers below are for registrees
    - Large companies: 6
    - SMEs: 44
    - Research Infrastructures: 11
    - Research Institutes: 19
    - Public administration: 17
    - Other: ILOs: 5; Hospitals: 3; Private nonprofit organisations: 8; Public administration: 17; University: 20
- Number of participating ILOs: 5
- Number of participating ICOs: 11
- Total number of B2B prearranged meetings: there were no pre-arranged meetings
- Number of B2B meetings which actually took place: networking was informal and took place during the coffee break and networking lunch.

3.5.6. Post-brokerage event survey

16 attendees answered the event that we sent right after the event, with the following results:

1. How did you find out about this brokerage event?
   Social media: 0
   Newsletters: 11
   Word of mouth: 4
   Other: 1

2. Please rate your general satisfaction with the event (1-10): 8,6

3. Please rate the speakers of Block 1 and the relevance of their presentations to the topic (1-10): 8,7

4. Please rate the speakers of Block 2 and the relevance of their presentations to the topic (1-10): 8,3

5. Please rate the speakers of Block 3 and the relevance of their presentations to the topic (1-10): 8,1

6. Please rate the speakers of the round table and the relevance of the discussion to the topic (1-10): 8,2

7. Please rate the possibility of future business interactions with other stakeholders after this brokerage event (1-10): 8

8. Regarding the structure of the event, what would you improve?

    - *There were few opportunities for participation*

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- *Very good. I found that a couple of issues regarding barriers to improve collaboration and knowledge/technology transfer between science and industry and the major challenges to be tackled with an impact on society were lacking: data lake of anonymised patients, personalised medicine, gene therapy, telemedicine, early cancer detection and reduction of waiting lists in healthcare. I also wondered why the Cervera programme wasn´t mentioned, given the fact that it is funding several large collaborative projects.*
- *It would be interesting to make the session more interactive. This would increase attendance. The way of communicating the event could be improved to attract more participants. Also the date was not that appropriate.*
- *Foster discussion with the audience and consider visiting some research centres.*
- *Provide some background information on the technologies available from the different participants and programme bilateral meetings.*
- *I thought it was interesting to learn about the vision of healthcare representatives, and that there is potential between Big Science industry and the healthcare sector.*
- *The structure is correct. To be improved the instructions given to speakers because sometimes the presentations were slightly lacking/unclear in their details and somewhat repetitive with respect to other events.*

9. What kind of future RI-industry brokerage events would you be interested in taking part in?

- *Any in which there are needs for computational technology, data processing and artificial intelligence*
- *Agrifood and photonics*
- *Potentially, in all*
- *Robotic applications in medicine, in the fields of rehabilitation and care.*
- *Data processing and analytics*
- *More specific thematic areas with B2B meetings*
- *Any in which laser and other sources (particles, electrons, X-ray) can be applied.*

3.5.7. Conclusions and discussion

The purpose of this brokerage event was to test, in a pilot scenario, the interest of the Big Science industry sector in developing projects for the healthcare sector, by first listening to the needs and the views from different healthcare professionals in three areas of work and the experiences of different companies. A second objective was to study future involvement of the ILO community, which is focused on industry as a supplier for Big Science facilities.

As this was a test event, we decided to keep it at a national level. Initially we thought about planning an event at a European level, but we decided against it as the healthcare system in each country is organised in a different way and it would have been too complex to set up with the planned resources. Also, after so many digital events, our priority was to have a physical event to foster networking. Although our events often feature predefined B2B meetings, given that the topic was not so mature and that industries would probably show up to learn about the healthcare sector, we decided not to offer the possibility of these meetings in favour of more informal networking.

All in all the objectives that we had set for the event were achieved. The attendance rate was about 50%, an acceptable figure given that due to time constraints the event was organised in early July, not the most favourable month. The rating of the event by the participants was consistently high, although

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it is true that in their comments, participants found the event lacking in interaction and audience participation. This is to be improved in future events. From the event, it is clear that there is an interest and potential in developing collaboration between the Big Science industry and healthcare stakeholders in different areas of work, although some existing barriers were identified: reluctance of the healthcare professionals to work with industry, financial limitations of the SMEs who most often have the most promising technology and a good attitude towards risk, room for improvement for collaboration between regional healthcare projects and the need for simple ICT tools to help healthcare professionals in their day to day work.

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4. Pilot brokerage events organised by ENRIITC associate members

4.1. Workshop for Social Sciences and Humanities – CLARIN ERIC & DARIAH ERIC

4.1.1. Description of the brokerage event

ENRIITC Your Industry Outreach: Workshop for Social Sciences and Humanities
https://www.eventbrite.com/e/ssh-industry-outreach-event-online-tickets-231423763707

Title	ENRIITC Your Industry Outreach: Workshop for Social Sciences and Humanities
Organiser	**CLARIN-ERIC**: Franciska de Jong, Iulianna van der Lek, John Picard **DARIAH-ERIC**: Jennifer Edmond, Francesca Morselli
Collaborators	Markus Pasterk and Walter Daelmans
Date	11.03.2022
Type of event	Virtual
Venue	Online
Geographical scope	European
Participating Research Infrastructures	**CLARIN-ERIC** (organiser, speaker) **DARIAH-ERIC** (organiser, speaker) **CESSDA-ERIC** (speaker and participant) **E-RIHS** (speaker and participant) **EHRI** (ESFRI roadmap) **OPERAS** (ESFRI roadmap) **EUROPEANA** (not an infrastructure, but an initiative of the European Union and financed by the EU Connecting Europe Facility and EU member states)
Participating Industry	• **NET7** https://www.netseven.it/ • **Sälgö Consulting AB** (consulting firm)
Description	The aims of the event were: • To raise the interest of leading SSH RIs in establishing a common collaborative initiative to help increase SSH-domain innovation cooperation with industry and non-academic institutions of private and public nature (e.g. galleries, libraries, archives, museums), starting with the launch of a joint *SSH RI Industry Contact Officer Training Program* based on the ENRIITC approach • To exchange experiences about past and present innovation and collaboration activities with non-academic and/or commercial entities, and to identify common challenges regarding the skills SSH RI staff

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	need to reach out beyond academia (e.g. more effective communication, how to translate the value of the infrastructure to non-academic and/or commercial entities etc.).
One to one meetings	No
ESFRI Domain	[ ] Energy [ ] Environment [ ] Health & Food [ ] Physical Sciences & Eng. [X] Social & Cultural Inn. [ ] Digital
Type of collaboration	[X] Industry as a supplier [X] Industry as a user [X] Industry as a co-creator [X] Technology transfer
Participants	[X] ILOs [ ] ICOs [ ] Researchers [X] Industry [ ] Other (please specify)

Table 10. Workshop for Social Sciences and Humanities – CLARIN ERIC & DARIAH ERIC

4.1.2. Background and context

Due to new economic and societal challenges, the priorities of the EU have been shifting. The mature ERICs in Europe, those categorised as ESFRI Landmarks, cannot count on continuous EU support but need to seek ways to become self-sustainable. Therefore, the ERICs are increasingly urged by funders and policymakers to collaborate with private and industry partners, with the assumption that these collaborations will enhance new knowledge creation outside the known avenues of the research fields, by leveraging the mutual influence of value systems, resources and methodologies. In addition, the economic return that these collaborations can potentially bring is a good reason to explore new revenue models. For example, the ENRIITC industry case studies show that the ERICs in the STEM research areas have already invested in this direction, with positive outcomes.

In 2018, the ESFRI publication *Innovation-oriented cooperation of Research Infrastructures* stated the importance of such collaboration: "*The urge of innovative practices and products by industry and civil services need to encounter the solid new knowledge and scientific outlook that are carried out at Research Infrastructures in an increasingly effective way*". While collaboration among different stakeholders is often seen as a requisite to innovation (Chesbrough, 2003), this is however still an unexplored territory which raises many questions from the research side. Especially, in contrast to the RIs in the STEM disciplines, for RIs rooted in the social sciences and humanities (SSH) it may be less straightforward to think of their data, software and methodologies, as something in which industry could be interested. On a closer examination, RIs in the SSH might even find it difficult to identify suitable partners to address in the industry world. Also, the potential for a role of industry as a supplier to RIs is less evident.

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The grant offered by the ENRIITC project offered a very good opportunity to start this conversation among ERICs in the Social Science and Humanities domain.

4.1.3. Preparation and promotion of the event

We started preparing the event by first contacting a few representatives from SSH research infrastructures and networks to check if they were interested in learning more about the ENRIITC project and share their experience regarding their collaborations with the industry. With the help of our network, we managed to identify potential speakers from the SSH RIs and also experts who had experience with setting up academic-industry partnerships. The positive reactions encouraged us to proceed with the preparations and design a draft programme.

A few weeks before the ENRIITC event, a survey was sent out to the SSH ERICs/ESFRI and related networks that expressed interest in attending the event in order to gather background information regarding their experience in collaborating with non-academic entities (e.g. galleries, libraries, archives, museums, commercial companies) and learn about the expectations with regards to the programme.

The short format of a survey helped us to collect relevant information that we used to identify topics for the breakout discussions.

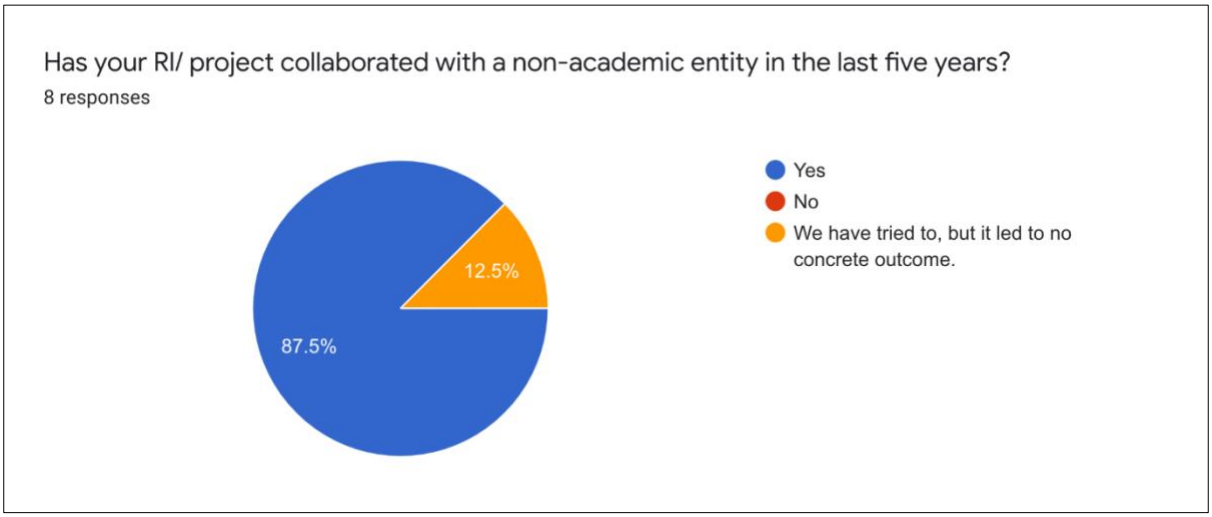

Figure 4. A question and answers in the survey preceding the CLARIN(DARIAH event

The survey revealed that the SSH RIs had some experience with collaborating with industry and non-academic partners but had no clear strategy of how to set up effective partnerships due to a lack of awareness of each other's potential and legal/ethical issues related to the commercial exploitation of data and tools developed with public funding. Therefore, the respondents showed eagerness in participating in the ENRIITC industry outreach event to learn from each other's experiences and explore collaboration possibilities in the field of skills and training.

As the event was a joint effort of two SSH RIs, we discussed and agreed on a common promotion and dissemination strategy:

- To use Eventbrite for registrations
- To promote the event via our own websites, monthly newsletters and social media channels and personal networks.

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Last but not least, we asked the SSH representatives and the speakers to promote the event in their industry networks as well.

4.1.4. Alignment of the event with the ENRIITC project

The programme and the aims of the event were aligned with the main objectives of ENRIITC, namely:

- *Establish a sustainable European network of ILOs and ICOs which enables mutual learning*
- *Map collaboration potential between research infrastructures and industry,*
- *Develop and refine strategies and best practices to foster these collaborations,*
- *Raise awareness among the industry for collaboration opportunities at research infrastructures, and demonstrate impact*.

The workshop achieved its aim of raising awareness of ENRIITC and its key objectives among the participating SSH RIs and companies, many of which were not familiar with the project. Two representatives from ENRIITC were invited to present the project's main vision and strategy, which was followed by a discussion of the different aspects which elicited lively interest and laid the groundwork for future follow up, particularly in the area of joint initiatives in SSH RI Innovation Training. The main topics highlighted the following aspects:

1. The ENRIITC pan-EU Network of ICOs and ILOs and the role it plays in helping the RIs increase their socio-economic impact in line with new ERA and ESFRI priorities.

2. The proposed ENRIITC pan-EU RI Innovation and Industry-Liaison Service Hub and its aim of bringing together the competencies, experiences and best practices required to boost cooperation with industry on the innovation of both single-sited and distributed research infrastructures across all the various ESFRI scientific domains and fields.

3. The ILO and ICO job descriptions, competencies and skills that have been set forth in the ENRIITC's RI innovation training roadmap (Deliverable 3.3) with a view to adapting these also to the specialised requirements of the SSH world.

4. ENRIITC recommendations for effective monitoring and assessing of RI innovation and industry-liaison efforts and the definition of ICO and ILO responsibilities and performance indicators to help SSH RIs to boost their socio-economic relevance and impact (see more below).

4.1.5. Key Performance Indicators

The results set for the event in the proposal submitted in August 2021 were the following:

1. **Increased understanding** among SSH RIs about the relationship with industry and vice versa
2. **Creation of a virtual portfolio** of possible collaboration models between SSH RIs and private industries: such a model will serve as a basis for the creation of a living document for SSH-RIs to report their external collaborations and for new RIs to draw examples and inspiration.
3. **Clearer definition of roles for ILOs and ICOs** - the creation of documentation to support to RIs in SSH

While the event definitely helped us to gain new insights into the types of collaborations the SSH RIs

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have with the industry and the challenges they encounter, we need one or more follow-up workshops to identify the needs in terms of service offer and propose appropriate collaboration models between SSH RIs and private industry. Regarding the role of ILO and ICO, we learnt that these roles are not used in SSH RI. Instead, several people and roles within the RIs may share the tasks of engaging with non-academic partners.

Below we summarise the number of participants:

- Number of speakers: 13
- Number of participating organisations: 24
- Number of participants: 36 (including the four main organisers)
    - Large companies: 0
    - SMEs: 2 (including one consultancy firm)
    - Research Infrastructures: 7 ERICs (of which two on the ESFRI roadmap)
    - Research Institutes: 8
    - Public administration: 0
    - Universities 4
    - National research project: 1
- Number of participating ILOs: N.A.
- Number of participating ICOs: N.A.
- Total number of B2B pre-arranged meetings: N.A.
- Number of B2B meetings which actually took place N.A.

4.1.6. Structure and execution of the event

Due to the COVID situation in the Netherlands, we decided to organise a half-day virtual event via Zoom on 11 March, from 10:00 until 14:00 CET.

After a brief introduction, two keynote presentations from ENRIITC introduced the project and the training recommendations for the RI-industry contact officers. Next, the invited SSH representatives (nine in total) gave short presentations on the status of their innovation activities, with a focus on the skills and training needed to reach out beyond academia and set up effective partnerships. During the session, the organisers captured the main points using a MIRO board.

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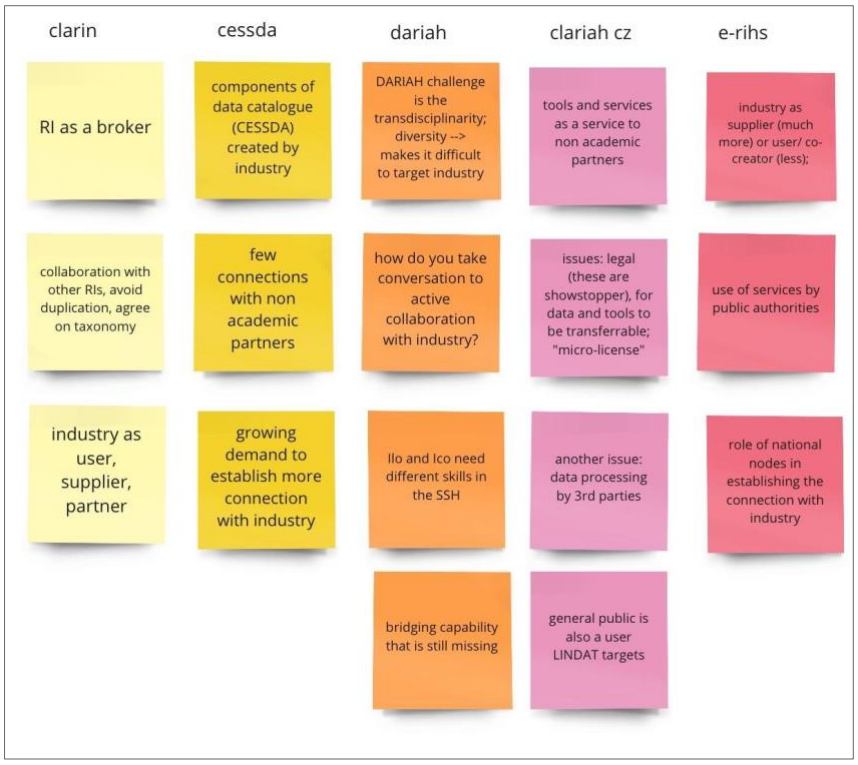

Figure 5. Highlights from the Training 4 Innovation session

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Figure 6. Highlights from the Training 4 Innovation session

The presentations were followed by break-out discussions on two central topics:

Topic 1: Focus on the relationship between ERICs and non-academic partners

- What can RIs offer to prospective non-academic "clients" and partners?
- What do non-academic entities have to gain by collaborating with RIs?
- RIs are non-profit organisations, so what is the benefit of collaborating with companies?
- Why is having an RI business plan so important? Why do RIs need a user strategy?
- What skills and competencies do RI staff lack most to be able to communicate and collaborate successfully with non-scientific entities on innovation? What focused training can best help us correct these gaps quickly?

Topic 2. Identify a set of common SSH training topics that are relevant for non-academic entities when considering the research infrastructure service offer and/or the options for co-creation and innovation tracks.

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The participants were split into small groups to discuss each topic, after which one rapporteur from each group summarised the main points. The event concluded with a short wrap-up and recommendations for the next possible steps.

We did not think it was necessary to send out a post-event survey because the participants showed their appreciation of this initiative via e-mail before, during and after the event, and also because a few questions do not apply to the participants of our workshop (especially the questions about a B2B meeting). All participants expressed interest in a follow-up training event tailored to their specific needs.

4.1.7. Conclusions and discussion

All-in-all, we are happy with the event turnout (32 participants)[2] and the insights we gained about the relationship between SSH RIs, the industry and non-academic partners. The main conclusions of the event can be summarised as follows:

The relationship between ERICs, academic and non-academic partners

<u>The SSH Service Offer</u>

The SSH RIs offer access to data, knowledge, methods and talent. It is important to position the service offer in such a way that RIs become a partner in providing multi-faceted consultancy to non-academic clients. For example, the SSH RIs could provide expertise on data and knowledge management to both the public and the IT sectors. However, more awareness needs to be raised with regards to the type of services that the SSH RIs could offer to companies and other non-academic organisations, demonstrate the benefits for collaboration, and identify suitable incentives. For example, non-academic entities gain international visibility when collaborating with the RIs.

<u>Attitude and ecosystem</u>

A research infrastructure needs an ecosystem to exploit the research results by both academic and non-academic partners. One way to make this happen is to facilitate the integration of the RI in academia - industry cooperation, which is already going on for a long time. Maybe the RIs could build a bridge between universities and companies by offering the necessary infrastructure and knowledge for the co-creation and development of innovative technologies.

Training and Skills

Both the management of RIs and the innovation officers need the right knowledge and skills to present and communicate what the RI have to offer to academia, to companies as well as non-academic organisations. For this, they need training on the aspects that cover both the side of science and the use of the infrastructure, as well as understanding of the partners' needs in terms of data management, use of standards and formats, and legal and ethical issues related to data sharing and reuse etc.

[2] Initially, we planned to have a max of 40 participants to ensure that the event will be engaging and interactive.

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Brokers between science and industry

The discussions during the event revealed that how we understand innovation in SSH is a step-wide process and it cannot be acquired quickly. Either an in-house innovation officer or a broker company could support the process by acting as a translator between the RI, companies and other non-academic partners.

The training strategy proposed by ENRIITC for the training of ICOs and outreach towards industry generally suits the needs of the SSH but more custom training might be desirable. For example, support could be given to help the SSH RIs identify who in their organisation has or can take the role of ICO or ''innovation officer'', then discuss a set of common skills, and offer a pilot training session for those skills.

4.2. Instruct-ERIC, Structural Biology services for Industry

4.2.1. Description of the brokerage event

Instruct-ERIC for Industry: Driving Innovation Through Structural Biology Services http://instruct-eric.eu/events/instruct-eric-for-industry-driving-innovation-through-structural-biology-services/	
Title	Instruct-ERIC for Industry: Driving Innovation Through Structural Biology Services
Organiser	**Instruct-ERIC**
Collaborators	**INEXT Discovery, ENRIITC**
Date	[17 March 2022 – 2PM to 5PM CET]
Type of event	Virtual
Venue	Zoom
Geographical scope	European/International
Participating Research Infrastructures	Instruct-ERIC the research Infrastructure for structural biology in Europe was the organiser of this event. Instruct-ERIC is a federated research infrastructure and several Instruct members and centre managers were invited to present the services that Instruct can offer to users from Industry and SMEs and how the access to our infrastructure is managed
Participating Industry	This event was targeting international industry and SME partners interested in obtaining access to structural biology services
Description	This pilot event aimed to demonstrate/communicate the competitive benefits of working with Instruct to the industrial research communities and strengthen our community of industry liaisons officers within Instruct. Through this event we informed representatives from the commercial sector, whether they are from small companies or large corporations about the potential opportunities offered by Instruct ERIC to boost their research. This event highlighted how access to Instruct services can 1) drive innovation and accelerate their research, 2) reduce in-house investment by exploiting established state-of-the-art technology through Instruct-ERIC, 3) how Instruct can act as a bridge to connect industry and academia and 4) help them solve research challenges by consulting Instruct experts. This event took place remotely and targeted three types of participants:

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	1) Current industry users to inform them of opportunities within Instruct and inform them of new cutting-edge technologies and services being developed and made available in our centres. 2) New industry users to demonstrate how our services can benefit their research. 3) Industry liaisons within our Instruct Centres to see how the interaction with industry users is managed in different facilities and learn from their experience. We had 25 participants throughout this event with different background, Instruct ILOs/ICOs, Other RIs ILOs, SME and industry members, academic members
One to one meetings	Yes
ESFRI Domain	[X] Health & Food
Type of collaboration	[X] Industry as a user
Participants	[X] ILOs [X] ICOs [X] Researchers [X] Industry [ ] Other (please specify)

Table 11. Instruct-ERIC, Structural Biology services for Industry

4.2.2. Background and context

Instruct is a pan-European research infrastructure for structural biology comprising 14 European member countries and intergovernmental organisations with 11 centres of Excellence across Europe. Instruct makes high-end technologies and methods in structural biology available to users from academia and industry. Structural biology has an important part to play in a variety of life sciences domains such as pharma, health, biotech, chemistry, biomaterials and agrifood sectors; all domains in which the private sector is prevalent. It is therefore of utmost importance for Instruct to develop and maintain tight interaction with Industries. Our Instruct-ERIC Centres have experience with the provision of access to industrial users whether they are university spin-out companies, small to medium sized enterprises (SMEs) or large companies. Instruct has developed a dedicated webpage with a special contact point for Industry highlighting the services that Instruct can offer. However, the number of services requested by industries through Instruct centrally remains limited, demonstrating that Instruct needs to increase its visibility amongst industry and better highlight its services to companies. The Instruct hub decided to join the ENRIITC community in order to learn from the experience from other research infrastructures more advanced and more organised with their interaction with industry. Thanks to our involvement with ENRIITC, we had the chance to apply to the call and to get funding and support to organise this pilot event to demonstrate the competitive benefits of working with Instruct to the industrial research communities and strengthen our community of industry liaisons within Instruct.

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4.2.3. Preparation and promotion of the event

Preparation of the event:

A working group was set-up with Instruct partners from five of our Instruct Centres interested in organising the event and with the involvement of the iNEXT Discovery project partners. Three meetings were organised with this working group in order to define and agree on the programme content, format and speakers. Follow up discussions and planning were arranged by exchange of emails between the organisation team. The programme was divided into three sessions:

- Session 1 Introduction of Instruct-ERIC and iNEXT Discovery services and expertise and highlight on how industry and SMEs can access and benefit from these services.
- Session2: in-depth presentation of key technologies offered in Instruct (Cryo-EM, NMR and protein production and biophysics).
- Session3 (optional): possibility for the participants to request short 1-to-1 meetings with Instruct expert in different fields of structural biology to talk about their project needs.

Once the programme of the event was finalised, we worked on the dissemination of the event.

Promotion of the event:

Communication material was prepared centrally at the Instruct hub and disseminated to the Instruct Centres, the iNEXT discovery network, Instruct partners (research infrastructures, ENRIITC network...) and via the social network. The Instruct community (industry and academic partners) were informed of the organisation of the event via a general email to the community reaching more than 3180 Instruct partners and led to 175 people visiting our event website. The Instruct personnel in charge of the liaison with industry in the Instruct Centres (ILO, ICOs, Centre managers) were informed directly of the organisation of this pilot event by email using the industry liaison mailing list and the Centre managers mailing list. These Instruct partners were asked to advertise the event to their Industry network and existing users. We asked other research infrastructures (EuroBioImaging, EATRIS, ELIXIR) and the ENRIITC network to use their dissemination channel to promote the event. Targeted emails were also sent to industries and SMEs that we thought might benefit from the services offered by Instruct. The organisation of the event was highlighted on the Instruct website in our “News and Event section” and finally outreach material was prepared to advertise the event on the social network (Twitter, LinkedIn). Since industries are often connected via LinkedIn, we made a sponsored campaign in LinkedIn to reach a highly targeted and engaged audience from the industry community. Our LinkedIn Campaign led to 81583 views on LinkedIn and 641 visits to our website via LinkedIn.

4.2.4. Alignment of the event with the ENRIITC project

The main objectives of ENRIITC are to:

- Establish a sustainable European network of ILOs and ICOs which enables mutual learning
- Map collaboration potential between research infrastructures and industry,
- Develop and refine strategies and best practices to foster these collaborations
- Raise awareness among industry for collaboration opportunities at research infrastructures, and demonstrate impact.

- *Establish a sustainable European network of ILOs and ICOs which enables mutual learning*

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The organisation of our Instruct pilot event was a great occasion to collaborate with ILOs and ICOs from other research Infrastructures and network (EuroBioImaging, ELIXIR, EATRIS, ENRIITC....) and benefit from their expertise and network. It was also internally the occasion to consolidate our ILOs/ICOs network in Instruct. Several of our 11 Instruct Centres have their own ILO, ICO or centre manager in charge of interacting with Industry users. Through the organisation of our pilot event, we worked on consolidating this network of ILO/ICOs by creating a specific mailing list to communicate more efficiently within this community. Setting up such communication channel now allows us to better work on the development of strategies and best practices to collaborate with industry within Instruct.

- *Raise awareness among industry for collaboration opportunities at research infrastructures, and demonstrate impact.*
  Our main aim via the organisation of this event was to raise awareness among industries and SMEs for opportunities at our research infrastructures and demonstrate impact which very much align with the ENRIITC objectives. With the help of our Instruct Centre partners involved in the organisation of this event we worked on giving a comprehensive overview of the services offered in Instruct and the way that industry and SME users could access these services.

Inspired by the experience acquired with the ENRIITC network we decided to test new strategies for outreach and dissemination to reach new industry and SME users. We for example used the LinkedIn advert campaign to reach potential partner with an interest in the field of structural biology outside our community of users. This led to 641 visits to our Instruct website.

We also decided to test new formats to interact with the participants in our event. Our event was virtual, which has the great advantage of reaching easily people from all over the world (we had participants from 13 countries) and is often a format appreciated by industry and SMEs for short conferences. However, remote events tend to be less interactive than in person events. We therefore proposed an optional interactive session at the end of the webinar. Participants could at the time of registration decide to have short individual meetings with Instruct experts in different field of structural Biology (NMR, Cryo-EM, protein production, biophysics, crystallisation...). Only three participants ended up joining this interactive session; however these individual meetings were very well perceived by these participants and two of them came back to the plenary session following their individual meeting to tell us that the meeting had been very fruitful.

Overall, the support of ENRIITC to organise a pilot event within Instruct targeting industry and SME users was a great opportunity for us to develop our network of ILOs, ICOs but also gave us the chance to test new communication, dissemination methods that might be appropriate when reaching users outside of academia and outside our current Instruct community of users.

4.2.5. Key Performance Indicators

- Number of speakers:11
- Number of participating organisations:2
- Number of participants:25
  - Large companies/SMEs: 5
  - Research Infrastructures:9
  - Research Institutes:11
  - Other:
- Number of participating ILOs/ICOs: 4

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- Total number of short 1 to 1 prearranged meeting with the Instruct experts:9
- Number of short 1 to 1 prearranged meeting which actually took place: 3
- Other indicators

For this event, we had 51 registrants and 25 participants. From our list of participants, we had 4 ILO/ICOs and 5 participants from industry and SMEs which were our main target for this event. We also had participants from research infrastructures and research institutes. The participants were from 11 European countries and we had 2 participants from America and Africa. Amongst these 25 participants, 3 of them requested a 1-to-1 individual meeting with an Instruct expert in the optional interactive session at the end of the webinar.

4.2.6. Post-brokerage event survey

A survey was sent to the participants following our pilot event to determine whether the event had been useful to the participants and see if there might be an interest in follow-up events. We sadly sent the post-meeting survey quite late following the event (ten days later) and received only one response from the participants. However out of the three participants that joined the networking session and requested individual meetings with Instruct experts, two of them were very enthusiastic about the experience and stayed at the end of the meeting to mention that they were very happy with the experience and found it very useful. We also exchanged emails with one of the participants that was requesting additional information from our side to access our Infrastructure following the event.

The participant that filled in the survey commented that the event was “brilliant”. He rated 9/10 all the plenary sessions of the webinar and 10/10 the interactive session with the Instruct experts. This participant also rated 10/10 the possibility of future business interactions with other stakeholders after this event and mentioned that he would be happy to join upcoming event focusing on more application specific.

4.2.7. Conclusions and discussion

The organisation of this pilot event “Driving Innovation Through Structural Biology Services” was a great opportunity for Instruct to test new dissemination strategies to reach industry and SME potential users that do not know about Instruct structural biology services and to inform them of how they can access our services. We were happy to have in that event, participation from scientists from academia and industry/SMEs that were both existing users but also scientists that have not yet used our services and came to get information on what we are doing. Overall, the event went smoothly even if the programme was probably a bit dense which left little time for discussion during the plenary sessions. As suggested by one of the participants at the end of the event, we might now work on the organisation of shorter follow-up events with a more application-focused scope.

Through the event, we tried new ways to promote interaction between participants and Instruct experts. The optional interactive session where participants could have 1-to-1 short meetings (5 to 10 minutes) with Instruct experts in a specific field of structural biology was very well received by the participants and might be a format to re-consider in future events.

The experience acquired through the organisation of this event gave us important pointers to better approach and communicate with industry and SMEs and is helping us to develop a more centralised strategy within Instruct to promote collaborations with Industry.

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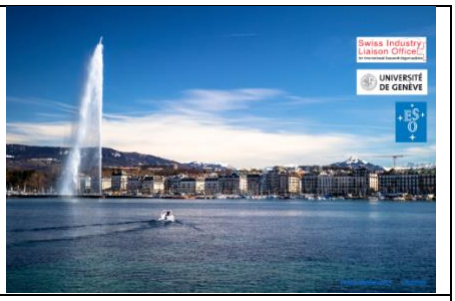
4.3. ELT Instruments Industry days – Swiss Industry Liaison Office

4.3.1. Description of the brokerage event

ELT Instruments Information Day 2022 https://indi.to/ELTInstruments2022	
Title	ELT Instruments Day 2022
Organiser	**Swiss ILO Office**
Collaborators	**University of Geneva** **ESO European Southern Observatory** **Swiss Federal State Secretariat for Education, Research & Innovation**
Date	07 April 2022
Type of event	Hybrid
Venue	CICG - Centre International des Congrès de Genève / Varembé
Geographical scope	European
Participating Research Infrastructures	**ESO** Upper Management (3 speakers) providing a full overview of the ELT Instrument activity, including technical status updates and procurement opportunities.
Participating Industry	Industry players serving optical astronomical telescopes and instrumentation markets
Description	It is of interest to the European telescope supplier industry to obtain a full overview on the business opportunities arising from the construction of the ELT instruments in the coming years. A one location full scale event with an exhibition of more than 50 posters (50 companies) that will facilitate exchanges and serve as a basis for B2B discussion between suppliers and national laboratory representatives. In plenum sessions will be organized for project leaders to present the procurement content and schedules associated with each ELT instrument. Besides ESO keynote speakers, was included the participation of the ESO's ELT instrument project team leaders (six laboratory consortia), creating a first of a kind brokerage event format in Europe.
One to one meetings	No
ESFRI Domain	[ ] Energy [ ] Environment [ ] Health & Food [X] Physical Sciences & Eng. [ ] Social & Cultural Inn. [ ] Digital

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Type of collaboration	[X] Industry as a supplier [ ] Industry as a user [ ] Industry as a co-creator [ ] Technology transfer
Participants	[X] ILOs [ ] ICOs [X] Researchers [X] Industry [ ] Other (please specify)

Table 12. ELT Instruments Industry days –Swiss Industry Liaison Office

4.3.2. Background and context

Discussion started within the ESO ILO group after February 2021 ESO – ILO annual meeting, where it was acknowledged that not only the procurements of the ELT telescope were significant to the industry. Also the procurements associated with the construction of the ELT instruments were seen as relevant to be presented. The external procurement value on this part of the ELT programme was estimated at 100 MEUR.

The Swiss ILO volunteered to organise a conference in Switzerland, having previous experiences in organising brokerage events at national level between ESO and industry.

4.3.3. Preparation and promotion of the event

Setting up this brokerage event required considerable effort as the instrument consortia have a large organisational and operational autonomy. The project leaders had to be convinced one by one that such an event had a utility for their project performance and external visibility.

The promotion of the event was made at each ILO national level. According to the professional rules applying at each ILO office, invitations were made at public national level (website, email broadcast) or at the appreciation of the ILO at personal level. Focus was put on SMEs. Conference information was progressively put on line, using the CERN Indico meeting platform.

4.3.4. Alignment of the event with the ENRIITC project

The conference goals were perfectly in line with the main objectives of ENRIITC, in particular the following:

- Establish a sustainable European network of ILOs and ICOs which enables mutual learning
- Map collaboration potential between research infrastructures and industry,
- Develop and refine strategies and best practices to foster these collaborations,
- Raise awareness among industry for collaboration opportunities at research infrastructures, and demonstrate impact.

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4.3.5. Key Performance Indicators

The event success parameters (KPIs) can be measured in the mid-term according to:

- The number of new business opportunities identified by a participating company
- The number of new supplier options identified by each ELT project team.

As for the event itself, the achieved figures are the following:

- Number of speakers: 9
- Number of participants: 141 (+ 45 remotely)
    - Large companies: 10
    - SMEs: 50
    - Research Infrastructures: 1
    - Research Institutes: 12
    - Public administration: 0
    - Other:
- Number of participating ILOs: 11
- Number of participating ICOs: 0
- Total number of B2B prearranged meetings: 35 exhibitor booths
- Number of B2B meetings which actually took place: the B2B meetings were not pre-arranged, so in the practice this parameter could not be measured.

4.3.6. Post-brokerage event survey

No event survey was sent, instead a debriefing meeting was set-up among the ILOs the next day (9 participants). All agreed that the event went smoothly and was very professionally organised. The expectations of the invitees (level and amount of information received, balance with informal exchanges, logistics, location, catering and recreational dinner event) seem to have been correctly anticipated. The feedback received by the ILOs from many of their fellow countrymen was extremely positive. The conference support information was seen as appropriate (website and conference booklet).

4.3.7. Conclusions and discussion

The conference was a new type of event, in attempting to bridge the gap between a European Research Organisation (ESO), their independent instrument providers (with different procurement jurisdictions) and the European industry supplier network.

The conference was among the first ILO large international events organised in person after two years of pandemic. New post covid event organisation methods were experimented such as remote access, facilitating inclusive participation for a wider audience. The conference was offered free of charge allowing for the participation of companies with limited travelling budget.

The ultimate goal as to improve the networking and cooperation between industry and institutes in the field of large scientific space observation instruments will be monitored by the ILO group during their next meetings.

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We see improvements in ways for the organisation of RI-industry brokerage events in a higher participation of technology providers coming from other market areas. In the other direction, improvements are to be found in promoting private initiatives inside the RIs to create spin-off and get connected with companies having a diversified client portfolio (research and beyond).

4.4. INDUCIENCIA & INEUSTAR, Opportunities for industry in national research infrastructures

4.4.1. Description of the brokerage event

Big Science industry workshop – Opportunities for industry in national research infrastructures https://eventos.cdti.es/ES/icts_26042022	
Title	Big Science industry workshop – National research infrastructures: Supply and collaboration opportunities for industry in particle physics, astronomy and fusion
Organiser	**INDUCIENCIA Technology Platform, CDTI**
Collaborators	**INEUSTAR, Polytechnic University of Madrid, Network of national research infrastructures, ENRIITC**
Date	26 April 2022, 9:00-16:00
Type of event	Physical
Venue	School of Industrial Engineers, Polytechnical University of Madrid
Geographical scope	National
Participating Research Infrastructures	All the national RIs in the domains of particle physics, astronomy and fusion: **ALBA, CNA, LNF, Gran Telescopio de Canarias, OOCC, Observatory of Yebes, IRAM, Observatory of Javalambre, Canfranc Underground Laboratory** and international RIs **ESS Bilbao and IFMIF-DONES**
Participating Industry	Industry working in all technical areas of supplies and collaborations with the participating RIs
Description	The Singular Scientific and Technical Infrastructures (ICTS) are Spanish infrastructures that allow cutting-edge scientific research and technological development of the highest quality. These infrastructures also contribute to the development of the Spanish science industry, the industrial sector that collaborates in the design and manufacture of components, systems and subsystems for the construction, updating and maintenance of national and international scientific infrastructures. The purpose of this event was to join at the same place and the same time all the research infrastructures (RI) in Spain, belonging to the Big Science sector and dedicated to high energy physics,

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	fusion and astronomy; sharing their strategic plans for the upcoming years. In short, the objectives of the event were to: • Maximise the participation of the Spanish Industry in the tenders from those Infrastructures • Boost the collaboration between RI and companies in developing technologies of a common interest • Enhance participation of other sectors apart from science industry • Disseminate Spanish RI plans and needs for the upcoming years
One to one meetings	No
ESFRI Domain	[X] Energy [ ] Environment [ ] Health & Food [X] Physical Sciences & Eng. [ ] Social & Cultural Inn. [ ] Digital
Type of collaboration	[X] Industry as a supplier [ ] Industry as a user [X] Industry as a co-creator [ ] Technology transfer
Participants	[X] ILOs [X] ICOs [X] Researchers [X] Industry [ ] Other (please specify)

Table 13. INDUCIENCIA & INEUSTAR, Opportunities for industry in national research infrastructures

The event was organised on April 26 in Madrid as a one-day event, beginning at 9:00 and finishing at 16:00. It was structured in seven blocks, separated by a coffee break and finishing with a networking lunch (see agenda in Appendix V) and the programme mainly covered two ESFRI domains: Energy and Physical Sciences & Engineering. The types of collaboration addressed by the speakers largely included industry as a supplier, and included some inputs on technology transfer possibilities.

4.4.2. Background and context

This event is aligned with INEUSTAR and INDUCIENCIA, as they are entities that, acting as an intermediary agent between RIs and industry in Spain which aim at improving mutual knowledge and boosting new opportunities for collaboration, among other goals. Both INDUCIENCIA and INEUSTAR closely collaborate with the ILO network in CDTI and can be considered complementary. For this purpose, the event was designed to disseminate the RI plans to the local industry in order to align their needs with the company capacities.

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4.4.3. Preparation and promotion of the event

Preparation:

The event was designed by INDUCIENCIA, the Spanish Science Industry Technological Platform together with CDTI, the Spanish innovation agency and INEUSTAR, the Spanish Science Industry Association.

The main blocks of the meeting, those dedicated to the industrial opportunities, were the strategic centre of the event. All the Spanish unique infrastructures devoted to the Big Science sector were contacted and agreed to participate. The rest of the blocks were defined in order to provide a context and show the public and private support available in Spain. We decided to exclude pre-arranged B2B meetings in favour of a more informal networking, as this was the first time this event has been organised. Therefore, a coffee break of 30 minutes and a networking lunch of two hours were set up, providing an extra time and a defined space for interaction amongst participants. Feedback proved this was greatly appreciated.

Teams from INDUCIENCIA (Spanish Science Industry Platform), CDTI together with INEUSTAR collaborated very closely in the organisation. They provided the databases for the dissemination and specific communication of the meeting. The organisers strongly participated in the logistics of the day (edition of participant name tags and lanyards, registration follow-up, welcoming of participants, moderation the event, etc.).

The Polytechnic University of Madrid also collaborated by lending its facilities and providing support in the logistics. The university has a strategic interest in Big Science and promotes projects through its Big Science initiative (http://www.bigscience.upm.es/) which fosters interdisciplinary collaboration amongst its research groups in Big Science projects.

Finally, the ICTS network coordinated by the Ministry supported the event by encouraging the different ICTS to send speakers to the event and we included a presentation by a Ministry representative on the matter.

Promotion:

Promotion of the event was carried out mostly in a virtual manner. CDTI and INDUCIENCIA/INEUSTAR sent several mails of information and reminders. We posted regularly in LinkedIn (INDUCIENCIA, INEUSTAR, CDTI and ENRIITC pages) in order to reach potential interested parties. Individualised communications such as mailings and phone calls also proved useful.

There were 148 registrations in total, and 100 final participants (in addition to the 24 speakers and members of the organisation).

4.4.4. Alignment of the event with the ENRIITC project

The event is aligned with several of the ENRIITC project's pillars as follows:

- *Map collaboration potential between research infrastructures and industry*: The main objective of the conference was to share with industry the projects and specifics activities of the RIs, with the aim to enhance industry-RI collaboration and synergies in the field of Big Science.

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- *Develop and refine strategies and best practices to foster these collaborations:* the workshop addressed support activities by the Spanish Government through CDTI (which provide access to funding opportunities for companies for their Big Science innovation projects) and other public support tools, through grants, loans or other type of services. These are powerful tools which enhance industrial capabilities and foster RI-industry collaboration in the long run. These opportunities were presented in the workshop.

- *Raise awareness among industry for collaboration opportunities at research infrastructures, and demonstrate impact*: The activities carried out during the conference are aligned with the evolution and needs of the ecosystem, as they strengthen and raise awareness within industry of the opportunities for collaboration with research infrastructures. The impact of the collaborations opportunities will be seen in the long term, but we expect several collaborative projects to materialise as a result of the workshop.

4.4.5. Key Performance Indicators

The main KPIs set for the events, and their results, are the following:

- Number of speakers: 19 (+ 3 moderators)
- Number of participating organisations: 78 (of 106 organisations registered, 74%)
- Number of individual participants (100):
  - Large companies: 18
  - SMEs: 46
  - Research Infrastructures: 17
  - Research Institutes: 13
  - Public administration: 6
- Number of participating ILOs: 3
- Number of participating ICOs: 14
- Total number of B2B prearranged meetings: as explained, these were not organised.
- Number of B2B meetings which actually took place: there were a large number of informal meetings during the coffee breaks and networking lunch.
- Other indicators:
  - % RIs participating with respect to contacted/invited: 100%
  - % Satisfaction of the participants (post-event survey): 90%

4.4.6. Post-brokerage event survey

50 responses were received (return ratio: 50%). Some of the questions allowed more than one answer.

1. How did you find out about this brokerage event? (social media / newsletters/ word of mouth / other)

   CDTI and Induciencia Newsletter: 32
   Word of mouth: 15
   Social media: 4
   Other: 3

2. General satisfaction with the event (1-10): Average rating of 9.04

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3. Please rate the speakers and the relevance of their presentations to the topic (1-10)
First section, particle physics: 8.72
Second block, fusion: 8.80
Third block, astronomy and astrophysics: 8.42

4. How many B2B meetings did you attend? Not applicable

5. Please provide a rating for the B2B meetings (1-10): Not applicable

6. Please rate the possibility of future business interactions with other stakeholders after this brokerage event (1-10): Mean value: 8.80

7. Regarding the structure of the event, what would you improve? Some of the answers were the following:
   - *Give voice to the companies, increase the number of participating companies*
   - *Less technical descriptions and more presentation of opportunities and needs of the sector to the industry*
   - *Give more time to the ICTS to present their needs they believe it is feasible to collaborate with industry, both to transfer and exploit knowledge already created by ICTS, to promote new developments either by the industry exclusively or jointly between Industry and ICTS*
   - *More networking time, adding some chairs and tables to the networking space*
   - *Add time for questions or discussion between presentations*
   - *Provide a previous list of attendees-companies with a description of the type of product-solutions they offer*
   - *Organize B2B meetings*
   - *Option of remote assistance*
   - *The astrophysics topic would require a separate and specific event*

8. What kind of future RI-industry brokerage events would you be interested in taking part in?
   - *Any collaboration, both in research and business*
   - *Networking in general between ICTS and industry. Presentations of industrial capabilities*
   - *Informative conferences of tenders for industry and opportunities for collaboration and R+D+I*
   - *In events related to the ICT area, mainly in the field of radiofrequency applications, characterisation of materials for RF applications, measurement systems, communications…*
   - *Sessions of presentation of needs and capabilities of facilities - manufacturers - service providers.*
   - *Events related to large international infrastructures (CERN, ESTEC, ESO, etc.)*
   - *RF, cryogenics and high vacuum*
   - *Mainly in those requiring component design and use of novel materials*
   - *Fusion, particle physics, accelerators incl. visits to ICTS*
   - *Semiconductors*
   - *Electromedical topics*
   - *Solar power, hydrogen, NH3, etc.*
   - *Astronomy, astrophysics, planetary defence*
   - *Microelectronics*

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4.4.7. Conclusions and discussion

The event was designed as a national pilot, but given its success it could be replicated at a European level, congregating national RIs from several European countries from one or several connected domains. Event feedback highlighted the benefits of bringing together the ICOs from RIs in the same place, benefiting from face to face networking but reducing the need of extensive travel.

Regarding the structure of the event, ICOs must be reminded to avoid focusing on the science (usually not of interest to industry) and instead to address in their presentations the future tendering opportunities in the short and mid-term. Presentations must be concise, aiming at providing information on collaborations and opportunities for industry, including contact details of the relevant persons in each organisation.

Finally, based on this and other past events we have organised, we are aware that events where registration is open and free of charge may have a higher number of registrations but a lower assistance ratio. This is a challenge for the event logistics planning. The effect is increased when presentations are distributed amongst participants after the event. However, sending such presentations is key for fostering further collaborations, increasing the overall impact.

4.5. EMBRC Clinic fostering EMBRC'S links with Industry – EMBRC (Hosted by CCMAR – EMBRC Portuguese node)

4.5.1. Description of the brokerage event

EMBRC Clinic — fostering EMBRC's links with industry

https://assemble-plus-2022.b2match.io/page-3321

Title	EMBRC Clinic — fostering EMBRC's links with industry
Organiser	Centro de Ciências do Mar do Algarve (**CCMAR**)
Collaborators	European Marine Biological Resource Centre (**EMBRC**)
Date	13 to 23 June 2022
Type of event	Virtual
Venue	B2B Match Platform
Geographical scope	European
Participating Research Infrastructures	European Marine Biological Resources Center- ERIC
Participating Industry	Blue Economy industry players
Description	EMBRC Clinic was a pilot project designed to foster stronger links between the EMBRC-ERIC and Blue Economy industry players across Europe. This would be achieved by minimising barriers experienced by industry when accessing to

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	knowledge, through a combination of targeted communication, mediated matching and RI2B online meetings. The initiative was planned to be particularly relevant for EMBRC's ILOs and ICOs to interact among themselves, and foster links with their countries/regions' industries. The initiative took place within a European project's conference (Assemble Plus) to capitalise on the audience and future alliances.
One to one meetings	No
ESFRI Domain	[ ] Energy [X] Environment [ ] Health & Food [ ] Physical Sciences & Eng. [ ] Social & Cultural Inn. [ ] Digital
Type of collaboration	[ ] Industry as a supplier [ ] Industry as a user [ ] Industry as a co-creator [X] Technology transfer
Participants	[ ] ILOs [ ] ICOs [X] Researchers [X] Industry [ ] Other (please specify)

Table 14. EMBRC Clinic fostering EMBRC'S links with Industry

4.5.2. Background and context

The EMBRC Clinic implemented a proactive approach to industrial needs, instead of using the typical showcasing of capabilities. Contacts were to be individual and dedicated to the problems of each company, which nonetheless could be common to the sector and thus could also foster the provision of services that can add value to company activities. The organisation team created a database of stakeholders in the industry sectors to be targeted.

4.5.3. Preparation and promotion of the event

The EMBRC Clinic was promoted directly to the industry players of the selected industries by each EMBRC node, using base communication materials prepared by the organisation team.

Furthermore, the meetings were planned to take place within the same week all over Europe together with the Assemble Plus Conference, as to facilitate the common communication among EMBRC nodes, and ensure wider impact of the initiative. The promotion of the EMBRC Clinic was made together with the announcement of the Assemble Plus Conference.

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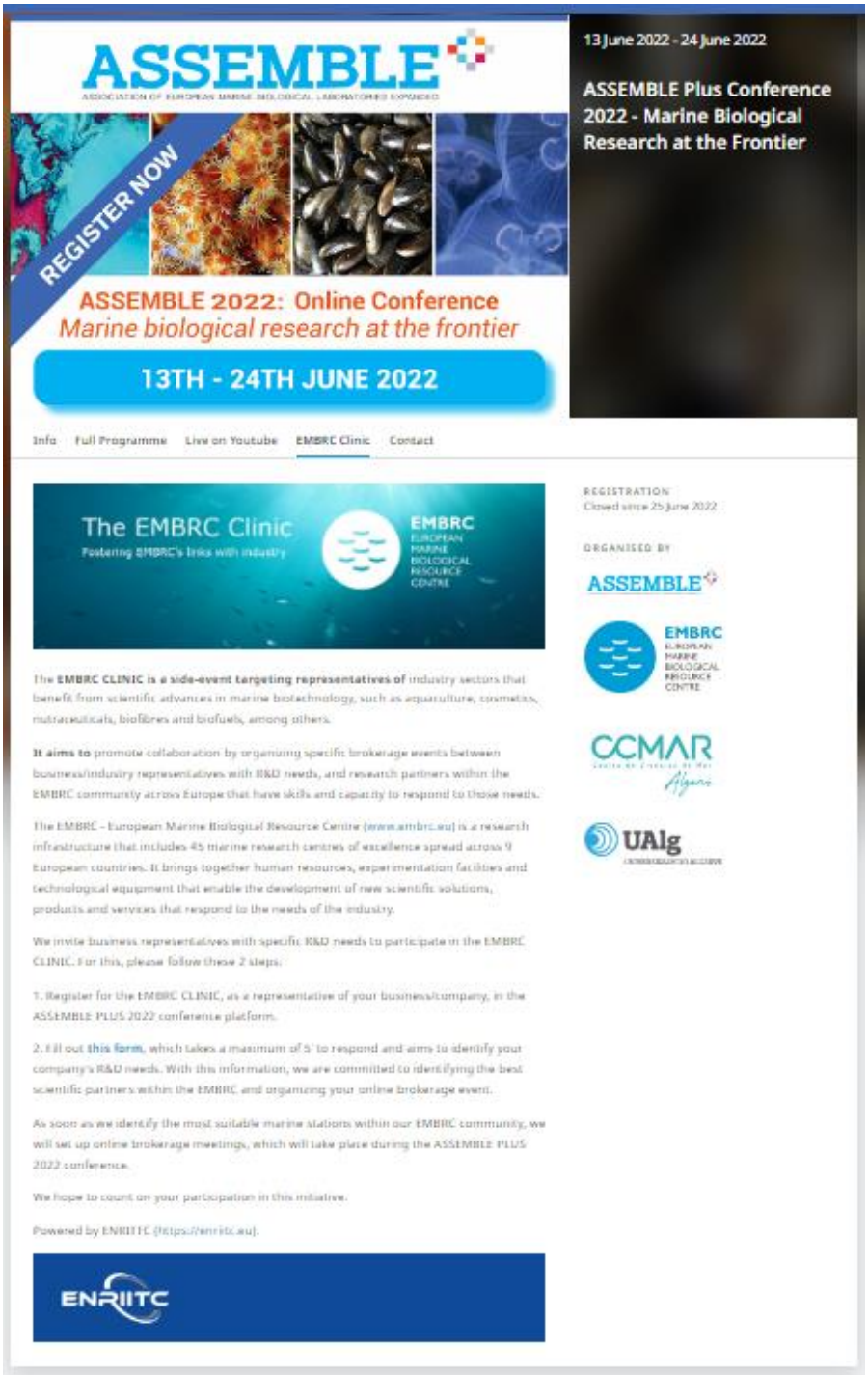

Figure 7. EMBRC Clinic screenshot

4.5.4. Alignment of the event with the ENRIITC project

The initiative was expected to be particularly relevant for EMBRC's ICOs to interact among themselves, and foster links with their countries/regions' industries. The implementation strategy was designed to be aligned with this goal.

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The implementation followed these steps:

1. EMBRC node engagement: each EMBRC node was invited to participate and given the option to select up to two specific Blue Economy sectors to be targeted by the EMBRC Clinic.
2. Industry engagement: targeted industry players were contacted mainly by CCMAR, and challenged to participate in the EMBRC Clinic, which was based on an online B2B Platform. Upon registration, they were asked to answer a short questionnaire to identify innovation needs.
3. Knowledge Mediation: CCMAR mediate the matchmaking between industry participants and EMBRC partners that were relevant in terms of services.
4. Delivery: EMBRC Clinic RI2B meetings were expected to be organised through a standard B2B online matching platform, in which industry players would meet researchers from the EMBRC nodes with competences to address their innovation needs. The meetings were expected to take place during one week, to facilitate deployment and coordinated communication among countries.
5. Follow-up and assessment: Follow-up contacts were to be made from the meetings that would set the ground for future collaboration. All participants would be contacted six months alter that to assess the effectiveness of this pilot-project.

4.5.5. Key Performance Indicators

The following KPIs were set for the event:

Short term results:

- 3/4 meetings with industry established by each interested EMBRC nodes
- at least 30% of those contacts establishing the grounds for future pilot projects.

Medium term results:

- at least 30% of the pilot projects implemented.

Unfortunately, none of these pilot project objectives were attained.

The participants answered the questionnaire, but they were not matched during the week of the event (see below for more information on this). Steps 3, 4 and 5 of the implementation strategy could not be completed. However, we aim at arranging the correspondent matches for these industry partners in the upcoming future and arrange the meetings according to the demonstrated needs.

- Number of speakers: 0
- Number of participating organisations: 6
- Number of participants: 6
    - Large companies: 0
    - SMEs: 6
    - Research Infrastructures: 0
    - Research Institutes: 0
    - Public administration: 0
    - Other: 0
- Number of participating ILOs: 0
- Number of participating ICOs: 0
- Total number of B2B prearranged meetings: 0
- Number of B2B meetings which actually took place: 0

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- Other indicators

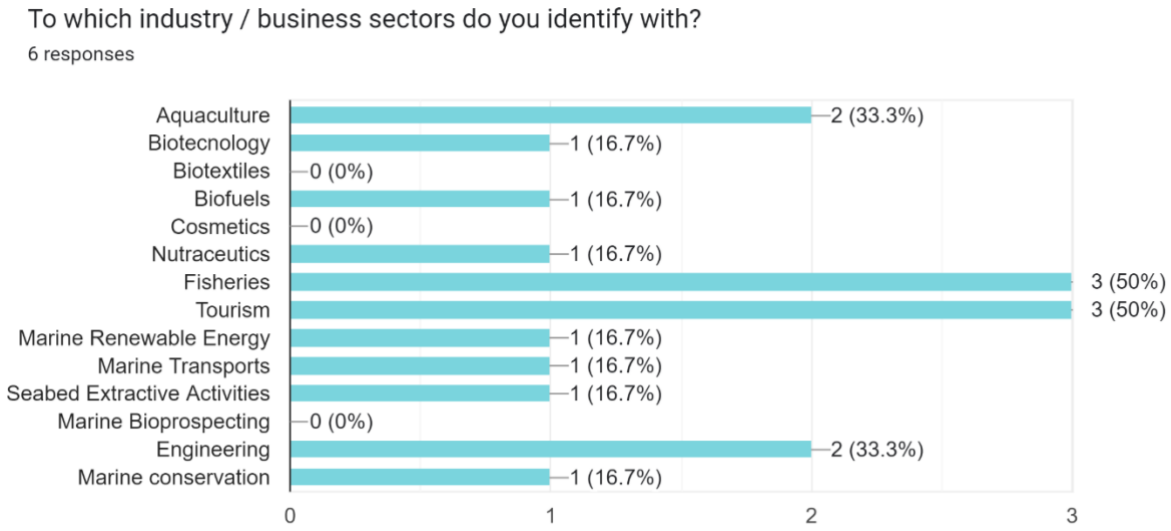

Figure 8. Industry/business sectors identified in EMBRC pilot event questionnaire

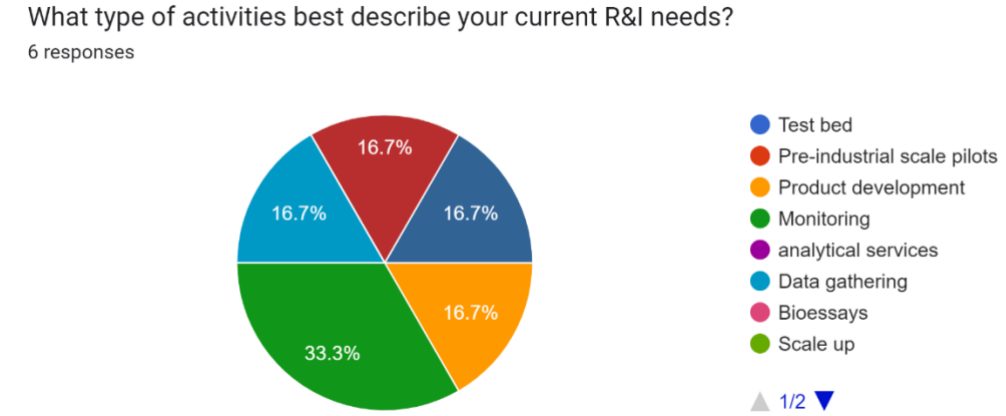

Figure 9. Current R&I needs identified in EMBRC pilot event questionnaire

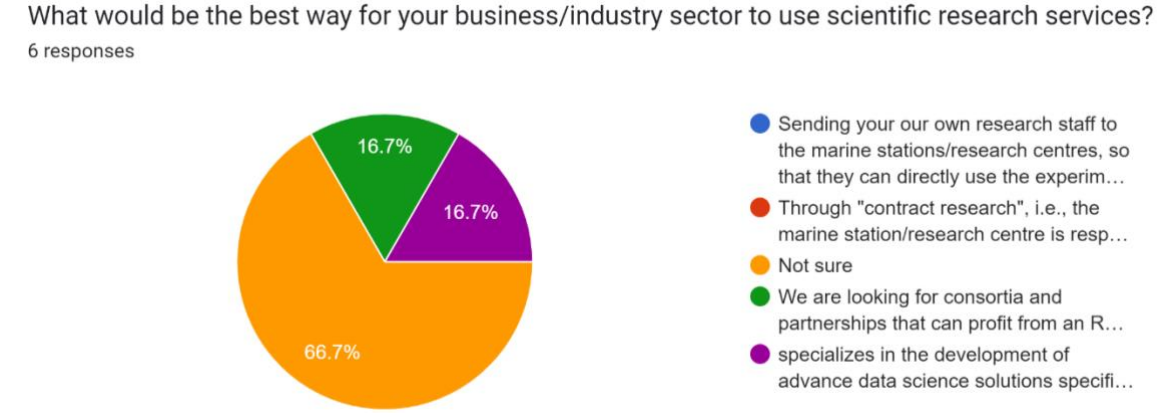

Figure 10. Optimal use by industry of scientific research services identified in EMBRC pilot event questionnaire

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4.5.6. Post-brokerage event survey

No post-brokerage event survey was made as this pilot-project did not attain its objectives (no meetings between industry and researchers).

4.5.7. Conclusions and discussion

The few participants that were familiar with this kind of initiative registered for the conference and the brokerage event. They were then contacted by CCMAR. However, the fact that they needed to have a second registration made (Assemble Plus + EMBRC Clinic assessment), played an important barrier against this brokerage event. In addition, the short time we had to establish the EMBRC Clinic along with the Assemble Plus Conference did not allow to set up the EMBRC Liaison Officers Committee (ICOs) as planned. This Committee would have had the role to ensure the coordination and produce the necessary dissemination materials to reach the intended target audiences in each country. Since this Committee was not established, the Liaison Officers did not mediate the matchmaking between industry participants and EMBRC partners during the predicted duration of the pilot. In any case, we expect to capitalise on these contacts by organising the meetings after summer break.

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5. Discussion and conclusions

In this section the main discussion and conclusions with respect to the learnings gained after having organised ten brokerage events in WP4. The results can be considered as a feedback to the step-by-step strategy developed in WP3.

With respect to the preparation and promotion of the events:

- In general it was considered positive to link the industry-RI brokerage events to broader events, often European in scope. Stand-alone events have an inherent risk of not attracting enough attention, in particular on the part of industry, and often involve a huge effort on the part of RI staff which not always yield optimal results. The drawback is that coupling the industry-RI events to larger ones can dilute the industry-RI event and make interaction with participants more difficult (e.g. access to registration data, contact with attendees). In addition, sufficient resources must be planned as well as sufficient time for the organisation of the industry-RI brokerage event.
- Involving high-level stakeholder support, like national Ministries, clearly brings added value, for several reasons: they act as integrators of the different participating RIs, they are able to attract attention from industry and the events are a means to show national Ministries the interest and willingness of the RIs to work and engage with industry.
- The actual topic of the event should be attractive and meaningful. Topics sitting at the cutting edge of innovation naturally require active collaboration, often between research facilities and industry.
- Where meetings focus upon technology procurement, participating ICOs (in their procurement mission) and RI engineers and scientists must be instructed and monitored to avoid focusing on the detailed science, as this is usually not in the interest of industry. If the focus is too strong, industry can become disinterested and be less likely to participate in future events.
- Most attendees who took part in the events reported that they had learned from them via newsletters and word of mouth.
- The results of non-standard advertising campaigns such as paid-for LinkedIn campaigns were promising, especially for non-stand-alone events. This should be further tested in the future.

With respect to the events themselves and their formats:

- There was a mix between physical and digital (catalysed by refined working modes post-covid) events. Some of the events that were organised were hybrid. The results from these digital and hybrid meetings were mostly positive and these types of events will undoubtedly proliferate in the post-covid scenario. However, preparation and planning of hybrid events have to ensure that remote participants have the opportunity to interact, without undermining the added value inherent to physical participants actually travelling to the event.
- Although the purpose of the brokerage events is to stimulate networking and discussion, plenary talks were included in most of them and were valued in the post-event surveys. These talks may be seen as a mean to frame the discussions and to provide valuable visibility to and messaging from the facilities involved.
- Some events included pre-arranged B2B meetings whilst in others the participants networked only during the coffee breaks and lunches, without pre-arranged meetings. Both approaches were valued positively although interaction was valued lower in events with no pre-arranged B2B meetings. The meeting style depends on the maturity of the topic and content. If possible, the event should include B2B meetings (15 minutes can be a sufficient duration), but for

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exploratory events and workshops, pre-arranged B2Bs may not be highly demanded and demand too much time to make arrangements for with minimal return.

- A few events in which new concepts were tested were national, with good results. National events prove to be test scenarios for more ambitious European-scope events.
- Cross-fertilisation was unfortunately scarce, but there were a few examples. These events are complex to organise as it involves stepping out of the ILO/ICO comfort zone (in particular for ILOs). However, participating industries valued the initiatives, although admitting that they were often not directly aligned to their business strategies.
- Not only industries benefited from the events. In some cases scientists that had not yet used the RI services participated and valued receiving access and technical information.
- All events were free of charge. This was not a rule imposed by ENRIITC, but was arrived at by all organisers independently. This is a good approach which increases registration rates, although organisers can expect usually 50-70% show-up rates which can complicate logistics planning.

With respect to training and skills:

- Both the management of RIs and the ILOs/ICOs need the right knowledge and skills to present and communicate what the RI have to offer research institutes, industries and other parties (public sector, etc.). For this, they need training on the aspects that cover both the side of science and the use of the infrastructure, as well as understanding of the partners' needs in terms of data management, use of standards and formats and legal and ethical issues related to data sharing and reuse etc. These needs may vary in importance across different RIs, but the core knowledge is common.

With respect to post-event follow-up:

- Several of the organisers, in particular those RIs for which the events were one of the first experiences in interacting with industry, identified the need to follow up with industry after the event. However, there has not yet been sufficient time to evaluate the follow-up strategies and their impact.

With respect to technology transfer:

- Results from discussions in some cases pointed out that compared to technology transfer, knowledge transfer can be somewhat more applicable and adaptable when solving an industrial challenge.
- Some organisers found that RI-industry brokerage events would benefit from technology providers coming from other market areas. In contrast, improvements are to be found in promoting private initiatives inside the RIs to create spin-offs and get connected with companies having a diversified client portfolio (within research and beyond).

With respect to the nature of collaboration between RIs and industry and the role of ILOs/ICOs:

- One of the outcomes that came out from the events is that it is difficult to find a direct match for technology developed for RI needs (e.g. advanced instrumentation) in the commercial world. The development of a specialised ILO/ICO role, or even some level of centralised brokerage or visibility (for example the LEAPS light source consortium is piloting an "Innovation Mall" as part of the Horizon2020 project LEAPS INNO for this very reason), could help to catalyse enhancing spillover of RI tech for applications beyond the RIs themselves.
- Outreach and facilitation are important for enabling dialogue focused on collaboration opportunities. Both RIs and industries value these roles which ILOs and ICOs provide.

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- Intermediary service providers can be good facilitators when RIs communicate with industry. Since they are external, they can often see a wider scope, can help on how both parties understand innovation and add value in niche areas through their expertise.
- In domains such as SSH, RIs can actually themselves perform some level of intermediary role in providing consultancy to non-academic clients and the public sector.
- RIs need to become integrated in the academia (e.g. RTO) - industry cooperation ecosystems, which have existed for quite some time. RIs could join “bridge-building” between universities and companies by offering the necessary infrastructure and knowledge for the co-creation and development of innovative technologies.
- Industries are still widely uninformed about collaboration opportunities with RIs and their services.
- A recurrent theme in several events is the great potential for SMEs to collaborate with RIs. However, the amount of information to process by SMEs regarding collaboration opportunities can be overwhelming. Equally, for RI ILO/ICO to engage with SMEs takes much more effort that with larger companies which may have high levels of internal existing knowledge or dedicated and well-resourced R&D divisions. As such ILO/ICO need to provide effective support to assist SMEs. Support to subsidise SME access and work with RIs is an important de-risking element, in particular in catalysing a first RI-SME engagement. Success stories can also be very inspiring to SMEs.

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Appendix I – ENRIITC you Industry Outreach call

ENRIITC your industry outreach – call for event proposals is open!

Background

The European Union is supporting the development of a pan-European network of Industrial Liaison and Contact Officers (ILOs/ICOs) across research infrastructures (RIs) via the ENRIITC project. The primary objectives of ENRIITC are to establish a sustainable European network of ILOs and ICOs which enables mutual learning, map collaboration potential between RIs and industry, develop and refine strategies and best practices to foster these collaborations and raise awareness among industry for collaboration opportunities at RIs and demonstrate impact.

Call Conditions

Activities supported: This call will support pilot events for research infrastructures to engage with industry and using the ENRIITC training programme for such events as a basis. Events may be face-to-face, virtual or hybrid and may be regional, national or international in scope. The target audiences for the events can focus on the upstream/industry as a supplier, downstream/industry as a user model or co-development and joint innovation with industry, or a combination of these targets. Style, contents, tools etc are for the proposer to decide. ENRIITC will seek to support events having value to the ENRIITC network, and demonstrating the role of research infrastructures in industry needs.

Applicants: Applicants must be an Associate research infrastructure or partner to the ENRIITC project and represented on the proposal by an appropriate staff member who will be responsible for the organisation of the event. A letter of commitment to carry out the event in the case of ENRIITC support is required from a Director of the research infrastructure as part of the proposal. For more information on how to become an Associate to the ENRIITC network, please contact enriitc@ess.eu. Applicants are expected to have attended one or more of the first season of ENRIITC training webinars which are planned for 27 May, 10 and 21 June.

Budget: A total of 20,000 Euros is available. Applications may request up to 5,000 Euros in support from ENRIITC. Funding may be used for facilitation and licence costs for on-line events, staff costs for organisation, speaker travel costs and catering costs for face-to-face events. Evidence for costs must be provided in the form of bills for direct costs and/or an invoice from the facility for staff costs.

Duration: Pilot events must be carried out by 31 March 2022, with a full report provided to the ENRIITC Associate Pilot events manager by one month after the conclusion of the event.

Proposals: Please download and use the template available here: https://enriitc.eu/enriitc-your-industry-outreach/

Deadline: Proposals should be submitted to enriitc@ess.eu by 31 August 2021 to be eligible. Decisions on funding are expected by 30 September 2021.

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More information on the call for Events will be made available in a special "ENRIITCyourCoffee" episode which is planned for 10 June (announced on ENRIITC web site and via the usual mailing lists).

Assessment and Selection

Proposals will be evaluated by the ENRIITC Associate Pilot Event Selection Committee formed by the Steering Board of ENRIITC. The Committee will analyse and mark the proposals according to

- Value to the ENRIITC initiative and as pilot events to the ILO and ICO community in Europe
- Contribution to ILO and/or ICO training
- Event novelty and impact (consequent to its scale) of the proposed event
- Diversity of the event across research infrastructures and/or target industry sector(s).

Furthermore, a broad distribution throughout Europe will be considered as part of the overall scope of the Associate Pilot Events programme.

For more information on the call, please contact enriitc@ess.eu.

PROPOSAL FORM

ENRIITC ASSOCIATE RESEARCH INFRASTRUCTURE/INSTITUTE

ORGANISATION *(Acronym and complete name)*			
ADDRESS CITY			
POSTAL CODE		COUNTRY	

ENRIITC Associate Staff Members

NAME & SURNAME	ROLE	EMAIL	PHONE

Event proposal

TITLE OF THE EVENT					
FORMAT *(Please mark with "X" your selection)*	LIVE	DIGITAL	HYBRID	COMBINATION *(Please explain)*	
DURATION *(Please mark with "X" your selection)*	HALF DAY	ONE DAY	TWO DAYS	THREE DAYS	COMBINATION *(Please explain)*
DATE/S & TIMINGS	DAY/DAYS	MONTH	YEAR	STARTING TIME	ENDING TIME

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PLACE *(if relevant)*	HOSTING CITY/CITIES	HOSTING COUNTRY
DESCRIPTION/MISSION (*Please provide a brief description of the event, including its scale, target participants, objectives and key performance indicators for success. The description should set the event in the context of the ENRIITC ILO and/or ICO network, and in the context of the interests of the proposing Associate research infrastructure's interests and ambitions to engage with industry – **max 600 words***).		
TARGET ENGAGEMENT (*Please summarise how you intend to promote the event and ensure participation)*		
BUDGET NEEDED *(Please provide an outline budget including details on the request made to ENRIITC and any further budget/ resources provided by organising facility or your partners)*		
RESULTS/RETURNS EXPECTED *(Please provide a general overview of the results expected)*		
OTHER *(If any, please provide any other information to support your application)*		

Important Information

By participating in the call, participants agree to be bound by the decisions of ENRIITC Steering board personnel.

The European Network of Research Infrastructures & Industry for Collaboration (ENRIITC) takes the privacy rights of individuals very seriously. ENRIITC complies with personal data laws (GDPR) by keeping your personal data up-to-date, protecting your information from loss, misuse, unauthorized access and disclosure by ensuring appropriate technical measures are in place. To read more, visit https://enriitc.eu/integritetspolicy/

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*The deadline to submit the application form is **31 August 2021** at **17:00 (CET)** which needs to be sent to enriitc@ess.eu . An official communication concerning the winning Event proposals will be provided to all applicants and published on the ENRIITC communication channels.*

Signature

PARTICIPANT NAME			
NAME, SURNAME AND ROLE	1.	SIGNATURE/S	1.
	2.		2.
	3.		3.
	4.		4.
PLACE		DATE	

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Appendix II – List of registered participants (anonymised)

ESS - TechConnect Europe – Innovation Conference & Expo

Gender	Position	Organisation type	ILO (Y/N)	ICO (Y/N)	Country
M	Industrial Relations Manager	Large company	N	N	
F	Director	BS research organisation	Y	N	SE
F	Product development lead	SME	N	N	NO
F	CEO	SME	N	N	SE
F	Senior Specialist	Research Institute	N	N	DK
M	project manager	Research Institute	Y	N	DK
M	CEO	SME	N	N	
F	Industry Relations Manager / dep. CTO	Research Institute	N	Y	DE
M	director	Research Institute	N	N	DK
M	Operation Director	Research Institute	N	N	
M	Managing Director	Research Institute	N	N	
F	ENRIITC Communication Manager	Research Infrastructure	N	N	FR
M	Head BDO	Research Infrastructure	N	Y	FR
M	Project manager	SME	N	N	DE
F	Grant Officer, ENRIITC project coordinator	Research Infrastructure	N	N	SE
F	In-kind and industry liaison	Research Infrastructure	Y	N	
M	M.D	SME	N	N	UK
F	Innovation Manager / Technology Liaison Officer	Research Infrastructure	Y	N	
M	Senior business analyst	Large company	N	N	SE
F	ILO	Research Infrastructure	N	Y	FR-DE-UK
F	Assoc. Director External Relations	Large company	N	N	DE
M	Director	SME	N	N	SE
M	Head of Lund Nano Lab	Research Institute	N	N	SE
F	PI / project leader	Research Institute	N	N	SE
M	Expert	Research Institute	N	N	SE
F	Project manager External relations	Research Institute	N	Y	SE
M	Policy officer	BS research organisation	Y	N	NL
M	COO	SME	N	N	
M	CEO	SME	N	N	

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F	IP licencing manager	Research Institute	N	Y	UK
M	Research Scientist	Large company	N	N	NL
F	Business developer /Project Manager	Research Institute	N	Y	NL
F	Program manager	Funding agency	N	N	SE
M	Programme Director	Funding agency	N	N	SE
M	Bloomfield Endowed Chair in Engineering	Research Institute	N	N	

ESRF - Le Rendez-Vous Carnot : Research Infrastructures and Health

Not possible because the registration process was managed directly through Les Rendez-Vous Carnot organisation. Also, due to GDPR, we did not have the rights to access this information

Big Science Sweden - Pan-European partnering in Big Science – Building excellent research facilities

Gender	Position	Organisation	Organisation Type	Country
	Program Manager – Asset Management and Optimisation	Intelligent Water Network	Association/Agency	Australia
M	ESO & SKA Industry Liaison Officer	Department of Industry, Science, Energy & Resources - Australian Government	ILO	Australia
M	R&D and Innovation Manager	BEIA	Company (SME <249)	Austria
M	Business Development Manager	Cegelec Control Systems & Services	Company (≥250)	Belgium
	Sales Director	SPACEBEL	Company (SME <249)	Belgium
M	Business Development Manager - Astronomy	AMOS S.A.	Company (SME <249)	Belgium
M	Director Business Development	AMOS - Advanced Mechanical and Optical Systems	Company (SME <249)	Belgium
	Space Telecommunication Expert and BE ESO Council Delegate and ILO	BELSPO (Belgian Science Policy Office)	ILO	Belgium
		ITERBELGIUM		Belgium
M	IMG Manager	ALMA	Company (≥250)	Chile
M	IP Business Advisor	China IP SME Helpdesk	Authority/Government	China
M	Owner/CEO	Libertas VA (VivaLexis)	Company (SME <249)	Croatia
M	CSO	NUVIA a.s.	Company (≥250)	Czech Republic
	Executive Director	VMV	Company (SME <249)	Czech Republic

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M	CEO	Plant.id	Company (SME <249)	Czech Republic
M	CZ Industry Liaison Officer for ESS / ESO / FAIR / ILL / JINR	Technology Centre CAS	ILO	Czech Republic
	Business Development Manager	GPV International A/S	Company (≥250)	Denmark
F	Sales Manager	Polyteknik AS	Company (SME <249)	Denmark
M		Mark & Wedell A/S	Company (SME <249)	Denmark
	Senior Specialist	BigScience.dk	ILO	Denmark
M	ILO	BigScience.dk	ILO	Denmark
F	Industrial Liaison Officer (Finland)	FinNuclear	Association/Agency	Finland
F		Uppsala University/Finlandiabiosciences	University & Institute	Finland
F		ITER	Association/Agency	France
M		Ministère de l'Enseignement Supérieur, Recherche et Innovation	Authority/Government	France
M	In charge of the link between research infrastructures and industry	French Ministry of Research, Innovation and Higher Education	Authority/Government	France
M	Hot Cell Complex project team	ITER ORGANIZATION	Big Science facility	France
F		ESRF	Big Science facility	France
M	Head of Procurement & Contracts Division	ITER	Big Science facility	France
M	Head of Business Development	The European Synchrotron	Big Science facility	France
M	Hot Cell Complex project - Deputy Project Lead	ITER	Big Science facility	France
M	Key Account Manager for Science	THALES MICROWAVE AND IMAGING SUBSYSTEMS	Company (≥250)	France
	Business manager	CERAP PREVENTION	Company (≥250)	France
M	VP Nuclear BD	Bernard BLANC	Company (≥250)	France
M	Business development Intern	Doosan Babcock	Company (≥250)	France
	Business Manager	CERAP Prévention	Company (≥250)	France
	Business developer	Air Liquide	Company (≥250)	France
	Key Account Manager	NUVIA	Company (≥250)	France
M	DIRECTEUR LOGISTIQUE PROJET ITER	DAHER TECHNOLOGIES	Company (≥250)	France
M	Business development responsible	Assystem	Company (≥250)	France
M	ITER Key Account Manager	CNIM Systèmes Industriels	Company (≥250)	France
	Big Science business development director	Eiffage Energie Systèmes	Company (≥250)	France
M	Project manager	thyssenkrupp Materials France	Company (≥250)	France
M	Business Development	ALCEN	Company (≥250)	France
	Sales & Business Development Manager	Photonis France S.A.S.	Company (≥250)	France
F		EGIS	Company (≥250)	France
	Big Science Market Director	Air Liquide	Company (≥250)	France
M	Business Manager	EGIS	Company (≥250)	France
F	sales manager	SNEF POWER SERVICES	Company (≥250)	France
F		EGIS	Company (≥250)	France
M	Project Manager	DAHER	Company (≥250)	France

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	Business development and Marketing Director	Orano Projets	Company (≥250)	France
	Bid Coordinator	JACOBS CLEAN ENERGY FRANCE SAS	Company (≥250)	France
F	Market Manager	BUSCH France SAS	Company (≥250)	France
	Sale & development	ANSALDO	Company (≥250)	France
M	Iter F4e development	Alsymex	Company (≥250)	France
	Market Manager Big Science	TECHNETICS GROUP	Company (SME <249)	France
M	Business Manager	SODITECH	Company (SME <249)	France
F	Marketing and Sales Manager	SYMETRIE	Company (SME <249)	France
	Export Sales	ANDRE LAURENT SAS	Company (SME <249)	France
M	Business Developer I&C	ARCYS	Company (SME <249)	France
	Commercial Director	NUVIA PROTECTION	Company (SME <249)	France
	International business Engineer	ROBATEL Industries	Company (SME <249)	France
M		ESRF	Company (SME <249)	France
	Directeur Général	STEDY	Company (SME <249)	France
	Sales Manager	TECHNIX	Company (SME <249)	France
M	Technical and Commercial Manager	Soditech	Company (SME <249)	France
M	Project engineer	RIXPER	Company (SME <249)	France
	CEO	STARTINGBLOCH	Company (SME <249)	France
M	CEO SETIS Groupe DEGAUD	SETIS	Company (SME <249)	France
	CEO	PANTECHNIK / OMEGA PHYSICS	Company (SME <249)	France
	CEO	ISA	Company (SME <249)	France
	Directeur Commercial	SEIMAF	Company (SME <249)	France
M	CEO	Ingénierie et Conseils	Company (SME <249)	France
M	Technical Director	Accelerators & Cryogenic Systems	Company (SME <249)	France
M	Physicist, German ILO for ILL and ESRF	German Industrial Liaison Officer (im Auftrag des BMBFs) for ILL and ESRF	ILO	France
F	ILO France for ITER	DGEC / AGENCE ITER France	ILO	France
M	Senior Consultant	VDI Technologiezentrum GmbH	Association/Agency	Germany
	Industry contact officer (ICO)	Facility for Antiproton and Ion Research in Europe	Big Science facility	Germany
M	Business Development Manager	Leybold GmbH	Company (≥250)	Germany
M	Sales Manager Science & Research Optics EU	Heraeus Conamic	Company (≥250)	Germany
	Head Reactor Technology and Radiation Protection	TÜV NORD EnSys GmbH&Co.KG	Company (≥250)	Germany
M	Business Development	VIA electronic GmbH	Company (≥250)	Germany
	Marketing Manager	nVent SCHROFF	Company (≥250)	Germany
M	Director	T-Systems International GmbH	Company (≥250)	Germany
F	Sales Manager DACH	Data Art	Company (≥250)	Germany
M	Head of Business Development	pro-beam GmbH & Co. KGaA	Company (≥250)	Germany
F	Business Line Manager Scientific Vacuum	Leybold GmbH	Company (≥250)	Germany
F		Nuromedia GmbH	Company (SME <249)	Germany
M	CEO	REUTER TECHNOLOGIE GmbH	Company (SME <249)	Germany

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M	Generalmanager	REUTER TECHNOLOGIE GmbH	Company (SME <249)	Germany
M	Marketing Manager	iseg Spezialelektronik GmbH	Company (SME <249)	Germany
M	CEO	AXILON AG	Company (SME <249)	Germany
M	Industrial Liaison Officer	DESY PT	ILO	Germany
M		Science Park Of Crete	ILO	Greece
M	Former ILO and TT Officer for Greece@ICERN-Retired Scientist	INPP-NCSR"Demokritos"	ILO	Greece
M	Researcher	CERTH/IMET	University & Institute	Greece
F		Israel Sweden Chamber of Commerce	Authority/Government	Israel
		Argentum Consultants	Company (SME <249)	Israel
M	head of the philab explore office, ESA	European Space Agency	Authority/Government	Italy
M	Sales Manager	De Pretto Industrie	Company (≥250)	Italy
F	Commercial Manager	SIMIC Spa	Company (≥250)	Italy
M	Key Account Manager	CAEN SpA	Company (SME <249)	Italy
F	Technical Director - Controls & Diagnostics	S.A.T.E. Srl	Company (SME <249)	Italy
M	Project Manager	Monsud	Company (SME <249)	Italy
M	Senior Business Manager	Rina Consulting - Centro Sviluppo Materiali spA	Company (SME <249)	Italy
M	Project manager	CAEN s.p.a.	Company (SME <249)	Italy
M	Engineer	Ansaldo Nucleare	Company (SME <249)	Italy
M	Sales Manager	ITALPROGETTI srl	Company (SME <249)	Italy
	Sales Manager	Dal Ben SpA	Company (SME <249)	Italy
M	CEO	LTCalcoli srl	Company (SME <249)	Italy
M	Business Development	OCEM Power Electronics	Company (SME <249)	Italy
M	Project Engineer	Marotta Srl	Company (SME <249)	Italy
F	GM	Kyma	Company (SME <249)	Italy
F		Motta Impianti Srl	Company (SME <249)	Italy
M	Italian ILO - Industrial Liaison Officer, ENEA / Chair of PERIIA Network	PERIIA Network - Pan European Research Infrastructure ILO Association	ILO	Italy
M	senior researcher	Fondazione Bruno Kessler	University & Institute	Italy
M	Director	Rogante Engineering Office	University & Institute	Italy
	Executive	Malta Council for Science and Technology	Authority/Government	Malta
	Business Partner to Kylla Amsterdam	Kylla Corporate Transactions	Association/Agency	Netherlands
M	Business Development Manager	ATG Europe	Company (≥250)	Netherlands
M	Business Development Manager	ATG Europe	Company (≥250)	Netherlands
M	Managing Director	Heemskerk Innovative Technology	Company (SME <249)	Netherlands
M	Sales Manager Customized Systems	Stirling Cryogenics B.V.	Company (SME <249)	Netherlands
	Business Developer	Technolution B.V.	Company (SME <249)	Netherlands
M	New Business Developer	Heemskerk Innovative Technology B.V.	Company (SME <249)	Netherlands
M	CTO	Asensor Technology AB	Company (SME <249)	Netherlands
F	Sales Manager	Demaco Holland B. V.	Company (SME <249)	Netherlands

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F	Sales Engineer	Demaco Hollanda B.V.	Company (SME <249)	Netherlands
	ILO	ILO network the Netherlands	ILO	Netherlands
M		Dutch ILO-net	ILO	Netherlands
M	Policy Advisor SRON Netherlands Institute for Space Research/member Dutch ILO-net	ILO-net	ILO	Netherlands
	Coordinator Dutch ILO-net	Dutch ILO-net	ILO	Netherlands
M	NL ILO for ESO / Manager	NOVA	ILO	Netherlands
F		POLSA	Association/Agency	Poland
F	ILO	National Center for Nuclear Research	Authority/Government	Poland
F		KrioSystem	Company (SME <249)	Poland
M	Project Manager	KRIOSYSTEM	Company (SME <249)	Poland
M	CEO	Technology Transfer Agency Techtra Ltd.	Company (SME <249)	Poland
M	CEO	Spacive Sp. z o.o.	Company (SME <249)	Poland
M	CTO	Eastern Wall Technologies Sp. z o.o.	Company (SME <249)	Poland
M	CEO	S2Innovation Ltd.	Company (SME <249)	Poland
M	Scientific & Technical Director	The Henryk Niewodniczanski Institute of Nuclear Physics Polish Academy of Science (IFJ PAN)	University & Institute	Poland
M	Industry Liaison Officer	Nomaten CoE National Center for Nuclear Research	University & Institute	Poland
M		Rede Dinâmica XXI	Association/Agency	Portugal
	Industrial Liaison Officer	Agência Nacional de Inovação	Association/Agency	Portugal
M	Test Manger	Ceiia	Company (≥250)	Portugal
F	Space Business Leader	Optimal Structural Solutions	Company (SME <249)	Portugal
	Business Developer	ACTIVE SPACE TECHNOLOGIES S.A.	Company (SME <249)	Portugal
	CEO	Romanian	Company (SME <249)	Romania
F	Sales Engineer	Cosylab d.d.	Company (≥250)	Slovenia
M	Head of Business Unit	Instrumentation Technologies, d.o.o.	Company (SME <249)	Slovenia
F		OnTech Innovation	Association/Agency	Spain
M	Market Intelligence Officer	FUSION FOR ENERGY	Association/Agency	Spain
F	Collaborative Projects Leader	INDUCIENCIA, the Spanish Science Industry Technological Platform	Association/Agency	Spain
M		Ciemat	Authority/Government	Spain
M		FUSION FOR ENERGY	Authority/Government	Spain
F		Agencia Andaluza del Conocimiento (AAC)	Authority/Government	Spain
F	Deputy Vice director General	MCIN	Authority/Government	Spain
M	ILO: CERN,ESRF, ESS, ILL and XFEL European	CDTI E.P.E.	Authority/Government	Spain
M	Eureka Spanish National Project Coordinator	CDTI	Authority/Government	Spain
F	Advisor	Andalusian Knowledge Agency (AKA)	Authority/Government	Spain
M	Project Office Coordinator IFMIF-DONES	IFMIF-DONES España	Big Science facility	Spain
M	Group Leader Market Analysis	Fusion for Energy	Big Science facility	Spain
M	R&D and Innovation Manager	Applus Laboratories	Company (≥250)	Spain

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	DEEP TECH SR MANAGER	REPSOL	Company (≥250)	Spain
M	Science industry coordinator	TEKNIKER	Company (≥250)	Spain
	Business Development Executive	GMV	Company (≥250)	Spain
	Business Development Manager	Asturfeito	Company (≥250)	Spain
F	Project manager	CIC	Company (≥250)	Spain
	BD Big Science	ALTER TECHNOLOGY	Company (≥250)	Spain
	Particle & Nuclear Physics Business RO	IDOM	Company (≥250)	Spain
	Business Development Manager Science Industry	ARQUIMEA	Company (≥250)	Spain
M	International Markets Director	GMV Secure eSolutions	Company (≥250)	Spain
M	Science Department Director	SENER Aeroespacial	Company (≥250)	Spain
M		Empresarios Agrupados S.A.	Company (≥250)	Spain
M	Hub Leader	Sener	Company (≥250)	Spain
	Product Manager Linear and Angular Encoders	Fagor Automation	Company (≥250)	Spain
F		KAIROS DS	Company (≥250)	Spain
	Commercial Engineer	ENSA (EQUIPOS NUCLEARES S.A.,S.M.E)	Company (≥250)	Spain
M	Business Manager	SOGECLAIR AEROSPACE, S.A.	Company (SME <249)	Spain
	Production Manager	MECANICAS BOLEA S.A.	Company (SME <249)	Spain
M	CEO	Elytt Energy S.L.	Company (SME <249)	Spain
	Sales Manager	ELYTT ENERGY	Company (SME <249)	Spain
M	Strategic Business Development	COXPACE	Company (SME <249)	Spain
M	Sales Manager	BROAD TELECOM, S.A.	Company (SME <249)	Spain
	BUSINESS DEVELOPMENT DIRECTOR	DAS Photonics	Company (SME <249)	Spain
	Project manager	AVS - Added Value Solutions	Company (SME <249)	Spain
M	Director of Engineering	AVANCEM	Company (SME <249)	Spain
F	Innovation Manager	Futuro Perfecto	Company (SME <249)	Spain
M	Innovation Business Manager	Futuro Perfecto	Company (SME <249)	Spain
	Communication & Marketing manager	Predictia Intelligent Data Solutions SL	Company (SME <249)	Spain
M	Robotics Area Manager	GTD SIR	Company (SME <249)	Spain
	Sales and marketing manager	ASE OPTICS EUROPE	Company (SME <249)	Spain
M	Managing Director	Compoxi	Company (SME <249)	Spain
M	Business Manager Science and Digital Industry	Procon Systems	Company (SME <249)	Spain
F		GTD Science, Infrastructure & Robotics	Company (SME <249)	Spain
M	CEO	Construction Industries Global3CCS	Company (SME <249)	Spain
M		Mediocom Consultores	Company (SME <249)	Spain
	TECHNICAL MANAGER	MECANICAS BOLEA	Company (SME <249)	Spain
M		Zenithal Blue Technologies	Company (SME <249)	Spain
	Beryllium & Advanced Markets Manager	Leading Enterprises	Company (SME <249)	Spain
M	Chief Technology officer	Nanoker Research S.L.	Company (SME <249)	Spain
		b02733798	Company (SME <249)	Spain

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	Innovation Manager	Futuro Perfecto	Company (SME <249)	Spain
	Business Development & National Grants Consultant	Nordic Innovators Spain	Company (SME <249)	Spain
	Spanish ILO for ITER (F4E & IO) and other fusion related devices	Belén del Cerro	ILO	Spain
	Spanish ILO for ESO and SKA	CDTI E.P.E.	ILO	Spain
	eu project manager	Environmental Hydraulics Institute	University & Institute	Spain
M		Consorcio IFMIF-DONES España	University & Institute	Spain
M	R&D Manager in Big Science	Universidad Politécnica de Madrid	University & Institute	Spain
M	President Instituto Fusion Nuclear "Guillermo Velarde" Universidad Politécnica de Madrid	Universidad Politécnica de Madrid (Instituto Fusion Nuclear "Guillermo Velarde")	University & Institute	Spain
	Research Professor	Microelectronics National Center (IMB-CNM, CSIC)	University & Institute	Spain
M	Head of knowledge transfer	LTU Business/Big Science Sweden	Association/Agency	Sweden
F	Communication Manager	Big Science Sweden	Authority/Government	Sweden
F	Communicator	Big Science Sweden	Authority/Government	Sweden
M	EUREKA National Project Coordinator (NPC) Sweden	Vinnova	Authority/Government	Sweden
F	Grant officer & ENRIITC project coordinator	European Spallation Source ERIC	Big Science facility	Sweden
M	Senior Logistics officer	European Spallation Source ERIC	Big Science facility	Sweden
F	Grant Administrative Support	European Spallation Source ERIC	Big Science facility	Sweden
	Fuel and Materials Technology – UK Business Development Manager	Studsvik AB	Company (≥250)	Sweden
M	CEO	Asensor Technology AB	Company (SME <249)	Sweden
	CEO	RFR Solutions.se	Company (SME <249)	Sweden
M	CEO	The Quantum Group	Company (SME <249)	Sweden
	CEO	Fagerström Industrikonsult AB	Company (SME <249)	Sweden
M	CSO	BL-MC SE	Company (SME <249)	Sweden
	Key Account Manager	VTT i Skellefteå AB	Company (SME <249)	Sweden
	Order Group Manager	Liedholms Maskinteknik AB	Company (SME <249)	Sweden
M	CEO	CrystOpt-X AB	Company (SME <249)	Sweden
M	Sales Engineer	Teledyne SP Devices	Company (SME <249)	Sweden
M	Project manager/ Business developer	Big Science Sweden	Company (SME <249)	Sweden
M	Technical Sales	AB Carlsson & Möller	Company (SME <249)	Sweden
	CEO	Examec Group AB	Company (SME <249)	Sweden
M	General Manager	Exir Broadcasting AB	Company (SME <249)	Sweden
	Technical Manager	RFR Solutions AB	Company (SME <249)	Sweden
	Key Account Management	Enoc System AB	Company (SME <249)	Sweden
	CTO	Laser Nova AB	Company (SME <249)	Sweden
	Regional Sales Manager	nVent Nordic AB	Company (SME <249)	Sweden
	Director	Big Science Sweden	ILO	Sweden
F	Business Development & Project Management	Big Science Sweden	ILO	Sweden
M		Big Science Sweden	ILO	Sweden

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	Business development	Big Science Sweden	ILO	Sweden
M	Business developer	Big Science Sweden	ILO	Sweden
M	Director	Chalmers Industriteknik / Big Science Sweden	ILO	Sweden
M	Senior Adviser Measurement Science and Technology	RISE and Big Science Sweden	University & Institute	Sweden
M	Project Manager	Chalmers Industriteknik	University & Institute	Sweden
F	Deputy Director - Trade	British Embassy	Authority/Government	Switzerland
F	Senior Trade Officer	UK Department for International Trade	Authority/Government	Switzerland
M		CERN	Big Science facility	Switzerland
F	Innovative Solutions Partner	Trinetix	Company (≥250)	Ukraine
F	Solution Consultant	Trinetix	Company (≥250)	Ukraine
M	Innovative Solutions Partner	Trinetix Inc	Company (≥250)	Ukraine
F	Innovative Solutions Partner	Trinetix	Company (≥250)	Ukraine
M	Innovative Solutions Partner	Trinetix	Company (≥250)	Ukraine
M	Innovative Solutions Partner	Trinetix Inc	Company (≥250)	Ukraine
M	CEO and Founder	SEVEN	Company (SME <249)	Ukraine
F	Engagement manager	Bitcom	Company (SME <249)	Ukraine
	STFC Business Opportunities	UKRI STFC	Authority/Government	UK
F	International Business Opportunities Assistant	Science & Technology Facilities Council	Authority/Government	UK
M	UK Head of CERN Industrial Liaison	Science and Technology Facilities Council STFC	Authority/Government	UK
	Key Account Director	Nuvia	Company (≥250)	UK
M	Strategy Analyst	Balfour Beatty	Company (≥250)	UK
F	Technical Sales Executive	Okazaki Manufacturing Company Limited	Company (≥250)	UK
	Business Development Manager	Critical Software Technologies Limited	Company (≥250)	UK
	Sales	Axon' Cable Ltd	Company (≥250)	UK
M	UK Agent	Asturfeito	Company (≥250)	UK
M	Project Director	Jacobs	Company (≥250)	UK
M	Director, Business Development	Jacobs	Company (≥250)	UK
M	Software Team Leader	Observatory Sciences Ltd	Company (SME <249)	UK
	Power Electronics Engineer	PSL	Company (SME <249)	UK
		Frazer Nash	Company (SME <249)	UK
	Managing Director	Hilger Crystals	Company (SME <249)	UK
	Business Development Director	I.T. Dev Limited	Company (SME <249)	UK
	Lead Business Development Manager	NIS Ltd	Company (SME <249)	UK
	Head of Sales	PSL Assemblies Limited	Company (SME <249)	UK
M	Director	Observatory Sciences Ltd	Company (SME <249)	UK
	Founder	Equitus Design Engineering and Innovations Limited	Company (SME <249)	UK
	Business Development Manager	World Wide Group	Company (SME <249)	UK
M	Sales Manager	Stainless Metalcraft Ltd	Company (SME <249)	UK
M	Business Development Manager	IS Cabletec Ltd	Company (SME <249)	UK

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	Business Development Manager	www.cmass-ni.com	Company (SME <249)	UK
	Solutions Architect	borwell Limited	Company (SME <249)	UK
	Business Development Officer	Innovative Physics	Company (SME <249)	UK
	STFC Business Opportunities Team, UK ILO for SKAO and ESS	UKRI STFC	ILO	UK
M		ESO	Big Science facility	
		global3CCS		

EATRIS - Artificial Intelligence and Machine Learning Revolution in Health Care

Position	Type of organisation	Country
Research associate	Research Institute	Croatia
Neurology Resident	Research Institute	Croatia
Team Leader Business Development	Research Institute	Denmark
Neurologist, MD, PhD	Research Institute	France
Scientific project manager	Research Institute	France
Statistician	Research Institute	France
ENRIITC Project - Communication Manager	Research Insfrastructure	France
Neurologist	Research Institute	France
Head of AI competence center	Other	Germany
BizDev for Clara Holoscan	Large Company	Germany
NVIDIA Senior Solution Architect	Large Company	Germany
Project Manager Health | Key Account Manager EEN	Other	Germany
Director of IoT and Sensors	SME	Greece
Clinical Research Fellow	Research Institute	Greece
MD, MSc Bioinformatics & Biomedical Data Science	Research Institute	Greece
Research Associate	Research Institute	Greece
Research Associate	Research Institute	Greece
EU Projects Development Manager	Other	Ireland
CTO	SME	Italy
Digital Marketing Manager	SME	Italy
Senior Scientific Program Manager	Research Insfrastructure	Netherlands
Scientific Programme Manager	Research Insfrastructure	Netherlands
Head of Operations	Research Insfrastructure	Netherlands
Advisor Innovation Support	Research Insfrastructure	Netherlands
Scientific & SME Outreach Manager	Research Insfrastructure	Netherlands

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Operations & Finance Director	Research Insfrastructure	Netherlands
Data Director	Research Insfrastructure	Netherlands
Postdoctoral researcher	Research Institute	Norway
Coordinator of Industry Contact Point Medical Technologies and Health	Other	Poland
Delegate and National Contact Point for Horizon Europe	Other	Portugal
Researcher	Research Institute	Portugal
CSO	SME	Portugal
Business Developer	Research Institute	Portugal
Innovation Manager	Other	Portugal
Project manager	SME	Portugal
PhD student	Research Institute	Slovenia
Co-founder	Research Institute	South Africa
Co-founder	Research Institute	South Africa
Principal	Other	Spain
Pharmacist Technician	Research Institute	Spain
Bioinformatician	Research Institute	Spain
Head of Unit of Single Cell	Research Institute	Spain
Data Scientist	Research Institute	Spain
Investments & Projects Dtor.	Large Company	Spain
Scientific Director	Research Institute	Spain
Manager	Research Institute	Spain
MD, Pharmacology Specialist	Research Institute	Turkey
Senior scientific programmer	Large Company	United Kingdom
Associate Director of AI	Large Company	United Kingdom

CDTI - Science Industry workshop – the role of the Big Science industry in the face of the new healthcare challenges

Gender	Position	Company	Organisation	Country
M	Dpto. programas Duales	CDTI	ILO	ES
M	jefe dpto	cdti	ILO	ES
M	Sales Manager	BTESA	SME	ES
F	Científico Titular	CIEMAT	RI	ES
F	Agente de innovación	Instituto de Física Corpuscular (IFIC)	Research Institute	ES
M	Investigador	CIEMAT	RI	ES
M		CIEMAT	RI	ES

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M	Sales Manager	ELYTT ENERGY	SME	ES
M	Director	TVP - Thermal Vacuum Projects	SME	ES
M	General Manager	ANTEC MAGNETS S.L.U.	SME	ES
M	Strategic Innitiative Manager	Tecnalia	Research Institute	ES
F	Innovation Manager	Fundación IrsiCaixa	Private nonprofit organisation	ES
F	Directora Proyectos Avanzados	Empresarios Agrupados Internacional, S.A.	Large company	ES
M	Ceo	Aimperium	SME	ES
M	Director	Nageru Solutions	SME	ES
F	Sales and Marketing Manager	ASE Optics Europe	SME	ES
F	CEO	metric salad Ltd	SME	ES
F	Spanish ILO for ITER	CDTI	ILO	ES
M	Tech. Transfer	TEKNIKER	Research Institute	ES
F	CEO	Insyte, S.A	SME	ES
M	Robotics Area Manager	GTD SIR	SME	ES
M	Investigador	CIEMAT	RI	ES
F	Directora	INNOVASTURIAS	Private nonprofit organisation	ES
M	Director CCiTUB	CCiTUB - Centros Científicos y Tecnológicos de la Universitat de Barcelona	Research Institute	ES
M	CEO	Marbyt	SME	ES
F	`Sectorial Leader Salud	FI Group - Financiación y gestión de la I+D+i	SME	ES
F		IM IM	SME	ES
F	SENIOR MANAGER	ASCENDO	SME	ES
M	Jefe de Transferencia de Tecnología y Desarrollo de Negocio	Instituto de Bioingeniería de Cataluña	Research Institute	ES
M	Subdirector de emprendimiento	Universidad Autónoma de Madrid	University	ES
M	Gerente	BioInnova Consulting	SME	ES
F		Centro de Investigación Biomédica en Red CIBER	Research Institute	ES
M	Jefe de eSalud	Gradiant (Centro Tecnolóxico de Telecomunicacións de Galicia)	Research Institute	ES
F	Project Manager	BSC	RI	ES
M	BDM I+D	Centro Tecnológico FUNDITEC	Research Institute	ES
F	Directora I D	Recoletas Red Hospitalaria	Hospital	ES
M	Responsable Especialización Salud	TEKNIKER	Research Institute	ES
M	Gestor Proyectos Internacionales	FIBAO	Research Institute	ES
F	Tecnico proyectos internacionales	UTAPE	Public administration	ES
M	Responsable de Proyectos Internacionales	IdiPAZ	Hospital	ES
F	Responsable Área de Investigación	Hospital Universitario de Fuenlabrada	Hospital	ES
M	Ingeniero I+D	CYCLOMED TECHNOLOGIES S.L.	SME	ES
M	Director de Grupo de física nuclear	Universidad Complutense de Madrid	University	ES
F	Directora UTAPE	FIIBAP-UTAPE	Public administration	ES

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F		Vicomtech	Research Institute	ES
F	Project Manager	Universidad de Deusto	University	ES
M	Desarrollo de Negocio	Fundacion Idonial - Sede Madrid	Research Institute	ES
M	Profesor	UCM	University	ES
M	Relaciones con las universidades y fondos europeos	IIC	University	ES
M	Export Manager	Valtria Engineering	SME	ES
F	Consultora de I+D+i	Zabala Innovation	SME	ES
M	Oficina Proyectos Internacionales - Promotor Salud	Polytechnic University of Madrid	University	ES
F	Directora del departamento de Innovación y Em`prendimiento	Instituto para la Competitividad de Castilla y León	Public administration	ES
M	Head of Innovation	Accuro Technology	SME	ES
F	Técnico superior de proyectos europeos, transferecia tecnological y propiedad intelectual	SERMAS/FIIBAP/UTAPE	Public administration	ES
F	Manager	IQVIA	SME	ES
M	Director	Fundacion Universidad Alfonso X El Sabio	University	ES
M	Asintente a la Jornada	FINBA	Private nonprofit organisation	ES
M	MANAGER	FI GROUP	SME	ES
F	Vicedean of research	Facultad de Veterinaria, UCM	University	ES
M	Ingeniero	CIEMAT	RI	ES
M		Cytognos	SME	ES
M	Project Manager	300Kelvin	SME	ES
M	Delegate Research Area Matter	Helmholtz Association of German Research Centres	Research Institute	Germany
M		IDOM	Large company	ES
M	CONSULTOR	KNOWSULTING	SME	ES
F	Jefa de Área	Ministerio de Ciencia e Innovación	Public administration	ES
F	Project Manager	INDUCIENCIA & INEUSTAR - Spanish Science Industry	Private nonprofit organisation	ES
M	Director del Departamento de Tecnología	CIEMAT	RI	ES
M	Head of Fusion and Beams	AVS	SME	ES
F		AVS Added Value Industrial Engineering Solutions	SME	ES
F	Técnico de i+d	Universitat Politècnica deValència	University	ES
F	Jefe de estudios del Grado en Biomedicina	Universidad Alfonso X El Sabio (UAX)	University	ES
F	Investor Services Manager	ICEX España Exportación e Inversiones	Public administration	ES
M	Doctorando	CTB (CTB-UPM) Centro de Tecnología Biomédica	Research Institute	ES
F	ESTUDIANTE	Universidad Politécnica de Madrid	University	ES
F	Gestor proyectos I+D+i	ICE	Public administration	ES
M	ILO: CERN, ESRF, ESS, ILL and XFEL	CDTI	ILO	ES
F	PRACTICAS	UTAPE	Public administration	ES
M	CIO	AMATECH GROUP	SME	ES

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M	BDM	ARQUIMEA / RAMEM	SME	ES
F	Docente	Universidad de La Laguna	University	ES
M	Industry Liaison Officer for ESO and SKAO	CDTI, E.P.E.	ILO	ES
F	Policy Manager Agenda Digital y Salud Digital	AMETIC	Private nonprofit organisation	ES
M	I.P.	Univ. País vasco UPV/EHU	University	ES
M	MANAGER eHEALTH	OESIA	Large company	ES
M	Director	Fundación Agencia Aragonesa para la Investigación y el Desarrollo (ARAID)	Public administration	ES
F	Associate Innovation Manager	Vivo Diagnóstico	SME	ES
F	R&D Manager	COMET	SME	ES
F	Research Grants Office	Institut de Recerca contra la Leucèmia Josep Carreras	Research Institute	ES
F	Vicedecana de Investigación y directora de grupo de investigación en el area de ciencias de la salud	Universidad Complutense de Madrid	University	ES
F		Analog Devices	Large company	ES
F		Carsa	SME	ES
F	Directora de Proyectos Europeos e Innovación	Cámara de Comercio de Barcelona	Private nonprofit organisation	ES
F	Grants and Innovation Coordinator	Quibim SL	SME	ES
F	Rpble.financiera	denginy biorem, sl	SME	ES
M	Facilitador Comunidad UPM Health Tech	Universidad Politécnica de Madrid	University	ES
F	Director	Redytel	SME	ES
M	Director Unidad de Transformación Digital	AINIA	Research Institute	ES
F	Técnico OCPI	Centro para el Desarrollo Tecnológico Industrial (CDTI)	Public administration	ES
F		CDTI	Public administration	ES
F	Jefa de Departamento	Oficina de Compra Pública Innovadora - CDTI	Public administration	ES
F	Project Manager	Barcelona Supercomputing Center	RI	ES
F	Técnico	CDTI	Public administration	ES
F	Directora del Área de Gestión de Centros, Programas y Proyectos de I i	Fundación Progreso y Salud	Public administration	ES
F	Jefe departamento Transporte y Ciudades	ICEX España Exportación e Inversiones	Public administration	ES
F	Coordinador Ayudas I+D	Incotec	SME	ES
M		Universidad Politécnica de Madrid	University	ES
M	Commercial Director	Cadinox SA	SME	ES
M		BTESA	SME	ES
F	Senior project manager	Corify Care SL	SME	ES
M	DIRECTOR GENERAL DIVISION NUEVAS TECNOLOGIAS	Alcor Grupo	SME	ES
M	Director Area Salud IBV	22699628P	Research Institute	ES
M	Director de Área de Bienestar y Salud	Fundación CARTIF	Research Institute	ES
M	Profesor Contratado Doctor	Universitat Politècnica deValència	University	ES

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M		GMV	Large company	ES
F	Postdoctoral Researcher	IMDEA Food Institute	Research Institute	ES
M	CEO	CADINOX, SA	SME	ES
M		Centro para el Desarrollo Tecnológico Industrial (CDTI)	Public administration	ES
F	Phd Student	CIEMAT	RI	ES
M	Industrial project manager	CLPU	RI	ES
M	Vicedirector Instituto Investigación Instrumentación para la Imagen Molecular	Universidad Politécnica deValència (UPV)	University	ES
M	ingenerio de Radiofrecuencia	Ciemat	RI	ES
M	Profesor	Universitat Politècnica deValència	University	ES
M		ARQUIMEA	SME	ES
F	CFO	AMADIX	SME	ES
F	Tecnico	CDTI	Public administration	ES
F	Team Leader	FI GROUP	SME	ES
F	Asistente de innovación	Fenin	Private nonprofit organisation	ES
M	Director de Innovación, Salud Digital	Fenin	Private nonprofit organisation	ES
M	CEO	Ysotope	SME	ES
M	Coordinador Iruingeniería del ISPA-FINBA	Hospital Universitario Central de Asturias	University	ES
F	CMO	GE Healthcare	Large company	ES

Workshop for Social Sciences and Humanities – CLARIN ERIC & DARIAH ERIC

Gender	Position	Position	Organisation type	Country
F	Norway	Interim Director	ERIC	Norway
F	The Netherlands	External Relations Officer	ERIC	The Netherlands
M	France	Postdoc Researcher	ENS	France
M	The netherlands	Programme Manager	ERIC	The netherlands
M	Belgium	Professor	University	Belgium
F	The netherlands	Senior Research Fellow	National research Institute	The netherlands
F	The netherlands	Research Data Specialist	National research Institute	The netherlands
F	Ireland	President of Board of Directors	ERIC	Ireland
F	Ireland	Communication and Outreach Officer	ERIC	Ireland
M	Italy	Communication Officer	ERIC	Italy
F	France	Communication manager	ERIC	France

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M	France	Head of business development	ERIC	France
F	The Netherlands	Work Package leader	ERIC	The Netherlands
F	Sweden	Grant Officer	ERIC	Sweden
M	Greece	Professor	ERIC and Research Institute	Greece
M	Finland	Research Director	University	Finland
F	Poland	Open Science Specialist	Research Institute	Poland
F	Italy	Researcher	ERIC + National Funding Agency	Italy
F	Greece	Researcher	Research Institute	Greece
?	Greece	Scientific Associate	Research Institute	Greece
M	Poland	Assistant Professor	Research Institute	Poland
F	Spain	Researcher	Research Institute	Spain
M	Slovenia	Researcher	Research Institute	Slovenia
F	Belgium	Deputy General Director	Research Institute	Belgium
F	Italy	Senior Project Manager	SME	Italy
M	The Netherlands	Work Package Leader	Research Institute	The Netherlands
F	France	Project manager	European Project	France
M	Sweden		Consulting Company	Sweden
M	Cyprus	Assistant Professor	Research Institute	Cyprus
M	Ireland	Postdoc Researcher	University	Ireland
F	Switzerland	Advisor	University	Switzerland
F	Switzerland	PhD Researcher	University	Switzerland

Instruct-ERIC, Structural Biology services for Industry

Gender	Organisation type	ILO/ICO	Country
M	academic	No	Fi
F	academic	No	Fi
F	SME/Industry	No	IT
M	academic	No	UK
F	academic	Yes	CZ
M	academic	Yes	Ch
F	academic	No	UK
F	SME/Industry	No	FR
M	academic	No	DE
F	academic	Yes	FR
F	academic	Yes	DE

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F	academic	No	FR
M	academic	No	US
F	academic	No	ES
M	academic	No	PT
M	SME/Industry	No	ES
M	academic	No	NL
F	academic	No	CH
F	SME/Industry	No	IT
M	academic	No	MZ
F	academic	No	GR
M	academic	No	FR
F	academic	No	GR
M	academic	No	UK
M	SME/Industry	No	CH

ELT Instruments Industry days –Swiss Industry Liaison Office

Position	Organisation	ILO	Country
Magnet Technology, Head ob Business Development and Sales	Bilfinger Noell GmbH	N	Germany
Head of sales	Bilfinger Noell GmbH	N	Germany
CERN ILO	BMBF	Y	Germany
German ILO for ESRF & ILL	DESY PT	Y	Germany
ILO Germany	DESY PT	Y	Germany
Head of Technology Development Program	ESO	N	Germany
Head of ELT Instrument Program	ESO	N	Germany
ELT Instruments Project Manager	ESO	N	Germany
Head of Contracts and Procurement	ESO	N	Germany
Technical Sales Manager	Heidelberg Instruments Mikrotechnik GmbH	N	Germany
Sales Manager Science & Research Optics EU	Heraeus Conamic	N	Germany
	Kampf Telescope Optics	N	Germany
Abteilungsleiter Projektmanagement	LEIBNIZ INSTITUT für Astrophysik	N	Germany
ANDES UBV System Engineer	Leibniz-Institut für Astrophysik Potsdam (AIP)	N	Germany
Technisches Personal	Leibnizinstitut für Astrophysik Potsdam	N	Germany
MICADO AIT Eng.	Max Planck Inst. Extraterrestrial Physics	N	Germany
MICADO System Engineer	Max Planck Inst. Garching	N	Germany

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Mechanical Design Engineer	Max Planck Institute for Astronomy	N	Germany
Head of Mechanical Design Office	Max-Planck-Institut Astronomie Heidelberg	N	Germany
Head of Patents & Contracts	Micro-Epsilon Messtechnik GmbH & Co.KG	N	Germany
Business Development Manager	Novanta Europe GmbH	N	Germany
	Optocraft GmbH	N	Germany
Sales Engineer	PI Physik Instrumente	N	Germany
Application Manager	SCHOTT AG	N	Germany
Vice President Strategic Business Field ZERODUR	SCHOTT AG	N	Germany
Technisches Personal	Team Projektmanagement, Leibniz Institut für Astrophysik Potsdam	N	Germany
Managing Director, CEO	TOPTICA Projects / TOPTICA Photonics	N	Germany
Managing Director	von Hoerner & Sulger GmbH	N	Germany
Industry Liaison Officer	Australian Government	N	Germany
Sales & Marketing	AGC Glass Europe SA - AGC Plasma Technology Solutions	N	Belguim
Director Business Development	AMOS - Advanced Mechanical and Optical Systems	N	Belguim
Business Development Manager - Astronomy	AMOS S.A.	N	Belguim
ESO ILO Belgium	BELSPO	Y	Belguim
Head of programmes	Centre Spatial de Liège	N	Belguim
Fellow - wave-based sensors and actuators	IMEC	N	Belguim
Business Development Manager Space	OIP Sensor Systems	N	Belguim
Junior Researcher	Institute of Plasma Physics of the Czech Academy of Sciences - TOPTEC	N	Czech Republic
deputy director	Institute of Scientific Instruments of the CAS, v. v. i.	N	Czech Republic
director	Institute of Scientific Instruments, Czech Academy of Sciences	N	Czech Republic
CZ ILO for ESO	Technology Centre CAS	Y	Czech Republic
Analyst	Tecpa	N	Czech Republic
CAD engineer, project planner	Tecpa	N	Czech Republic
	Č.V. Prototyp s.r.o.	N	Czech Republic
business manager, technologist	Č.V. Prototyp s.r.o.	N	Czech Republic
Innovation Coordinator	BigScience.dk / Danish Technological Institute	N	Denmark
Danish ILO for ESO	Teknologisk Institut	Y	Denmark
BD Big Science	Alter Technology	N	Spain
Head of R&D	ASE Optics Europe	N	Spain
Director of Engineering	Avancem	N	Spain
Astronomy Project Manager	AVS	N	Spain
Business Development Director	AWGE Technologies, S.L.	N	Spain
CEO	CADINOX, SA	N	Spain
Commercial Director	CADINOX, SA	N	Spain

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Spanish ILO for ESO	CDTI, E.P.E.	Y	Spain
R&D Manager	EIIT SA	N	Spain
VP Business Development & Investees	ENSA S.A	N	Spain
Responsible Marketing&Sales	ENSA S.A.	N	Spain
Responsible Marketing&Sales	Ensa_ Equipos Nucleares S.A.; S.M.E.	N	Spain
MOSAIC Local Manager at IAA	IAA-CSIC	N	Spain
Project Manager	IDOM	N	Spain
Astronomy and Space Director	IDOM	N	Spain
Project Manager	INDUCIENCIA, the Spanish Science Industry Technological Platform	N	Spain
Head of the Astrophysics and Space Science area	ISDEFE	N	Spain
Astrophysics and Space Science Department	ISDEFE	N	Spain
Science Programs Director	SENER Aeroespacial S.A.	N	Spain
Technical Director	SENER Aeroespacial S.A.	N	Spain
Science Industry coordinator	TEKNIKER	N	Spain
Full professor. Member of the MOSAIC board	Universidad Complutense de Madrid	N	Spain
Sales and Marketing Director	Alpao	N	France
Account Manager	ALPAO	N	France
Head of Sales & Business Development	ALSYMEX	N	France
Directeur des Relations Industrielles, Innovation et Valorisation / ILO ESO et SKA	CNRS-INSU	Y	France
Product Manager	CryoDiffusion	N	France
CTO	First Light Imaging	N	France
Deputy HARMONI Project Manager	LAM Marseille	N	France
Project Manager MOSAIC	LAM Marseille	N	France
CEO	OPTICAL-CALCULATION.COM	N	France
sales manager	Safran Reosc	N	France
Responsable Pôle Métrologie dimensionnelle - Topométrie industrielle	SETIS - Groupe Degaud	N	France
Marketing and Sales Manager	SYMETRIE	N	France
CEO	SYMETRIE	N	France
Astronomy optics R&D specialist and sales manager	Thales SESO	N	France
CEO	Winlight System	N	France
Optical design responsible	Winlight System	N	France
Sales engineer	Winlight System	N	France
President & CEO	A.D.S. International	N	Italy
Engineering lead	ADS International	N	Italy
Design Manager	Cimolai SpA	N	Italy
Technical Coordinator and IWE	Dal Ben SpA	N	Italy

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Sales Manager	Dal Ben SpA	N	Italy
Big Science Projects Director	EIE GROUP	N	Italy
CMO	EIE GROUP Srl	N	Italy
CTO	EIE GROUP Srl	N	Italy
	INAF	N	Italy
HIRES Requirement Manager	INAF	N	Italy
MAORY PA/QA engineer	INAF - OACN	N	Italy
MAORY System Engineer	INAF - Osservatorio Astronomico di Brera - Milano	N	Italy
MAORY Mechanical Engineer	INAF - Osservatorio Astronomico di Capodimonte	N	Italy
MAORY - mechanical engineer	INAF - Osservatorio Astronomico di Capodimonte	N	Italy
MAORY Electronic Engineer	INAF - Osservatorio Astronomico di Capodimonte	N	Italy
---	INAF Bologna	N	Italy
MAORY Project Manager	INAF Bologna	N	Italy
ANDES System Engineer	INAF Firenze	N	Italy
ILO Italy	INAF Roma	Y	Italy
MAORY Control Electronics Architect	INAF-OACN	N	Italy
CTO	Media Lario	N	Italy
CTO - Managing director	Microgate	N	Italy
HEAD OF BUSINESS DEVELOPMENT	OFFICINA STELLARE SPA	N	Italy
R&D Manager	Officina Stellare SpA	N	Italy
CEO	Boessenkool	N	Netherlands
Manager engineering	Cryoworld BV	N	Netherlands
CTO	Cryoworld BV	N	Netherlands
Sales Manager	Demaco	N	Netherlands
Sales Engineer	Demaco	N	Netherlands
Business Developer	Demcon Advanced Mechatronics Delft	N	Netherlands
Key Accountmanager	Faes Industrial Packaging	N	Netherlands
	JPE	N	Netherlands
NL ILO for ESO	NOVA	Y	Netherlands
METIS Project Manager	NOVA / ASTRON	N	Netherlands
Senior Business Developer - Astronomy	TNO	N	Netherlands
Mechatronics System Architect	TNO-The Netherlands	N	Netherlands
Principal consultant	Topic Embedded Systems	N	Netherlands
Sales	VDL	N	Netherlands
Manager	VDL	N	Netherlands
Business Development and Project Manager	Creotech Instruments S.A.	N	Poland

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Business Development and System Architect					Creotech Instruments S.A.	N	Poland
Specialist					Polish Space Agency (POLSA)	N	Poland
CTO					S2Innovation Sp. z o. o,	N	Poland
CTO					Scanway sp. z o.o.	N	Poland
Business Developer					ACTIVE SPACE TECHNOLOGIES S.A.	N	Portugal
Industrial Liaison Officer					ANI	N	Portugal
Business Development Manager					Critical Software	N	Portugal
Commercial Business Manager					FHP	N	Portugal
Responsible for the Instrumentation Group					Institute of Astrophysics and Space Sciences (Portugal)	N	Portugal
Head of Laboratory at ISQ					Mr.	N	Portugal
Science Officer					Portugal Space	N	Portugal
ILO Portugal					Portugal Space	Y	Portugal
Area Sales Manager					Boyd Corporation	N	United Kingdom
Programme Director					Cambridge Consultants	N	United Kingdom
Group Sales Director					Nelson Tool Co	N	United Kingdom
Senior Software Engineer					Observatory Sciences Ltd	N	United Kingdom
ILO UK					UKRI STFC	Y	United Kingdom
Business developer, ILO					Big Science Sweden	Y	Sweden
Senior Scientist Business Development & Project Management					Big Science Sweden / Research Institutes of Sweden	N	Sweden
CEO					Fagerström Industrikonsult AB	N	Sweden
CEO					NYFORS Teknoloigi AB	N	Sweden
Managing Director					RFR Solutions AB	N	Sweden
Technical Manager					RFR Solutions AB	N	Sweden
Sales Engineer					Teledyne SP Devices	N	Sweden
Head of Business Development					Almatech SA	N	Switzerland
HO Marketing, Sales & Contracts Space					APCO Technologies	N	Switzerland
Project Manager					CSEM	N	Switzerland
Senior R&D Engineer					CSEM	N	Switzerland
Project Manager					CSEM	N	Switzerland
Dep. Astro, University Geneva	N	N	Switzerland	Switzerland			
Prof., PI of Swiss participation in MOSAIC					Dept of Astronomy, University of Geneva	N	Switzerland
Group Leader /MOSAIC Project					EFPL	N	Switzerland
Assistant Professor					EPFL	N	Switzerland
Director Astrophysics Laboratory					EPFL	N	Switzerland
engineer					HEIG-VD	N	Switzerland
Consultant					HEIG-VD	N	Switzerland

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Professor	HEIG_VD	N	Switzerland
Research Assistant	HES-SO Genève	N	Switzerland
Researcher	HES-SO Genève	N	Switzerland
Sales Manager Lasertracker	Hexagon	N	Switzerland
Innovation Lab Manager	Maxon Group	N	Switzerland
Project Manager	MPS Micro Precision Systems AG	N	Switzerland
Sales Manager Switzerland	PI Physic Instrumente	N	Switzerland
Science journalist for the web site RTSinfo.ch	RTS - Radio Télévision Suisse	N	Switzerland
Technical Sales Manager Astro & Space	SCHOTT Suisse SA	N	Switzerland
ESO ILO Switzerland	Swiss ILO Office	Y	Switzerland
Head of Business Unit Photonics Solutions	SwissOptic AG	N	Switzerland
Sales Engineer	SwissOptic AG	N	Switzerland
Head of Business Development	SYDERAL SWISS SA	N	Switzerland
System Engineer	University of Bern	N	Switzerland
Technology Platform Officer - NCCR PlanetS	University of Geneva	N	Switzerland
Optical engineer	University of Geneva	N	Switzerland
	University of Geneva	N	Switzerland
Professor	University of Geneva	N	Switzerland
Prof.	University of Geneva	N	Switzerland
Optical engineer (project manager of RIZ spectrograph of ANDES (HIRES))	University of Geneva Department of Astronomy	N	Switzerland
Administrative assistant	University of Geneva Department of Astronomy	N	Switzerland
Professor	University of Geneva, Département of Astronomy & PlanetS TIP	N	Switzerland

INDUCIENCIA & INEUSTAR, Opportunities for industry in national research infrastructures

Gender	Position	Type of organisation	ILO (Y/N)	ICO (Y/N)	Country
M	Professor and researcher	Research institute	N	N	ES
M	Robotics Area Manager	Large industry	N	N	ES
M	Senior Researcher	Research infrastructure	N	N	ES
M	Sales, Marketing & BDM Director	SME	N	N	ES
F	Head of department	Public administration	N	N	ES
F	Laboratory Manager	Research infrastructure	N	N	ES
M	Advanced Solutions Manager	SME	N	N	ES
M	Head of department	Research infrastructure	N	N	ES
M	Research & Development Manager	Large industry	N	N	ES

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M	R&D Programme Manager	Large industry	N	N	ES
M	Project Manager	SME	N	N	ES
M	Head of Fusion and Beams	SME	N	N	ES
M	Founder & CEO	SME	N	N	ES
M	Science Programs Director	Large industry	N	N	ES
M	Deputy Director Observatory of Granada	Research infrastructure	N	N	ES
M	Engineering Business Development Area Responsible	Large industry	N	N	ES
M	Researcher	Research institute	N	N	ES
M	Global Director of Customer Business Development	Large industry	N	N	ES
M	Aerospace Manager	Large industry	N	N	ES
M	Researcher	Research institute	N	N	ES
F	Director	SME	N	N	ES
M	Science Industry Coordinator	Research infrastructure	N	N	ES
F	Head of department	Large industry	N	N	ES
M	CEO	SME	N	N	ES
F	Head of mobilty and cities department	Public administration	N	N	ES
M	Integration and intrumentation test manager. Clean room.	Research infrastructure	N	N	ES
F	Global Sales Director	SME	N	N	ES
F	General Deputy Assistant Director for Large Scientific and Technical Facilities	Public administration	N	N	ES
M	Professor	Research institute	N	N	ES
F	Professor. Technical Director of the antenna testing and approval laboratory	Research institute	N	N	ES
F	Quality Manager	SME	N	N	ES
M	Head of Sales department	SME	N	N	ES
M	Director	Research infrastructure	N	N	ES
M	Vicedirector	Research infrastructure	N	N	ES
F	Director	SME	N	N	ES
M	Director	SME	N	N	ES
M	CEO	SME	N	N	Netherlands
M	Optical Design and Integration Area Manager	Research infrastructure	N	N	ES
F	Operation Director	SME	N	N	ES
M	Operation Director	SME	N	N	ES
M	CEO	SME	N	N	ES
M	Astronomy Infrastructure Network Coordinator	Large industry	N	N	ES
M	Researcher	Research institute	N	N	ES
M	Director of Equipment and Systems Test Department	Research infrastructure	N	N	ES
M	Head of department	Public administration	N	N	ES
M	Cofounder	SME	N	N	ES
M	Engineer	SME	N	N	ES
M	General Manager	SME	N	N	ES

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M	Director of the Aerospace and Defense division	Large industry	N	N	ES
M	Strategy & Innovation Manager	SME	N	N	ES
M	Engineer	SME	N	N	ES
M	General Manager	SME	N	N	ES
M	Senior Embedded Software Engineer	Large industry	N	N	ES
F	Business Development Director	Large industry	N	N	ES
M	Business Manager Science and Digital Industry	SME	N	N	ES
M	Coordinador ICTS MICRONANOFABS	Research institute	N	N	ES
F	Astrophysics Department	Research infrastructure	N	N	ES
M	Engineering Director	SME	N	N	ES
M	Business development	Large industry	N	N	ES
M	ILO: CERN, ESRF, ESS, ILL , XFEL	Public administration	N	N	ES
M	Marketing&Sales Manager	Large industry	N	N	ES
F	Head of department	Public administration	N	N	ES
M	Export Manager	SME	N	N	ES
M	Professor	Research institute	N	N	ES
M	Professor	Research institute	N	N	ES
F	Head of department	SME	N	N	ES
M	Director	SME	N	N	ES
M	Sales Director	SME	N	N	ES
M	Head of Accelerators Division	Research infrastructure	N	N	ES
M	Business Development Manager	SME	N	N	ES
M	CTO	SME	N	N	ES
F	INDUSTRIAL ENGINEER AND OPTICAL DESIGNER	SME	N	N	ES
M	Professor Chair Nuclear Physics / Director	Research institute	N	N	ES
M	I+D+i EIIT Responsable	SME	N	N	ES
M	Research Project Manager	Research infrastructure	N	N	ES
F	Business Operations Director	SME	N	N	ES
F	Business Developer Manager	SME	N	N	ES
F	Researcher	Research infrastructure	N	N	ES
M	CEO	SME	N	N	ES
M	Director	Research infrastructure	N	N	ES
F	Research assistant	Research institute	N	N	ES
M	Business Development Manager SW Platforms	SME	N	N	ES
M	Business Development Manager	Large industry	N	N	ES
F	Innovation agent	Research infrastructure	N	N	ES
M	Business Development Director	SME	N	N	ES
M	Professor	Research institute	N	N	ES
M	CEO	SME	N	N	ES

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M	Astronomy Project Manager	SME	N	N	ES
F	Business Development Executive	Large industry	N	N	ES
M	Sales Manager Big Science	SME	N	N	ES
M	Director	SME	N	N	ES
F	Engineering Project Manager	SME	N	N	ES
M	CEO	SME	N	N	ES
M	Development Director	SME	N	N	ES
M	Technological Development and Innovation Manager	Large industry	N	N	ES
M	CFO	SME	N	N	ES
F	Researcher	Research infrastructure	N	N	ES
M	Researcher	Research institute	N	N	ES
F	CEO	SME	N	N	ES
F	R&D Coordinator	SME	N	N	ES

EMBRC Clinic fostering EMBRC'S links with Industry – EMBRC

Gender	Title	Position	Type of organisation	ILO (Y/N)	ICO (Y/N)	Country
F	Mr.	R&D manager	SME	N	N	Portugal
M	Mr.	Managing Director	SME	N	N	Belgium
M	Mrs.	Co-owner and CEO	SME	N	N	South Africa and Portugal
M	Mrs.	Diretor	SME	N	N	Portugal
F	Mrs.	Project manager	SME	N	N	South Africa
M	Mr.	CEO	SME	N	N	Portugal

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Appendix III – Brokerage events pictures and screenshots

ESS - TechConnect Europe – Innovation Conference & Expo

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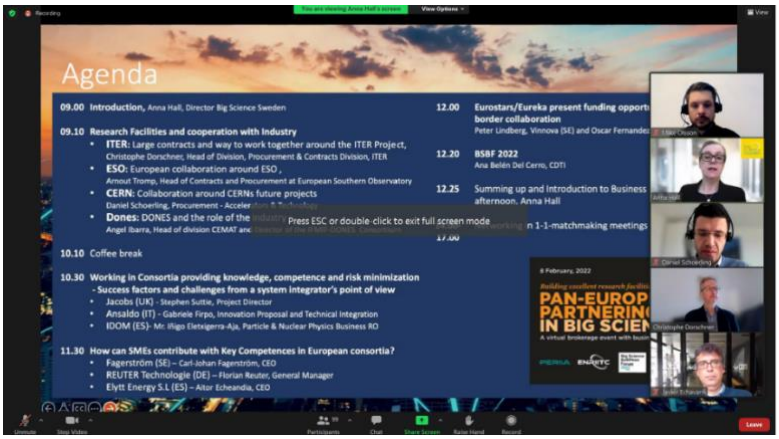

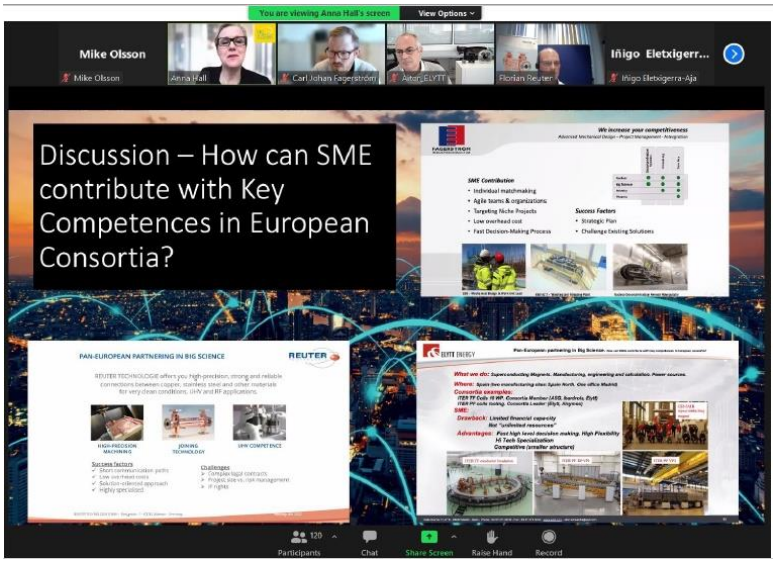

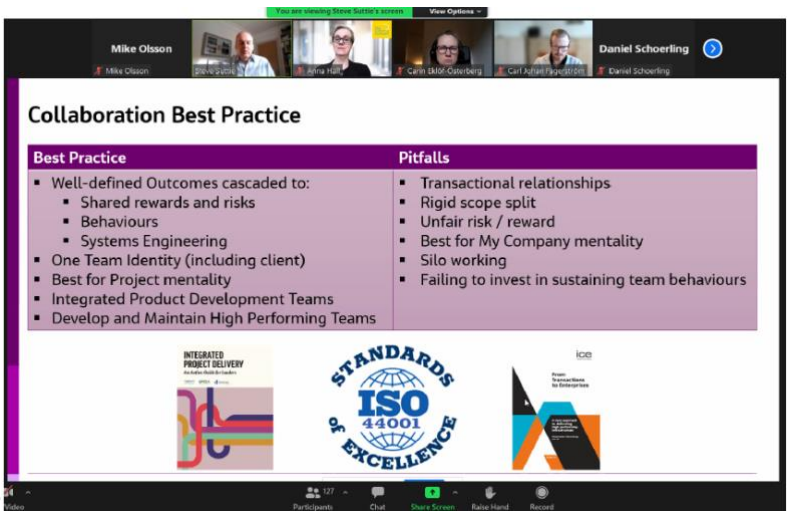

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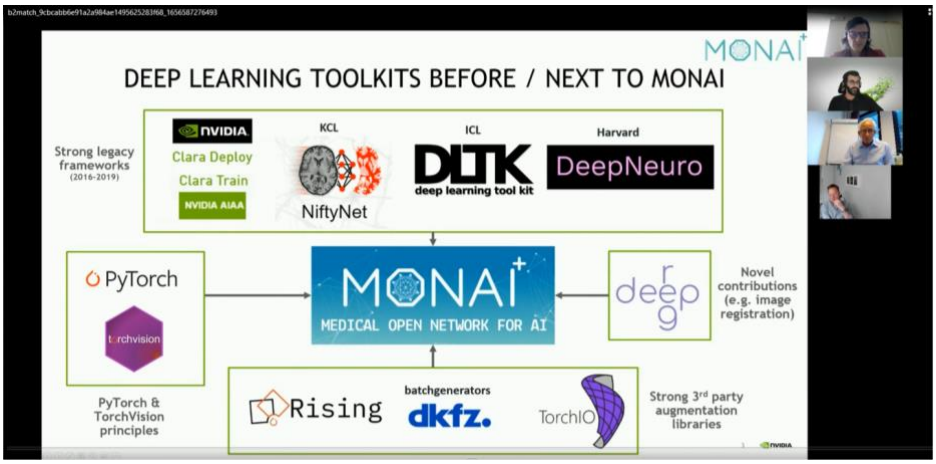

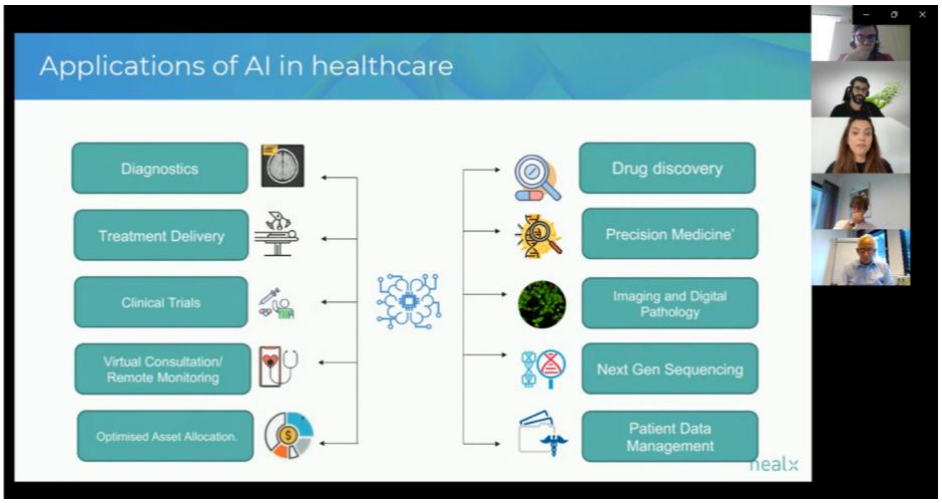

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CDTI - Science Industry workshop – the role of the Big Science industry in the face of the new healthcare challenges

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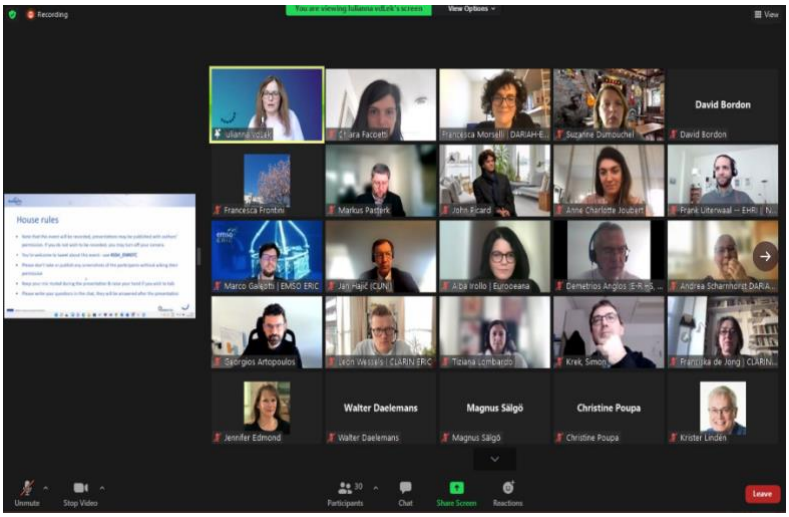

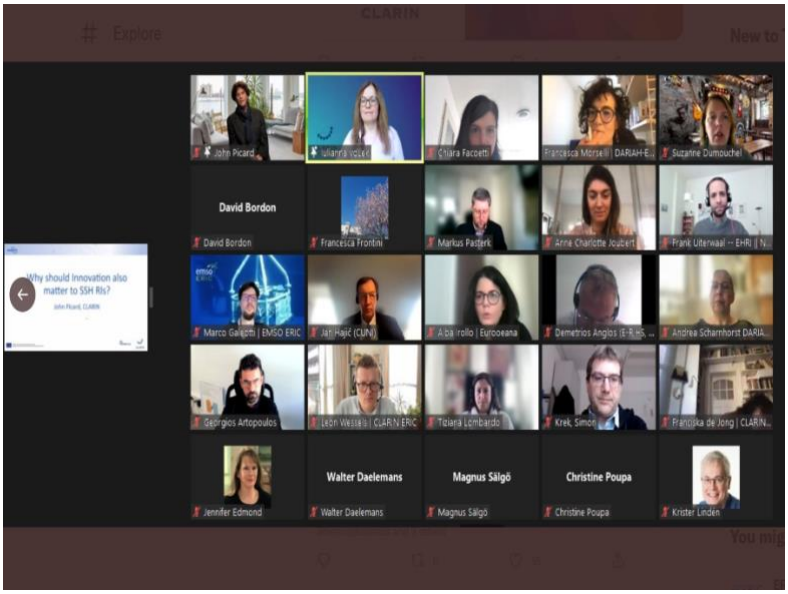

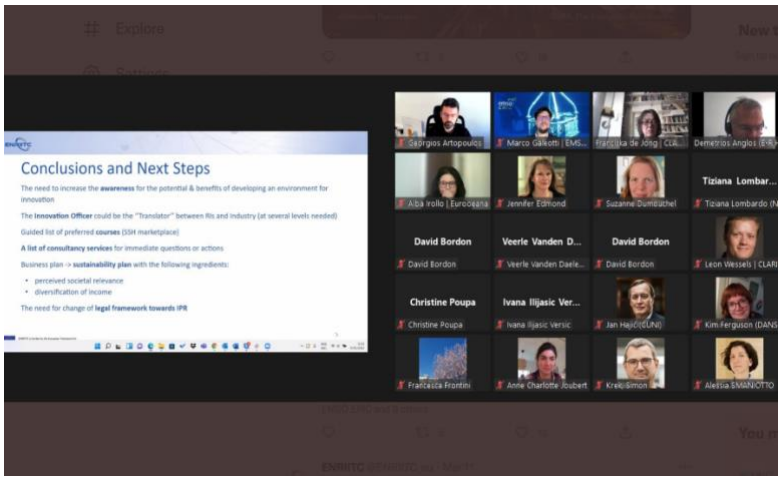

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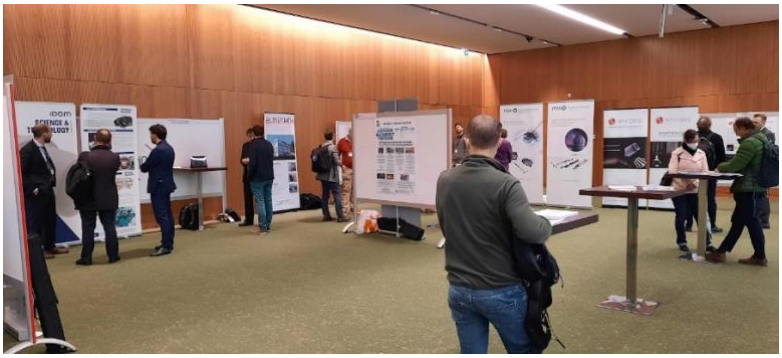

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Appendix IV – Event agendas

1. Agenda ESS Brokerage event

	Monday, November 15
9:00	TechConnect Europe - Keynotes
10:30	Coffee Break
11:00	TechConnect Europe - Keynotes
12:00	Innovation Expo Opening & Networking Lunch
	Tuesday, November 16
8:30	Keynote Panel - Visions and lessons learned for tech and connect at and around large scale facilities
9:10	TechConnect Europe and Crowdhelix Joint Keynotes
10:15	Coffee Break
10:30	Big Science Facilities Summit: Pan-European Facilities for Industry Research I
12:00	Innovation Expo & Networking Lunch
12:00	Big Science Lunch Workshop I: Accelerating Innovation through Europe's Research Facilities: Access, funding, expertise and more
12:00	Big Science Lunch Workshop II: Bridging Research with Industry: engaging through intermediary service providers
13:30	Big Science Facilities Summit: Pan-European Facilities for Industry Research II
15:30	Big Science Facilities Summit: Case Studies
	Wednesday, November 17
8:30	Speed "Dating" - All attendees welcome for a vibrant matchmaking program
13:00	Skåne Science & Tech Tours: MAX IV Synchrotron - European Spallation Source - NanoLund & Lund University (registration details to-be-announced)

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2. Agenda ESRF Brokerage Event

18 Novembre 2021
ACCÈS LIBRE

INFRASTRUCTURES DE RECHERCHE ET SANTÉ

PROGRAMME / AGENDA

14:00 | INTRODUCTION

N. Dromel - Chef du Département des grandes Infrastructures de Recherche
Ministère de l'Enseignement supérieur, de la Recherche et de l'Innovation

14:10 | INFRASTRUCTURES DE RECHERCHE : ÉTUDES DE CAS COVID-19 & CANCER

- Analyse structurale et chimique pour les industries de santé
- Les infrastructures de recherche en santé contre le COVID-19 et le cancer

15:20 | TABLE RONDE: INFRASTRUCTURE DE RECHERCHE & PLAN INNOVATION SANTÉ 2030

- Contribution des IRs au Plan Innovation Santé 2030
- IRs et partenariat Carnot pour accompagner le Plan Innovation Santé 2030
- IRs: sources de futures filières industrielles

Des intervenants de haut niveau, issus du monde économique et scientifique:

Animator - *V.Diebolt* (FCRIN)
Speakers - *A.Audier* (CSIS), *A.Bennaceur* (INGESTEM), *A.Carfi* (MODERNA), *F. Lethimonnier* (ITMO), *A.Pluquet* (BIOMERIEUX), *A.Rak* (SANOFI), *D.Salauze* (CARNOT- FINDMED)

16:30 | CLÔTURE

A. Paolletti - Cheffe du secteur Biologie et Santé
Ministère de l'Enseignement supérieur, de la Recherche et de l'Innovation

16:40 | NETWORKING COCKTAIL

Inscription: https://rdv-carnot.vimeet.events/en/register/3703

MINISTERE DE L'ENSEIGNEMENT SUPÉRIEUR, DE LA RECHERCHE ET DE L'INNOVATION | Supported by ENRIITC | Live in Lyon at : Or *on-line* | LES RENDEZ-VOUS CARNOT 2021 CITÉ - CENTRE DES CONGRÈS - LYON

In collaboration with: ESRF, F.CRIN, FRANCE-BIOIMAGING, I2BC, IFB

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3. Agenda Big Science Sweden Brokerage Event

Tuesday, February 08, 2022

09:00 - 09:10	Welcome and introduction
09:10 - 10:10	Industry forming European Consortia building excellent research facilities
10:10 - 10:30	Coffee break and interaction
10:30 - 11:30	Working in consortia gathers knowledge and expertise and, minimises risks
11:30 - 12:00	How can SMEs contribute with key competences in European consortia?
12:00 - 12:20	Foster collaboration throughout Europe
12:20 - 12:25	Join us at BSBF 2022 in Granada, Spain
12:25 - 12:30	Summary
12:30 - 14:00	Lunch break
14:00 - 17:00	Networking in 1-to-1 matchmaking meetings arranged through the B2Match tool
14:00 - 17:00	Support desk on Zoom

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4. Agenda EATRIS Brokerage Event

30 June 2022 - 1 July 2022

The Artificial Intelligence and Machine Learning Revolution in Health Care

Thursday 30th June

13:00 - 14:00 Plenary session. Welcome and introduction to the event. Keynote speeches on each of the themes by experts in the field.

Break 15 minutes

14:15 - 15:40 Parallel break-out sessions, including pitches by the participants and interactive discussion to explore best practices and opportunities.

Break-out session 1: Development of AI/ML to make smart predictions about disease, responses to treatment, or diagnoses. Important in for example drug discovery and image processing.

Break-out session 2: Trustworthy/human-centric/explainable data-driven AI in Translational Medicine.

Break-out session 3: Intelligent infrastructures for healthcare and medicine such as federated learning. Big data use, involvement of big science institutes.

Break 5 minutes

15:45 - 17:15 1 to 1 meetings

Break 10 minutes

17:25 - 17:30 Plenary wrap up and closure

Friday 1st July

09:00-13:00 1 to 1 meetings

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5. Agenda CDTI Brokerage Event

10:00-10:10	**Apertura y bienvenida** Secretaria General de Innovación. **Dª Teresa Riesgo** Director General Instituto Carlos III. **D. Cristobal Belda Iniesta**
10:10-10:40	**Bloque I: El potencial de la industria de la ciencia española frente a las necesidades del sector salud** **Modera: Roberto Trigo**. Jefe del Departamento de Grandes Instalaciones y Programas Duales (CDTI) • **INDUCIENCIA**: **Erik Fernández**. Posibilidades de la Industria de la Ciencia en el sector Salud en España • **CIEMAT: J. Manuel Pérez.** Consideraciones sobre las oportunidades desde los Centros de Investigación. • **ISCIII: Pilar Gayoso.** Oportunidades desde la investigación en el SNS, su traslación a la clínica e infraestructuras ISCIII asociadas.

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10:40-11:50	**Bloque II: Perspectiva desde el sector salud** **Modera: Lluis Blanch Torra**. Director de Investigación e Innovación de la Corporación Sanitaria Parc Taulí y Coordinador de la Plataforma ITEMAS-ISCIII ***Área 1 de debate***: Innovación y necesidades del sector sanitario en el contexto de las instalaciones del diagnóstico por imagen. • **Luis Martí Bonmati.** Director Área Clínica de Imagen Médica. Hospital Universitario y Politécnico La Fe. Grupo de Investigación Biomédica en Imagen – Instituto de Investigación Sanitaria La Fe. ***Área 2 de debate:*** Innovación y necesidades en el desarrollo tecnológico de la robótica aplicada a la medicina • **Francisco Sánchez Margallo**. Director del Centro de Cirugía de Mínima Invasión Jesús Usón, Cáceres ***Área 3 de debate***: Innovación y necesidades en las instalaciones de radioterapia • **Meritxell Molla**. Directora Servicio Radioterapia Clinic de Barcelona
11:50-12:20	**Pausa café**
12:20-13:00	**Bloque III. Capacidades nacionales de tecnologías de física de partículas aplicadas a salud**. **Modera**: Erik Fernández Escudero, Director General de INEUSTAR. Secretario técnico de INDUCIENCIA. • **Jose Miguel Carmona, AVS** "Acelerador compacto para protonterapia" • **Jorge Presa, Cybersurgery** "De la mecánica para la ciencia a la cirugía de alta precisión" • **Consuelo Guardiola, CSIC-CNM-IMB** "Detectores para terapia hadrónica" • **Daniel Gavela, Cyclomed-CIEMAT** "Colaboración público-privada en desarrollo de fuentes de iones para ciclotrones"
13:00-13:50	**Bloque IV: Mesa redonda** **Modera: Ana Belén del Cerro.** Punto focal para la industria en proyectos de fusión (CDTI). • **Lluis Blanch Torra.** Director de Investigación e Innovación de la Corporación Sanitaria Parc Taulí y Coordinador de la Plataforma ITEMAS-ISCIII • **Jose Manuel Pérez.** Director del Departamento de Tecnología del CIEMAT • **Erik Fernández**. Director General de la Asociación Española de la Industria de la Ciencia, INEUSTAR. Secretario Técnico de INDUCIENCIA. • **Dra. Pilar Gayoso Diz**. Subdirectora General. Instituto de Salud Carlos III
13:50	**Cierre y conclusiones de la jornada**
14:00	**Cóctel networking**

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6. Agenda DARIAH & CLARIN Event

10:00 - 10:10 Introduction (Iulianna van der Lek, CLARIN; Francesca Morselli, DARIAH)

10:10 - 10:30 Keynote ENRIITC

10:30 - 11:30 Training 4 Innovation

Short presentations (7 min) by representatives of SSH research infrastructures & networks on the status of SSH-domain players on innovation activities, with focus on skills and training needed to reach out beyond academia and set up effective partnerships.

11:30 - 11:45 Coffee Break

11:45 - 12:45 Breakout Discussions (moderated by Markus Pasterk)

Proposed topics:

1. Starting from the ENRIITC strategy for training, identify a set of common skills and training topics that SSH RIs need to develop to be able to reach out beyond academia (operator training)

2. Identify a set of common SSH training topics that are relevant for non-academic entities when considering the research infrastructure service offer and/or the options for co-creation tracks (user training)

12:45 - 13:15 Lunch Break

13:15 - 13:45 Reporting, Conclusions and Wrap-up

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7. Agenda INSTRUCT ERIC Event

Instruct-ERIC Events

Instruct-ERIC for Industry: Driving Innovation Through Structural Biology Services

Virtual

Programme of the event: 17 March 2-5pm CET

2PM - Session1: presentation of Instruct-ERIC services for Industry

Introduction to Instruct-ERIC (Pauline Audergon)

Industry Access to structural biology services:
-via Instruct (Darren Hart, IBS-ISBG, Grenoble)
-via iNEXT-Discovery (Anastassis Perrakis NKI, Amsterdam)

The user perspective: a testimonial from E.Vinolo, INOTREM

2:30PM - Session 2: structural biology services for Industry

NMR services in Instruct (Marco Fragai, CERM)
Use case: 2D NMR methods for Higher Order Structure (HOS) characterization (Dr. Baroni, Merck)

Cryo-EM services in Instruct: from project work up to data processing
-Project work up and CryoEM sample prep in Instruct (Rebecca Thompson, University of Leeds)
- New ways of collecting CryoEM data with latest generation cameras (Ludo Renault, Leiden University)
-On-The-Fly data processing/processing (Jirka Novacek, CEITEC Brno)

Sample preparation & characterisation in Instruct (Caroline Mas, IBS & Patrick Celie, NKI)
Use-Case: Industrial use of biophysics instruments for characterization of AAVs viruses and protein formulation

4:10 PM - Session 3: networking session: Flash meetings

Book 10min slots to chat with one or several of our world leading Instruct experts in Structural Biology techniques

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8. Agenda ILO CH ELT event

10:00	**Welcome coffee**		10:00 - 10:55
	Wecome address	*Michel Hübner*	10:55 - 11:00
	Geneva		
11:00	**ELT Telescope Progress**	*Roberto Tamai*	11:00 - 11:20
	ESO		
	ELT Instruments - General Overview	*Susie Ramsay*	11:20 - 11:40
	ESO		
	ESO Technology Roadmap versus Instruments	*Norbert Hubin*	11:40 - 12:00
	ESO		
12:00	**Q&A ESO Presentations**	*Sophie Pireaux*	12:00 - 12:15
	Lunch		12:15 - 13:15
13:00	**HARMONI Instrument**	*Le Mignant David*	13:15 - 13:45
	LAM Marseille		
	MICADO Instrunent	*Sebastian Rabien*	13:45 - 14:15
14:00	*Max Planck Inst. Garching*		
	MAORY Instrument	*Ugo Di Giammatteo*	14:15 - 14:45
	INAF Bologna		
	METIS Instrument	*Jeffrey Lynn*	14:45 - 15:15
15:00	*NOVA/ ASTRON NL*		
	ANDES Instrument	*Alessio Zanutta*	15:15 - 15:30
	INAF Brera		
	MOSAIC Instrument	*Éric Prieto*	15:30 - 15:45
	LAM Marseille		

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9. Agenda INDUCIENCIA Big Science Event

Agenda

09:00-09:20	**Apertura y bienvenida** D. Guillermo Cisneros, Rector Magnífico de la Universidad Politécnica de Madrid D. Ricardo Perera Velamazán, Subdirector General de Investigación, Universidad Politécnica de Madrid Dña Raquel Yotti, Secretaria General de Investigación, Ministerio de Ciencia e Innovación
09:20-09:40	**Introducción a al Mapa de Infraestructuras Científicas y Técnicas Singulares** Jose Ignacio Doncel, Subdirector de Grandes Instalaciones Científico-Técnicas, Ministerio de Ciencia e Innovación

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09:40-10:00	**La industria de la ciencia española y actividades de apoyo** • Roberto Trigo, Jefe de Departamento de Grandes Instalaciones Científicas y Programas Duales • Erik Fernández, director técnico de la Plataforma Tecnológica INDUCIENCIA
10:00-11:00	**Bloque I. Oportunidades de inversión de las infraestructuras nacionales de física de partículas** Modera: Leonor Mendoza, Plataforma Tecnológica INDUCIENCIA • *Sincrotrón ALBA*: Caterina Biscari, Directora • *Centro de Láseres Pulsados* – Luis Roso - Director • *Centro Nacional de Aceleradores* – Jose María López Gutiérrez, Vice-Director • *ESS Bilbao*: Mario Pérez – Director Ejecutivo
11:00-11:30	**Pausa café**
11:30-12:00	**Bloque II. Oportunidades de inversión de las ICTS y otras infraestructuras de fusión** Modera: Ana Belén del Cerro, ILO de España para F4E y IO • *IFMIF-DONES*: Angel Ibarra - Director del Consorcio IFMIF-DONES España • *Laboratorio Nacional de Fusión – CIEMAT*: Carlos Hidalgo, Director
12:00-13:45	**Bloque III: Oportunidades de inversión de infraestructuras de astronomía y astrofísica** Modera: Javier Echávarri, ILO de España para ESO y SKAO • *Observatorios de Canarias*: Anselmo Sosa - Gerente de la Oficina de Transferencia y Acciones Institucionales del Instituto Astrofísica de Canarias • *Gran Telescopio de Canarias*: Javier Castro - Jefe de Desarrollos • *Observatorio Astronómico de Calar Alto*: Jesús Aceituno - Director • *Radiotelescopio IRAM Pico Veleta*: Miguel Sánchez Portal - Director • *Observatorio de Yebes*: Pablo de Vicente - Director • *Observatorio Astronómico de Javalambre*: Antonio Marín Franch, Responsable del OAJ • *Laboratorio Subterráneo de Canfranc*: Carlos Peña - Director
13:45	**Cierre y conclusiones de la jornada**
14:00-16:00	**Cóctel networking**

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10. Agenda EMBRC brokerage Event

The **EMBRC CLINIC is a side-event targeting representatives of** industry sectors that benefit from scientific advances in marine biotechnology, such as aquaculture, cosmetics, nutraceuticals, biofibres and biofuels, among others.

It aims to promote collaboration by organizing specific brokerage events between business/industry representatives with R&D needs, and research partners within the EMBRC community across Europe that have skills and capacity to respond to those needs.

The EMBRC - European Marine Biological Resource Centre (www.embrc.eu) is a research infrastructure that includes 45 marine research centres of excellence spread across 9 European countries. It brings together human resources, experimentation facilities and technological equipment that enable the development of new scientific solutions, products and services that respond to the needs of the industry.

We invite business representatives with specific R&D needs to participate in the EMBRC CLINIC. For this, please follow these 2 steps:

1. Register for the EMBRC CLINIC, as a representative of your business/company, in the ASSEMBLE PLUS 2022 conference platform.

2. Fill out **this form**, which takes a maximum of 5' to respond and aims to identify your company's R&D needs. With this information, we are committed to identifying the best scientific partners within the EMBRC and organizing your online brokerage event.

As soon as we identify the most suitable marine stations within our EMBRC community, we will set up online brokerage meetings, which will take place during the ASSEMBLE PLUS 2022 conference.

We hope to count on your participation in this initiative.

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