

## Deliverable 9.2: Means and recommendations for the operation of the ACTRIS liaison office

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## 1. Introduction

The objective of this document is to provide guidance and principles of action for the operation of the ACTRIS Liaison Office, and to give recommendations to foster the co-operation in innovation facilitating a continuous exchange of knowledge and information between the whole ACTRIS community and the private sector.

The document is prepared in the context of the activities of the ACTRIS IMP project (Aerosols, Clouds and Trace Gases Research Infrastructure Implementation Phase Project) which is aimed at taking ACTRIS into a new level of maturity supporting the implementation of the organizational, operational and strategic frameworks of the RI.

In particular, Work Package 9, coordinated by CNR, deals with the positioning of ACTRIS in the European innovation ecosystem with the main aim to increase the interest of the private sector towards ACTRIS as an innovation platform, and promote actions for an effective technology and knowledge transfer.

The document is structured in 5 different sections.

After this introduction, Section 2 provides an overview and some input on RI-Industry collaboration in the EU RI landscape and introduces the key role of the RI liaison office. Section 3 summarizes the activities in ACTRIS to foster innovation and the latest updates of the activities addressing also some critical points emerging from the ESFRI and EU Commission recommendations. A set of recommendations for the establishment and operation of the ACTRIS Liaison Office is provided in section 4, with possible actions to be taken to promote long-term cooperation in innovation. Finally, Section 5 provides the list of references.

## 2. RI-Industry collaboration and key role of RI Liaison office

Research Infrastructures (RIs) play an essential role in enabling technological development, new ideas and inventions and, thus, advancing science, technology, and innovation.

The collaboration with the private sector is crucial to unlock the innovation potential of RIs as it triggers a virtuous circle where technological developments enable innovative technologies that, through knowledge and technology transfer, support excellent research, which can stimulate further technological developments.

When RIs and private sector act as innovation partners, they generate an ecosystem of innovation in which the purchase of technologies and equipments pushes companies to innovate (upstream business model - Industry as a supplier), and to look for state-of-the-art facilities to test new innovative technologies and solutions to be placed on the market (downstream business model - Industry as a user)<sup>1</sup>.

An effective RI-private sector collaboration requires structured and systematic interactions, co-creation activities, and a closer relationship than the mere supply of innovative products by the private sector (upstream business model), or use of RIs state-of-the-art facilities to test innovative products (downstream business model). For most RIs, however, the interaction with private sector is not systematic yet.

The lack of systematic interactions between RIs and private sector has been pointed out by the ESFRI (European Strategic Forum on Research Infrastructures) "Report on the Consultation on Long Term Sustainability of Research Infrastructures"<sup>2</sup> following an online consultation launched by the European Commission in 2015 to collect from RI stakeholders their views on how to ensure the long-term sustainability of RIs and on the potential actions to be taken in order to tackle the challenges posed by their implementation.

Three main barriers preventing effective collaboration RI-private sector were identified:

- 1) disconnection between research and market needs;
- 2) lack of resources (human, financial and time);
- 3) lack of dedicated/clear access rules for the private sector access to RIs facilities and services.

Another ESFRI report, based on the outcomes of the [ESFRI Working Group on Long-Term Sustainability](#), focuses on the lack, both from the RI and private sector, of dedicated professional staff able to set-up, coordinate and make vital, a structured collaboration RI-private sector: "*there is a distinct lack of staff in companies who have a research-oriented training or are even aware of the potential of RIs in their sector; equally, RIs commonly have few or no staff with any experience in business or industry*"<sup>3</sup>.

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<sup>1</sup> More info in [ACTRIS-IMP MS52 Identification of collaboration models between ACTRIS and the private sector](#)

<sup>2</sup> [Report on the Consultation on Long Term Sustainability of Research Infrastructures, European Commission, Directorate-General for Research and Innovation, Publications Office, 2016](#)

<sup>3</sup> [Long-Term Sustainability of Research Infrastructures, ESFRI Scripta Volume II, October 2017, ISBN PDF: 978-88-901562-8-1](#)

As the ESFRI [Working Group on Innovation](#) pointed out in 2016:

*“The role of professional intermediaries and of specifically dedicated cooperation mechanisms and tools is absolutely essential to strengthen the cooperation between RIs and industry” and also “A change of culture is needed in both RIs and industry. All stakeholders should be better informed on, and more aware of, the existing potential for cooperation. Industry should become more RI oriented and RIs more business oriented”<sup>4</sup>.*

In order to make RIs and the private sector acting as (full) innovation partners, it is therefore essential that both partners acquire the necessary skills and make the cooperation between them a core activity.

To facilitate an effective cooperation between RIs and the private sector, two particular roles have been created for RIs and RI member countries: Industry Liaison Officer (ILO) and Industry Contact Officer (ICO).

These roles are defined by the EC<sup>5</sup> as:

- Industry Liaison Officers (ILO) are officially appointed by the Member States and Associated Countries to stimulate the collaboration among the national industry and the international research infrastructures, providing advice on business opportunities, R&D collaborations, call for tenders and industrial services;
- Industry Contact Officers (ICO) are research infrastructure 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.

Some confusion exists with the use of the two terms, ICO and ILO, as in some RIs the ICO-role is actually called Industrial Liaison Officer. To clarify, with "liaison office" we will refer to the ICO role as a dedicated team employed by the RI in charge of developing business relations with all potential industrial partners.

Within the activities of the [ENRIITC project](#)<sup>6</sup>, an interesting survey has been conducted, showing a very diverse landscape between RIs in terms of structure, maturity and potential for interaction with the private sector. ACTRIS is an ENRIITC associated partner and could benefit from this project experience for the establishment and operations of the ACTRIS Liaison Office.

The ENRIITC survey primarily targeted ILOs and ICOs that work at - or are appointed to a - specific international RI.

Focussing on the RIs side, employees at RIs responsible for either general private sector interactions, procurement or general management were surveyed on their collaboration with the private sector and on the measures in place at the RI to support RI-industry interactions.

The survey was answered by 51 RIs from different disciplines and research domains.

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<sup>4</sup> [ESFRI WG INNO Report to ESFRI, March 2016.](#)

<sup>5</sup> [H2020, topic INFRAINNOV-02-2019](#)

<sup>6</sup> ENRIITC is the European Network of Research Infrastructures and Industry for Collaboration - H2020, G.A. N. 871112

It shows that only half of the surveyed RIs employ an industry contact officer, only 30% of which a full-time officer.

A very diverse picture emerges between the respondent RIs due to the different domain of activity, organisational structure, and available budget to sustain innovation activities and to appoint dedicated liaison staff.

RIs belonging to Physical Sciences & Engineering domain, for instance, respect to other RI domains (Environment, Energy, Health & Food, Social & Cultural Innovation, Data, Computing, and Digital Research Infrastructures) more often employ an industrial contact officer and have a strategy for collaboration with companies (76% vs 53%)<sup>7</sup>.

The type of RI organisation (single-sited vs distributed RI), and the level of maturity of the RI (implementation/preparation phase vs operational phase), have also influence on the engagement with the private sector.

Single-sited RIs engage liaison officers more often than distributed facilities (72% vs. 21%), offer access to facilities and instrumentation (72% vs. 64%), organize RI-industry exchange programmes (39% vs. 18%). This is largely because single-sited facilities are usually naturally close to industry, have larger budget dedicated to liaison and innovation activities with respect to distributed RIs, and are often more mature being established since longer time. Moreover, single-sited RIs very often belong to Physics, Engineering and Energy domain, which are closer to market sectors with respect to others, and have larger budget per se respect to RIs belonging to Environment and other domains, typically organized as distributed RIs.

Due to the huge differences between the purpose, structure and operation of the different RIs, no “one-size fits all” strategy for the RI engagement with private sector can be defined and there is a clear need for a tailored approach.

In the next sections an overview of the ACTRIS innovation activities, strategy and plans to engage private sector will be provided, analyzing strengths and weaknesses in order to draw conclusions and give recommendations for the operation of the ACTRIS Liaison Office activities once the ACTRIS ERIC will be established.

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<sup>7</sup> ENRIITC [D2.1: Report on the mapping of industry as a supplier and user](#)

### 3. ACTRIS innovation activities and establishment of an ACTRIS Liaison Office

ACTRIS is a distributed Research Infrastructure with a long history of joint technological developments with private sector and links, more or less formalized, with several companies. EU projects supporting the design, preparation and construction of the ACTRIS as an RI (ACTRIS-2, EUROCHAMP-2020, ACTRIS I3, EARLINET, Cloudnet, and EUSAAR) strongly promoted innovation through collaborative and associated partnerships with the private sector. An Innovation Platform was created within ACTRIS I3 and ACTRIS-2 projects as a web-based tool to foster co-operation in innovation between the whole ACTRIS community and the private sector. The Platform ensures a continuous exchange of expertise and information through the publication of different opportunities for private sector: access to calibration and observation facilities, open access documentation on technological standardization, specific tools and software available through virtual access, technical meetings and workshops.

More than 50 European and international companies collaborated with the ACTRIS RI in the frame of projects funded in the recent past<sup>8</sup>.

ACTRIS-IMP WP9 aims to take stock of these experiences in order to translate individual project-based innovation actions into a comprehensive, innovation RI-based, approach.

Despite the encouraging results of the actions undertaken in ACTRIS to strengthen collaboration with the private sector, some critical points emerged from different fora.

As pointed out by the *ESFRI High-Level Expert Group to Assess the Progress of ESFRI and Other World Class Research Infrastructures Towards Implementation and Long-Term Sustainability*<sup>9</sup>:

*“Although the already available services of ACTRIS are being used by industry, business and the public sector and an Innovation Platform has been established, ACTRIS still needs to put the ensemble of these activities as a central part of the RI governance structure. Technology transfer and innovation actions require special expertise that needs to be hired by the Research Infrastructure and supported in order to unlock the full innovation potential....Initial costs to set up this type of activity are not seen as necessary by the Member States / Associated Countries and therefore it is not supported as a core activity of the RI”*

Therefore, the ESFRI recommended, among others, to:

- *“Seek project-based resources to initiate innovation activities and recruit the necessary expertise. These activities will have a huge impact on the long-term financial sustainability of ACTRIS”;*
- *“Widen the user community also exploiting the huge innovation potential of technology development via co-design and co-creation projects with industry, so as to provide market-driven services to the private sector”*

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<sup>8</sup> More info in [ACTRIS-IMP MS52 Identification of collaboration models between ACTRIS and the private sector](#)

<sup>9</sup> EC, 2020: [Supporting the Transformative Impact of Research Infrastructures on European Research](#)

Moreover, following the ACTRIS-IMP Mid-Term Review in 2021, the EC review panel pointed out: *“There is a lack of detail on what steps will be taken to broaden the linkages with the private sector. At present these are narrowly confined to instrument manufacturers and seem highly dependent on personal contacts with members of the consortium. Details of the plan to reach new potential users in the private sector would be useful. While some components are present, the idea of placing a form on the website is too passive”*.

However, as pointed out by European Commission Expert Group on the ERIC Regulation in a recent document<sup>10</sup> about the extent of ERICs implemented IP policies (including TT services/spin-off/incubators) *“the effective implementation of these policies requires dedicated resources. This may conflict with the limit of net income provided by these activities and the focus of available resources which are directed by the contributing members mainly to the basic RI activity. As for other aspects, there may be an overlap and some conflict between TT services set-up by the ERIC and those of the members through their participating institutions”*.

Following these recommendations, several activities have been implemented in order to improve the innovation offer ACTRIS can provide to the private sector.

Despite the demand side (upstream business model - Industry as a supplier) continues to play an important role in the ACTRIS-private sector relationship, the services offer for innovation (downstream business model - Industry as a user) has grown enormously, also thanks to a more structured information and management.

Indeed, in order to exploit the full ACTRIS potential for technology development via co-design and co-creation projects, many efforts have been spent in organizing access activities as a tool to enhance ACTRIS engagement with industry.

At present, different TNA calls are running in the frame of ACTRIS-IMP and ATMO-ACCESS projects offering big opportunities to private sector users.

A dedicated rolling TNA call for private sector users will be launched at the beginning of 2023 in the frame of the ATMO-ACCESS TNA programme. The call will be open to all topics and will allow access to all facilities available within the ATMO-ACCESS TNA program. Applications will be evaluated out of the standard timetable and process for selection, to allow easy and fast-track access.

Within ACTRIS-IMP Work Package 3, which provides strategic guidance to enhance the relevance of ACTRIS to science, innovation and society, and monitors the impact and added value of ACTRIS, a draft innovation strategy<sup>11</sup> has been released. It is a living document which will be updated as long as the project develops. It reports on how ACTRIS ensures that technologies in ACTRIS remain state-of-the-art and outlines the measures for ensuring that ACTRIS technologies and results remain closely connected to the commercial market as a supplier, technology partner and user.

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<sup>10</sup> [EC, 2021: Assessment on the Implementation of the ERIC Regulation](#)

<sup>11</sup> [ACTRIS-IMP Deliverable 3.1: Draft Innovation Strategy](#)



As previously mentioned, dedicated staff and specifically designed tools and actions are essential for RIs to set-up, coordinate and make vital a structured collaboration with private sector and achieve the overall ambitions of the innovation strategy.

The ACTRIS Liaison Office (ALO) will play a key role in the implementation of the innovation strategy and in the management and coordination of ACTRIS innovation activities towards the private sector.

A first set of recommendations for developing systematic innovation-partnering industry-liaison initiatives can be drawn from the work done within the ENVRI-plus project WP18 Dissemination, Liaison and Collaboration.

The ENVRI-plus “RI Innovation and Industry Liaison Preparedness Roadmap”<sup>12</sup> offers to Environmental RIs a set of general recommendations and five key actions to be adopted and undertaken in order to develop a common methodology and better structure RIs internally to deliver effective industry liaison initiatives, better communicate RI innovation success stories, and thus, effectively showcase the return of large public investment in RIs.

The ENRIITC project further developed<sup>13</sup> the ENVRI-plus Roadmap proposing a set of recommendations under four themes:

1. Develop a strategy - suggesting measures concerning the RI internal structure and prioritisation of resources in order to support increased interaction between the RI and industry;
2. Engage the innovation ecosystem - with recommendations to better interact with the innovation ecosystem surrounding the RI;
3. Industry collaboration models - giving options on how to set up formal collaboration;
4. Funding structures - suggesting strategies to seek complementary funding for innovation activities via national or European funding scheme.

In the next section, a specific set of recommendations for the establishment and operation of the ALO will be given. These recommendations will have to be discussed internally by the relevant RI governing bodies and within the ACTRIS community, and translated into concrete actions and plans at organizational and strategic level in order to ensure systematic interactions with the private sector and to unlock the full innovation potential of ACTRIS.

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<sup>12</sup> [ENVRIplus D18.5: RI Innovation and Industry Liaison Preparedness Roadmap](#)

<sup>13</sup> [ENRIITC D3.2: Strategy for innovation and industry-RI cooperation](#)

## 4. Recommendations for the operation of ACTRIS Liaison Office

This section proposes a set of recommendation for the set-up and operation of the ACTRIS Liaison Office (ALO). The ALO should be set up and dedicated to establish, stimulate and facilitate close links and systematic interactions between the ACTRIS and private sector companies.

The recommendations are grouped into 7 possible areas of intervention:

- Define the organizational structure and setting up the ACTRIS Liaison Office;
- Establish and coordinate an innovation network of RI national nodes;
- Implement and provide updates to the ACTRIS innovation strategy;
- Setup the ALO action plan for periodically updates on innovation opportunities;
- Provide conceptual and legal framework for sound interactions with industry;
- Build strategic relationships and promote cross-collaboration on innovation;
- Organize and participate in dedicated events.

### Define the organizational structure and setting up the ACTRIS Liaison Office

The ALO should be established as a function of the ACTRIS Head Office under the coordination of its Development and Relations Unit – DEVU, which deals with:

- building and maintaining national, European and international level liaisons and partnership with other RIs and programmes, countries, and stakeholders;
- strategic planning, future strategic developments and partnerships, and financial implications;
- advocating ACTRIS in international fora;
- design and implementation of tailored communication and outreach strategies and related tools for the different user communities;
- management of requests for tailored services from international networks or organizations in close collaboration with the other HO units.

In terms of organizational structure, the ALO should be composed by a dedicated team serving as main contact and coordinator between national research communities, RI governing/decision bodies and international stakeholders. This should be done bearing in mind the extent of expectations by the reference industry market and the research groups involved in innovation activities, taking also into consideration the ambitions that ACTRIS intends to achieve in the long term.

The ALO described here is an ideal objective that ACTRIS should aim at achieving in the long term, depending on the investments that ACTRIS countries would wish to allocate to developing this crucial activity. For the ACTRIS countries, deciding to invest in the ALO would mean to invest in fostering innovation with the possibility of both a long-term scientific return of the investment (science-based innovations) and, most importantly, a short-term economic return of the investment in the form of (private) users paying for the services, ensuring overall RI's sustainability.

For this reason, the implementation of the team should consist of a knowledge journey that starts from the use of basic skills (scientific communication, project management) and then tends to an evolution based on the resources that ERIC will undertake to allocate.

The ALO team should have broad and diverse expertise, with both science and market experience and competence in technology transfer and commercialization.

Personnel skills should range from legal to marketing skills to assess possible technology commercialization or patenting, and a solid background in project management and business management.

In order to streamline the ALO operation and drive innovation activities forward in ACTRIS, a systematic and up-to-date knowledge of the innovation opportunities arising from the scientific community and engagement with industry is essential, as well as the needs and requirements of the reference market.

Other than communications skills, management and networking are key for a successful ALO team, especially considering the highly distributed nature of ACTRIS.

For this reason, a collaborative approach shall be adopted with distributed and open participation and representation of the ACTRIS facilities/RPOs.

The following activity chart describes the main functions that the ALO should carry out and the objectives to be achieved.

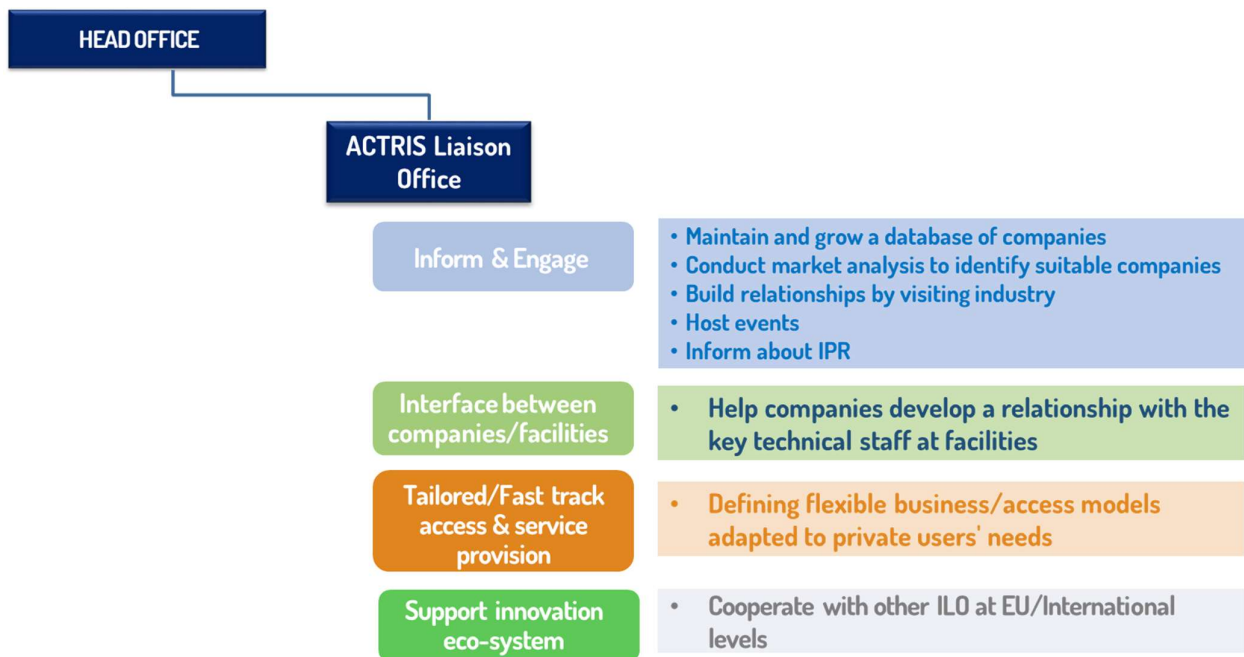


Figure 1: ALO activity chart describing main functions and objectives

Functions and objectives described above should be transversally carried out and shared with the support of different Head Office Units, engaging also other Central Facilities. For instance, tailored and fast track access to service provision would require the involvement of the SAMU (Service Access Management Unit)

as well as the interface between companies and facilities would need support from SAMU and OPU (Operations Unit).

Finally, a possible more effective approach could involve sharing the efforts and resources focused on these activities by groups of ERICs, e.g., their clusters, to implement a more cost-effective approach<sup>14</sup>.

### **Establish and coordinate an innovation network of RI national nodes**

For distributed RIs such as ACTRIS it is particularly important to establish an innovation network with the RI national nodes. National nodes act as national liaison actors and bring together relevant national stakeholders in each country in a systematic way.

Sharing information related to different national innovation initiatives in collaboration with the private sector may not be easy without a structured involvement of ACTRIS National Contact Persons and a systematic communication flow.

Furthermore, the “hidden” usage of RIs through academic access in the framework of partnerships with private sector companies does not allow for a complete mapping of all innovation activities carried out locally. This often results in the loss of information related to many collaborations which make the innovation environment surrounding the RIs vital, but centrally unknown.

For this reason, the setup of an innovation network centrally coordinated by the ALO is needed.

In ACTRIS this can be done engaging ACTRIS National Contact Persons or people at national level engaged with industry. The ALO should maintain close contact with the national consortia, mapping their needs and facilitating the regular flow of information through periodic meetings or by implementing digital tools for the systematic collection of information and data.

Information and data are crucial also in order to document, assess and make evident the socio/economic effects in Host Countries, the RI societal impact, and overall, the benefit deriving from the use of the ACTRIS services. Showing this impact could also be relevant for funding organizations, and to advertise the ACTRIS brand.

Success stories, best practices and examples of the industrial usage of ACTRIS facilities are key to show the ACTRIS added value and may inspire other companies to engage in new partnerships.

### **Implement and provide updates to the ACTRIS innovation strategy**

The ACTRIS ERIC innovation strategy describes the aspired target for the relation with private sector, including relevant KPIs which can be easily collected so that the progress may be monitored by the ALO. The scientific governing bodies of ACTRIS ERIC (Director General, RI committee, SIAB) should have a central role in the implementation and periodic update of the innovation strategy, starting from its knowledge of the primary evolving interest and needs from industry, users and national consortia.

The innovation strategy cannot rely on the RI offer and ambitions only. For this reason, an outside-in approach should be put in place in order to take into consideration opinions and needs coming from

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<sup>14</sup> [EC, 2021: Assessment on the Implementation of the ERIC Regulation](#)

outside the RI. The strategy should be aligned with the expectations of the ACTRIS national consortia on how to handle industrial collaborations.

The innovation strategy definition process and update should take full advantage of the SIAB advisory role, and consider the establishment of an advisory board composed by external experts coming from private sector and other stakeholders from the innovation ecosystem surrounding the ACTRIS RI.

Efforts spent on periodic updates would facilitate mapping the opportunities for collaboration with private sector, monitoring industry market requirements, and provide evaluations on the enhancement of ACTRIS strategy and impact.

### **Setting up the ALO action plan for periodically updates on innovation opportunities**

An ALO action plan should be established for periodically updates on innovation opportunities.

The release of an ACTRIS innovation offer portfolio as an online catalogue of RI services and technologies targeting industry is foreseen (M48 - December 2023) within the activities of ACTRIS-IMP WP9. A draft is already available in ACTRIS-IMP [MS9.4 Draft ACTRIS Innovation offer portfolio](#).

The innovation portfolio is intended to collect in a consistent, integrated and accessible document<sup>15</sup> including the distinctive ACTRIS offer of services and opportunities for innovation provided to the private sector.

Information on these services will be fed and maintained in the catalogue by National Facilities (NFs) and Central Facilities (CFs) through their necessary input.

Advertisement of innovation opportunities should have dedicated space in the ACTRIS website and newsletter to reach a wider audience.

Website and newsletter should regularly publish use cases and RI innovation success stories.

An [innovation section](#) has been already published on the ACTRIS website as part of the activities of WP9.

The ALO should develop it and keep it updated in line with advancements and novelties in terms of innovation services offered to private sector.

It could be useful to produce brochures, leaflets and other outreach material targeting industry to be disseminated during conferences, workshops and open days.

### **Provide conceptual and legal framework for sound interactions with industry**

Beyond simple technology supply by the private sector, for which standard supply contracts are sufficient, for joint developments and technology transfer partnerships, tailored legal models are needed depending on the type of collaboration and related needs.

The ALO should support CFs and NFs with standard documents and legal templates for collaboration establishment with private sector allowing to better attract, coordinate and exploit the full potential of ACTRIS-private sector cooperation.

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<sup>15</sup> The portfolio will feed the section of the [ACTRIS Catalogue of Services](#) dedicated to the innovative services or services targeted to the users from the private sector.

[MS9.2: Identification of collaboration models between ACTRIS and the private sector](#) explores possible model agreements to allow and support actions for effective technology and knowledge transfer in all possible collaboration models.

The ALO should have the needed in-house expertise and resources to adapt legal models to a wide range of different possible collaborations models. It is necessary to find protection mechanisms for the intellectual property generated by ACTRIS which, at the same time, allow and encourage companies to invest in collaborative activities and to commercially exploit the results of collaboration when possible.

The ALO should address specific requests from RPOs, NFs and CFs, providing also assistance on intellectual property, patent procedures, establishment of spin-offs or start-ups.

### **Build strategic relationships and promote cross-collaboration on innovation**

ACTRIS should promote and build strategic relationships to promote cross collaboration in innovation between Research Infrastructures.

Strengthen the collaboration with ENRIITC, of which ACTRIS is an Associated partner, might help to exchange and apply best practices, participate to networks and take common actions.

ENRIITC suggests the establishment of a pan-European ICO network as key intermediary between the EU RIs and private sector in supporting the upstream and downstream collaboration model activities.

In order to bring together all decision-makers, countries, private sector and RIs, ENRIITC also proposes a pan-European ILO&ICO network composed by ILOs from all countries and ICOs from all interested RIs, to provide advice and drawing upon existing experience and best practices.

Cross-collaboration and strategic relationship can lead to organize joint call for innovation which can be explored also outside the TNA access scheme, to seek and promote funding solutions for open innovation. Engage and promote collaboration with innovation hubs, international and regional clusters, industrial organizations and their representatives and intermediaries, is crucial.

Regular joint Research to Business events should be organized with other RIs and networks to enable a cross-disciplinary and cross-sectoral approach to innovation and facilitate networking and the exchange of ideas.

### **Organize and participate dedicated events**

In the past, the organization of events dedicated to innovation has proven to be efficient in gathering private sector companies and scientific community together to discuss and share latest findings, ideas and thoughts.

The communication office should have the ability to plan, organize and participate in dedicated events such as innovation workshops, brokerage events and open days to bring together the ACTRIS innovation ecosystem and create opportunities for networking and engagement.

Events are also useful for monitoring and anticipating developments in the sector, since in these contexts the future needs and expectations of the different stakeholders usually emerge, helping managers to fine-tune their strategy and offer.

Specific training programs for operators and industrial end-users can be a good opportunity to advertise the ACTRIS brand and show the ACTRIS offer for innovation.

## 5. References

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- [ESFRI WG INNO, 2016: Report to ESFRI.](#)

### Research Infrastructures, Projects, Initiatives

- [ATMO-ACCESS](#), 2021-2025, H2020, G.A. N. 101008004 - Solutions for Sustainable Access to Atmospheric Research Facilities
- [ENRIITC](#), 2020-2022, H2020, G.A. N. 871112 - European network of RIs and Industry for collaboration.
- [ENVIPLUS](#), 2015-2019, H2020, G.A. N. 654182 - Supporting environmental research with integrated solutions

### Deliverables, Milestones

#### ACTRIS-IMP

- [D3.1: Draft Innovation Strategy](#)
- [MS9.2: Identification of collaboration models between ACTRIS and the private sector](#)
- [MS9.4 Draft ACTRIS Innovation offer portfolio.](#)

#### ENRIITC

- [D2.1: Report on the mapping of industry as a supplier and user](#)
- [D3.2: Strategy for innovation and industry-RI cooperation](#)

#### ENVIPLUS

- [D18.5 RI Innovation and Industry Liaison Preparedness Roadmap](#)