

IL/TT internships

Project Deliverable Information Sheet

ACCELERATE Project	Project Reference No. 731112	
	Project Title: ACCELERATing Europe's Leading Research Infrastructures	
	Project Website: www.accelerate2020.eu	
	Deliverable No: 3.4	
	Deliverable Type: Report	
	Dissemination Level	Contractual Delivery Date: M53
	Public	Actual Delivery Date: M53
	EC project Officer: Christos Chatzimichail	

Document Control Sheet

Document	Title: IL/TT internships
	Version:1
	Available at: ACCELERATE internal repository (CERIC-ERIC drive)
	Files: D 3.4 ILTT internships VF
Authorship	Written by: Angela Zennaro,
	Contributors: Gill Welch, Steve Welch, Marc Thiry
	Reviewed by: Steering Committee
	Approved: 31/05/2021



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1 Introduction

In the WP 3, the aim of task 3.3 is to train Research Infrastructures (RIs) personnel for understanding specificities of industrial cooperation, RI services and formal aspects accompanying the relationship. The training comprises two main activities:

- a) Seminars: for researchers and nonscientific staff of the RIs in the form of training “events” (up to 6) hosted by CERIC (5) in cooperation with the Elettra Industrial Liaison office, and ESS (1). The training events target 2 trainees each. The topics have to be related to Industrial Liaison (IL), Technology Transfer (TT), Intellectual Properties (IP), Confidentiality (NDA/CDA), etc.
- b) Complementary trainings: Hereon (formerly HZG) complements this TT (Technology Transfer) program of CERIC and ESS by offering complementary trainings in industrial liaison activities. The trainees will receive hands-on experience in preparation of industry outreach events, realization and follow-up on the outreach events and other typical tasks of an Industrial Liaison officer.

The following documents report on the activities developed and the related outcomes.

2 Development of the task

The main topics of the training “events” (seminars developed by CERIC and ESS) were defined through a questionnaire carried out by CERIC through its Partner Facilities at the beginning of the project (ANNEX I). After the finalization of the activity, according to the feedback received by Research Infrastructures staff participating, the topics of the complementary trainings by Hereon were refined.

It has been planned to carry out the seminars all in a row, as a larger training event (“Workshop on Industrial Liaison & Technology Transfer (IL/TT) in Research Infrastructures (RIs)”) that accomplished all the main key topics in technology transfer, industrial liaison, and intellectual property, in order to facilitate the attendance and to profit from the synergies among the topics and among all the participants, instead of dividing them into groups of two people.

The seminars have taken place during three days on 26th-28th September 2018. The structure and content of the seminars have been set in collaboration with Elettra Industrial Liaison Office (ILO). Staff of CERIC Partner Facilities and RIs among Accelerate partners have been the target of the seminars that saw the involvement as trainers of external experts from relevant entities in Europe.

Moreover, CERIC has adopted during the development of the whole WP a holistic view following an open innovation strategy beyond the specific scope of the task: other European RIs have been invited to attend the seminars in order to enrich the sharing of knowledge and support the whole innovation's environment offered by European RIs: the strengthening of a whole European Research Infrastructures ecosystem is one of the strategic targets.

Regarding complementary trainings, activity lead by Hereon, according to the willingness to optimize the participation due to the feedback received during the seminars, it has been carried out in the form of a series of webinars, instead of one on-site training. This allowed to offer a wider set of topics and easier access for everyone: people that cannot attend on the specific date of the webinar could watch them later on, as they are recorded and accessible from Accelerate website. The initial topics planned (preparation of industry outreach events, realisation and follow-up on the outreach events and other typical tasks of an Industrial Liaison officer) were enlarged and adapted to the real needs collected among the RIs during the first activity, the seminars. The complementary trainings have been carried out by Hereon with the support of ESP and CERIC. The choice of the webinars series format has been quite useful as, due to the COVID pandemic, the activity didn't stop and could go on in a continuous and coherent way without interruption and without any changes.

2.1 Seminars

On 26th, 27th and 28th of September 2018, the “Workshop on Industrial Liaison & Technology Transfer (IL/TT) in Research Infrastructures (RIs)” was held in Vienna to share knowledge and best practices from external experts to CERIC Partner Facilities and other RIs staff among Accelerate partners, involving also other European RIs staff. Part of the workshop was also dedicated to discuss possible solutions to common challenges Research Infrastructures need to tackle in the field of IL/TT (the complete programme is presented in Annex II).

The event gathered the participants to share questions and best practices stemming from their experience on IL/TT working in the research environment. The event involved external experts based in 12 different European countries to share their knowledge towards the definition of effective synergies between research infrastructures, with the final aim of enhancing collaboration with industry through the consolidation of the RIs network. The CERIC Partner Facilities and external expert participation was founded by CERIC and ESS.

Presentations covered a wide range of topics, including the Technology Transfer practices at the National Research Council in Italy (CNR) and procedures for partnering with industry at Fusion for Energy, the pillars of the space brokers network at the European Space Agency (ESA) and financing opportunity for technology transfer projects at the European Investment Fund (EIF). Furthermore, a representative of Philips N.V. introduced the participants to the industrial and

Intellectual Property perspective of collaboration between a large company and Research infrastructures.

The seminars involved also other Research Infrastructures outside Accelerate project: ESRF- European Synchrotron Radiation Facility and DESY- Deutsches Elektronen-Synchrotron. Two working sessions focused on the issues, skills, expectations and goals on Industrial Liaison and Technology Transfer at RIs took place. Moreover, discussions were also focused on strategic and operational challenges of commercialisation of Research Infrastructures' solutions to the industry.

2.2 Complementary trainings—Webinars

A total of 14 webinars were organized on key aspects related to Innovation, Industrial Liaison, and Technology Transfer, according to the interests expressed during the seminars that took place in Vienna in September 2018. The topics were presented by experts, according to the availability of those international experts of CERIC and Accelerate partners' networks.

People involved in research activity related to industry, Industrial Liaison and Technology Transfer activities from all CERIC Partner facilities and Accelerate RIs were invited to take part, moreover the webinars were opened to other facilities among Europe. The webinars were also registered and published on Vimeo platform in order to be accessible to the people that couldn't attend on the specific date and in order to reach a wider audience; and will remain online as part of the ACCELERATE legacy. The key topics presented, with the corresponding external expert invited, were as follows (links to the recordings of the webinars are reported in Annex III):

07th November 2018

“The Innovation Canvas”

The first edition focused on innovation effectiveness. It was facilitated by Mr. Frank Boyd, Innovation Specialist at the Knowledge Transfer Network (KTN), where he is working on a project to capture best practice in innovation and to develop resources that provide practical help for business. Throughout the session, the Innovation Canvas, developed by KTN to support innovation ideas, was described, and illustrated with examples.

02nd April 2019

“How to look attractive to investors”

In order to bring innovations out of the lab into commercial exploitation, it is crucial to take into consideration the various aspects that can make the project attractive to potential investors.

In the second edition, Mr. Ian Tracey, Head of Access to Funding and Finance at the KTN (Knowledge Transfer Network), focused on the important factors for attracting investors in the Science – Industry environment by demonstrating how to make a pitch to investors. Mr. Tracey also highlighted the key features that investors pay attention to when assessing potential commercial projects.

14th May 2019

“IP and Commercialization for Research Organization”

The third edition tackled an important pillar within the industry – research collaboration context: Intellectual property and patenting. It was presented by experts in the field: Dr. Purewal, a practicing IP attorney (UK and European Patent Attorney) with a PhD in Theoretical Physics and Dr. Connell, a UK and European Patent Attorney with a PhD in Physical Chemistry.

The webinar targeted anyone involved in research and technology transfer activities. Participants were introduced to IP, its creating, ownership and commercialisation. The common pitfalls to avoid while commercialising IP in a research environment were also presented.

11th June 2019

“Maturity Gap”

The fourth edition focused on the maturity gap and a related case at the Kraków University. It tackled the best practices to overcome innovations maturity gap between research technology organizations and the market.

The speaker was Mr. Jakub Kruszelnicki, co-owner of the company Creative Labs and OaSIS Project coordinator (OaSIS: Optimizing Support of Innovative SMEs).

16th July 2019

“Common Challenges in Academic-Industry Collaborations”

The fifth edition focused on the common challenges faced while running industry-university projects and assessed their practical threads and pitfalls.

This edition was facilitated by Dr. Steve Welch, Director of Innovation at The Knowledge Transfer Network (KTN). Dr. Welch showcased the main issues that can occur throughout this kind of collaborative projects and presented suggestions of how these challenges can be prevented.

08th October 2019

“The DTU Innovation Eco-System, Processes, Challenges and Results”

The sixth edition focused on the innovation system of the Technical University of Denmark (DTU), considering its successful technology transfer operation.

The speaker of this edition was Mr. Michael André Jonsson, Senior Business Development Officer at the DTU. Mr. Jonsson presented the various methods used in TT operations as well as the aspects that make an effective process for capturing the value from novel research.

06th November 2019

“The development of Synchrotron-XRD analytical services to best meet the needs of the pharmaceutical industry”

The 7th edition focused on the development of Synchrotron-XRPD analytical services for the pharmaceutical industry. The X-ray Powder Diffraction (XRPD) is a powerful technique that exploits the interaction between X-rays and matter to study the structural and microstructural properties of materials.

The speaker of this edition was Dr. Fabia Gozzo, founder of Excelsus Structural Solutions. Among other topics, Dr. Gozzo presented Excelsus Structural Solutions’ business model, developed to make complex Synchrotron-XRPD techniques readily available to the pharmaceutical industry for both “routine” measurements and investigational studies.

03rd December 2019

“Technology Transfer as an ecosystem”

The 8th edition focused on technology transfer and all the aspects related to its implementation within the Research Infrastructure and the industry.

The speaker of this edition was Mr. Mauro Zambelli, Head of the In-kind Group at the European Spallation Source (ESS). Mr. Zambelli described how Kyma Srl, a spin-off company of Elettra Sincrotrone Trieste, was established and progressively grown from its beginnings in Trieste to the rest of Europe, the United States and China, becoming a world leader in its field and a successful example of technology ecosystem development.

10th March 2020

“Storytelling- Connecting people to your idea”

The 9th edition focused on the art of storytelling, its use and structure to convey facts and information to a target audience.

The speaker of this edition was Mr. Ian Tracey, Head of Access to Funding and Finance at KTN (Knowledge Transfer Network). Mr. Tracey described how storytelling is defined as one of the most powerful ways to carry a message to the people we wish to influence.

21st April 2020

“Keeping the conversation going on social media: Tips for large facilities”

The 10th edition focused on social media management for large facilities.

The speaker of this edition was Ms. Molly Pekarik-Fry, Web & Digital Content Manager at Diamond Light Source, UK’s national synchrotron. Ms. Pekarik-Fry shared her expertise, tips and pitfalls in managing and monitoring the social media channels of Diamond Light Source.

19th May 2020

“Success Factors in Curating a Fast-Growing Commercialization Ecosystem”

The 11th edition focused on the national ecosystem of technology transfer at the Politecnico di Torino that is mainly led by the Netval association.



The speaker of this edition was Mr. Shiva Loccisano, Head of Technology Transfer at the Politecnico di Torino and board member of Netval. Mr. Loccisano presented the success factors that allow Italian universities and Public Research Organisations (PROs) to benefit in a fast growing ecosystem for the commercialisation of their technologies.

14th July 2020

“Company Culture and Talent Management: key assets to drive successful innovation and business growth”

The 12th edition focused on the key assets to drive successful innovation and business growth through the company culture and talent management.

The speaker of this edition was Mr. Alberto Ratti, Managing Partner and co-founder of Gellify Iberia. Mr. Ratti demonstrated how to build and apply an innovation-led cultural framework based on practical cases.

08th December 2020

“The Missing 90%: from an idea to a product”

The 13th edition focused on the key aspects missing while developing a product.

The speaker of this edition was Mr. Pete Lomas, Founding member of Raspberry Pi. Mr. Lomas highlighted the pathway to designing, developing and manufacturing an electronic product using the successful Raspberry Pi as an exemplar.

20th April 2021

“Spinning Out-The Early days define the journey”

The speaker of this edition was Mr. Luca Venza, Director of Technology Innovation, Transfer and Acceleration at the IESE Business School.

The event focused on examples of successes and failures on negotiation of shareholders agreements, licensing agreements, company by-laws and services agreements.

3 Results

3.1 Seminars

Out of the all of the CERIC Partner Facilities invited to the trainings five participated, and among Accelerate Partners ESS, Hereon and Ratheanu Institute took part to the seminars. Two other Research Infrastructures: ESRF- European Synchrotron Radiation Facility and DESY- Deutsches Elektronen-Synchrotron DESY had also been invited a to confront and share their practices on Industrial Liaison and Technology Transfer.

As an outcome, major aspects for successful collaborations were highlighted: the importance of the internal environment of an organization for achieving its goals, the possible limitations of IL/TT operations, as well as the possibility to rely on external support.

In particular the feedback collected during the working groups (see programme in Annex II) highlighted the following aspects:

Issues and Contraints:

- Internal engagement and engagement with companies: difficult to motivate the researchers to market their results as technology transfer is not a priority for them, the lack, in some cases of a proper reward system or recognition for researchers. The need of top management involvement in technology transfer has also been highlighted as an issue.
- Engagement with companies: it's considered difficult also to reach the decision-makers in the companies and to gather correct information from companies on their needs.
- From a financial point of view, the lack of proper funding for technology transfer activities among different Research Infrastructures was highlighted.

Skills and tools needed

Communication and networking skills have been highlighted as needed to improve results on technology transfer and industrial liaison.

- Mix of competencies is needed, and a special focus was put on Intellectual Property (IP) on how to translate research results in a correct "Intellectual Property" language.

- A sort of “translator” role is needed in order to understand how the industry works versus how research is carried out. How to close or better understand the gap between Industry and Research Infrastructures.
- Need of common industry contact database.
- Additional trainings for researchers on industrial liaison and technology transfer processes, procedures and IP. Due to the lack of time for researchers and industrial liaison and technology transfer personnel, agile and short trainings would be the best option.
- Reports format and procedures for industry access have to be homogeneous among Partner Facilities.

Future goals:

- Improving promotion of research science and results.
- Boosting research collaboration projects and industrial partnerships.
- In the long term the creation of a success stories portfolio that at the moment is limited.
- Focus also on social impacts of RIs results.

From the CERIC consortium point of view:

- The need for common occasions to share issues and solutions on industrial liaison for Research Infrastructures in order to create a successful ecosystem
- The role of CERIC depending on the type of request: If an industrial need can be solved by just one partner facility, CERIC will take the role of facilitator, in case of more than one facility involved there is a clear need of CERIC as a coordinator of the whole action.
- The collaborative environment not only among CERIC Partner Facilities but among European Research infrastructures and how to create it

Participants defined common actions of CERIC and its partners in the short- and mid-term, The main action are presented in the chapter “Conclusions and remarks” of this report.

3.2 Complementary training—Webinars

As highlighted in the chapter 3.2, the topics of the complementary trainings have been planned according to the training needs highlighted during the event held in Vienna. In the following table the total number of participants and number of single views in the Vimeo platform (as of 14th of May 2021) are presented. A total of 662 participants profit from the training webinars.

Webinar Date and Title	Participants	Recording Views
07 th November 2018 “The Innovation Canvas”	22	84
02 nd April 2019 “How to look attractive to investors”	6	36
14 th May 2019 “IP and Commercialization for Research Organization”	24	27
11 th June 2019 “Maturity Gap	6	27
16 th July 2019 “Common Challenges in Academic-Industry Collaborations”	16	14
08 th October 2019 “The DTU Innovation Eco-System, Processes, Challenges and Results”	17	17
06 th November 2019 “The development of Synchrotron-XRD analytical services to best meet the needs of the pharmaceutical industry”	17	53
03 rd December 2019 “Technology Transfer as an ecosystem”	12	27
10 th March 2020 “Storytelling- Connecting people to your idea”	24	22
21 st April 2020 “Keeping the conversation going on social media: Tips for large facilities”	22	18
19 th May 2020 “Success Factors in Curating a Fast-Growing Commercialization Ecosystem”	17	40
14 th July 2020 “Company Culture and Talent Management: key assets to drive successful innovation and business growth”	15	20
08 th December 2020 “The Missing 90%: from an idea to a product”	28	24
20 th April 2021 “Spinning Out-The Early days define the journey”	20	7

The webinars were open and publicized among CERIC and Accelerate partners network. The following graph presents the geographical percentage distribution of the registered people to the overall webinars series

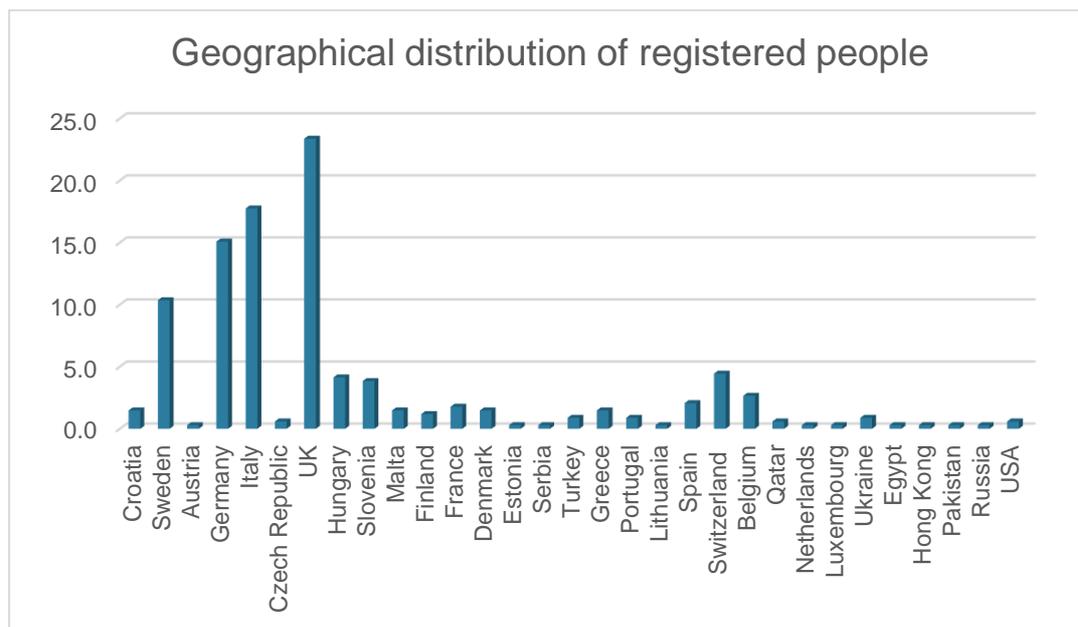


Fig.1: Registered people geographical distribution

As expected the main group is represented by the countries of the Accelerate WP3 partners that organize and/or support the promotion and the second group, also expected is represented by CERIC Consortium countries. In any case it has taken into account to ameliorate the promotion toward CERIC geography of interest for future activities.

Regarding the participation to the webinars by Research Infrastructures

- From CERIC Representing entities: Croatia (Ruder Bošković Institute), Hungary (Budapest Neutron Center), Italy (Elettra Synchrotron) and Slovenia (National Institute of Chemistry) personnel participated during webinars, and Accelerate put at disposition the registration in order all the CERIC Partner Facilities accessed to all the webinars at their time convenience.
- Regarding Research Infrastructures of Accelerate: ESS, Hereon and Eli took part in the webinars.

- It has to be highlighted that also other infrastructures and ERICs participated such as: CERN, Institut Laue-Langevin (ILL), Deutsches Elektronen-Synchrotron DESY, European XFEL, GSI Germany, BBMRI-ERIC, EATRIS-ERIC, Instruct-ERIC

4 Conclusions and remarks

According to the first training activity results, CERIC put in place already different actions during the project and more will take place after the end of Accelerate.

Additional training needs, highlighted during the sessions that took place in Vienna on the 26th-28th of September, were taken into account for the complementary trainings:

- The complementary training were planned in the form of short periodical webinars in order to be agile and easy to access as highlighted in the previous activity.
- Intellectual Property management and relevant aspects were tackled in different webinars
- The building of an innovation –commercialization ecosystem has been presented by three different experts
- How to improve communication and networking of research results toward industry were also tackled in two webinars.
- Closing the gap between Research Organization and Industry, and commercialization success stories and best practices were highly addressed in the webinar series.

Regarding the complementary trainings carried out via webinars, even if the involvement of Research Infrastructures can be defined as very positive, and the involvement of CERIC Research infrastructures satisfactory, for the latter it is considered that the involvement should be improved for future capacity building activities in order to boost the sharing of best practices among the partners

Regarding standardization and homogenization: the procedure of access for the industry was presented and discussed during the seminars, also a standard report content for all Partner Facilities was discussed and modified according to feedback received. CERIC is also always updating a company database, categorized by sector, and, in case a Partner Facility is looking for companies in a specific sector to engage for its industrial liaison activity, can contact CERIC ILO that will check among the database if some company can fit the need.

The creation of an open innovation environment among different European Research Infrastructures was also further discussed with ESRF with the view of sharing between CERIC and ESRF possible potential industrial needs that cannot be solved alone by one of the two infrastructures.

The need for common spaces to share issues and practices has been already tackled, two meetings in 2018 and 2019 were held between CERIC Industrial Liaison Office (ILO) and its Partner Facilities. For the same scope, a workshop on technology transfer and industrial liaison has been also planned every two years inviting different Research Infrastructures and experts. Owing to the Pandemic in 2020, the workshop couldn't take place, but it's planned to be held in 2021/2022.

Partner Facilities of CERIC are part of large research entities (the Representing Entities of CERIC) and their technology transfer activities depend on the involvement of the top management of those entities. On the other hand, the role of centralized support by CERIC was also highlighted as important, in the view also to boost the innovation ecosystem among the facilities. CERIC has considered both aspects and worked, according to the results of task 3.3, on an action that could tackle these aspects: CERIC prepared and offered an agreement to its Representing Entities to have access to their whole portfolio of innovations in order to support, with dissemination and marketing activities, the technology transfer activities..

Moreover, the fact that CERIC can have access to and review the innovations portfolio of different Representing Entities at the same time, can help to identify possible synergies on research topics and lead to a more collaborative environment.

The financing issues highlighted on technology transfer were also taken into account by CERIC. Currently, the Consortium is working on a possible technology transfer investment fund. Due to confidentiality reasons, at the moment, no further details can be provided.

Regarding engagement of industry and networking to industry, those aspects have been tackled through task 3.2 presenting Research Infrastructures to different "Research to Business" events (please refer to Deliverable 3.3)

Regarding capacity building, the engagement of CERIC Partner Facilities in common training activities has to be in any case improved as not all the Partner Facilities of CERIC participated in the activities proposed. This aspect can be ascribed to the very different level, among the Partner Facilities, of development of the technology transfer and industrial liaison area. For this reason, it has been planned to follow on with other activities on specific topics after the project according to other future needs.

5 ANNEX I

Capacity training topics options proposed through questionnaire/interviews with CERIC

Partner Facilities

In which part of the technology transfer and industrial liaison process you would like to boost your capacities	Options given
	-Technology portfolio prioritization -
	-Proof of market/market potential analysis of results
	-Cross innovation (repositioning technologies form an industry to another)
	-Commercialization strategy
	-IP management/IP strategy
	-Elevator pitch
	-Marketing and communication with industry
	-Commercialization actions
	-Negotiation and contracts
Other: open answer	

Main topics defined according to the questionnaire/interviews.

Marketing and communication with industry
How to build an effective elevator pitch
Spin-off creation: how, how to create value, business model and business plan
Commercialization actions, main steps for commercialization and IP management. Commercialization strategy for innovations, best practices
How to find proper partners to take a good idea in practice: how to catch the proper stakeholders according to the stage of development and commercialization
Proof of market/market potential analysis of innovation results

6 ANNEX II

Programme

Workshop on Industrial Liaison & Technology Transfer in Research Infrastructures: *Best Practices and Success Factors*

26-28 September 2018, Vienna – Austria

Day 1

Technology Transfer Models

9:00	Registration
9:30	
9:30	Angela Zennaro, Industrial Liaison and Technology Transfer Officer - Central European Research Infrastructure Consortium (CERIC-ERIC).
9:45	<i>Introduction and presentation of the workshop.</i>
9:45	Barbara Angelini, Technology Transfer Manager - CNR Italy (National Research Council). <i>CNR TTO system: targets to be achieved and how TTO is set in order to reach them. Successes and failures. (+Q&A).</i>
10:10	
10:10	Aude de Clercq, Technology Transfer Officer – European Space Agency (ESA). <i>Pillars of ESA technology transfer office: how to coordinate and manage ESA researchers' outputs. Brokers network: how to manage a network of external collaborators (+Q&A)</i>
10:50	
10:50	Coffee break
11:10	
11:10	Carmen Casteras, Intellectual Property Officer – Fusion for Energy (ITER project). <i>Managing the IP in Fusion for Energy, how to shape the IP to fit with its commercialisation. (+Q&A)</i>
11:35	
11:35	Working groups. Moderators: Speakers from previous session. Group discussions on: The necessary skills and tools to run a TT/IL office.
12:35	Main goals for each TT/IL related to large Research Infrastructures. Main issues and constraints related to IL/TT in their environment.
12:35	
12:35	Group presentations on the results of the previous working session.
13:00	
13:00	Lunch
14:00	
CERIC Objectives on Industrial Liaison	
14:00	Salma Baghdadi , Communications Officer – CERIC-ERIC
14:05	<i>Introduction and presentation of the session.</i>
14:05	CERIC Partner Facilities' presentations (around 10 minutes each)
15:15	Their current development of IL and TT: actions usually carried out.

Expectations for IL from being in CERIC: what they want to achieve within CERIC, what kind of support they would like to have from CERIC.

15:15
15:35

Coffee break

Working group: Round table on possible actions and synergies (moderator: Leonie van Drooge - Rathenau Instituut, Caroline Curfs - HZG):
15:35 What are the common targets/strategic objectives of CERIC's Partner Facilities?
17:30 What similar actions are currently carried out among the Facilities and can be carried out commonly? What are the common actions that can be carried out in the future? Which actions could be carried out through CERIC, as a Central European Research Infrastructure Consortium?

19:30 Dinner

Day 2

CERIC Objectives on Industrial Liaison

9:30 **Matthias Girod**, Project Officer – CERIC-ERIC: *Presentation of the day and resume of the results of day 1's sessions*

9:45 **Angela Zennaro**, Industrial Liaison and Technology Transfer Officer – CERIC-ERIC
10:00 *CERIC's current ILO Role and Procedure.*

Open discussion on the procedure to reach the goals defined the day before:
Role of CERIC.

10:00 Coordination procedure with the Partner Facilities.

11:00 Delivering the results/reports to companies, homogenisation on the type and quality.
Legal aspects: unique NDA, quotation forms, etc.

11:00
11:20

Coffee break

11:20 Definition of actions plan, according to the previous working sessions (moderator: Leonie van Drooge - Rathenau Instituut, Caroline Curfs - HZG): The Partner Facilities should present and reach an agreement on:
12:30 Listing the actions/timings and Facilities involved.
Defining who is in charge of what in the actions defined, how to coordinate between CERIC and the Partner Facilities for the actions.
Reporting/establishing periodical meetings on TT.

12:30
13:30

Lunch

Commercialization of research infrastructures results

13:30 **John Millard**, Head of the Technology Transfer Office - Paul Scherrer Institute.
13:50 *Commercialisation of Technology. Key points to creating and supporting successful spin-off activities from a technology centre (+Q&A).*

13:50 Michelle Lampson, Innovation Manager - UK Research and Innovation.

14:15	<i>Cases and experiences on commercialization of new solutions and services. (+Q&A)</i>
14:15	Edward Mitchell, Head of Business Development - European Synchrotron Radiation Facility (ESRF).
14:40	<i>Balancing Open Innovation against Business Opportunities. (+Q&A)</i>
14:30	Coffee break
14:50	
14:50	Working session on commercialisation: key issues on commercialisation of large Research Infrastructures' solutions. Moderator: Sabine Jähmlich – DESY, Edward Mitchell – ESRF).
16:00	
17:00	Transfer to the outdoor activity
17:30	
17:30	Outdoor activity
19:00	
19:30	Dinner

Day 3

IP expectations and Financing of technology transfer projects

9:30	Matthias Girod , Project Officer – CERIC-ERIC.
9:40	<i>Introduction of the day</i>
9:40	Yavuz Kabuk, Intellectual Property Counsel - Philips.
10:05	<i>Philips IP key aspects for technology acquisition and highlights on the negotiation phase with research institutions.</i>
10:05	Andrea Marcello, Investment Manager - European Investment Fund (EIF).
10:30	<i>Financing opportunities for technology transfer. +Q&A</i>
10:30	Dušan Štric, Innovation and Industrial Liaison Officer - European Spallation Source ERIC (ESS).
10:55	<i>From Invention to Innovation: The Importance of Diligent Intellectual Property Management</i>
11:00	Jana Kolar, Executive Director - CERIC-ERIC
	<i>Conclusions and closing of the workshop.</i>

7 ANNEX III

Links to the recordings of the complementary trainings – webinars

07 th November 2018 “The Innovation Canvas”	https://vimeo.com/300519675
02 nd April 2019 “How to look attractive to investors”	https://vimeo.com/330779560
14 th May 2019 “IP and Commercialization for Research Organization”	https://vimeo.com/336539860
11 th June 2019 “Maturity Gap	https://vimeo.com/342038193
16 th July 2019 “Common Challenges in Academic-Industry Collaborations”	https://vimeo.com/358838109
08 th October 2019 “The DTU Innovation Eco-System, Processes, Challenges and Results”	https://vimeo.com/365009142
06 th November 2019 “The development of Synchrotron-XRD analytical services to best meet the needs of the pharmaceutical industry”	https://vimeo.com/371649612
03 rd December 2019 “Technology Transfer as an ecosystem”	https://vimeo.com/377042753
10 th March 2020 “Storytelling- Connecting people to your idea”	https://vimeo.com/397620463
21 st April 2020 “Keeping the conversation going on social media: Tips for large facilities”	https://vimeo.com/410151427
19 th May 2020 “Success Factors in Curating a Fast-Growing Commercialization Ecosystem”	https://vimeo.com/420248291
14 th July 2020 “Company Culture and Talent Management: key assets to drive successful innovation and business growth”	https://indico.desy.de/event/26512/
08 th December 2020 “The Missing 90%: from an idea to a product”	https://vimeo.com/488504682
20 th April 2021 “Spinning Out-The Early days define the journey”	https://vimeo.com/553720116