

**Workshop "Integration of Innovation in the
Common Strategic Framework for Research and Innovation"
Brussels, 7 July 2011**

REPORT

Summary of main messages resulting from the workshop:

The discussions expanded from the initially set out questions on **HOW** certain Green Paper results could be implemented into the issue of **WHO** needs to be involved / decide etc. and **WHAT** should be funded besides R&I activities:

HOW should R&D projects be conceived to match the needs of innovators and make results fit for take-up was the major issue for recommendations:

- The selection criteria need to be **adjusted to the objective of the individual calls**, i.e. for applied research strong relevance of **market impact**.
- A **business / marketing plan** should be a compulsory element of all applied research projects.
- **Different instruments** (e.g. mobility, project grants, financial instruments, support services) should be used and **interlinked** in terms of goals, timing, aligned selection criteria.
- **EU-scale test beds and demonstrators** in Societal Challenges linked areas (health, energy, transport) including standardisation and service concepts, to showcase product in real environment beyond the testing of technological concept.
- **Shift focus from fundamental research to meeting market**, civil society and industry needs and support to take-up of research results.
- **Projects should be small and nimble**: even larger projects should have the possibility to be broken down into smaller components.

WHO

... **sets the agenda**, defines the calls and the selection criteria and evaluates emerged as overarching crucial issue:

- Give **citizens, civil-society and stakeholders** (problem owners) a voice to define challenges and societal demands and to break down large challenges in smaller problems fit for projects; **recognise crowd-sourcing as a tool to define** (and possibly solve) **problems**.
- **Industry involvement** in shaping agenda and calls was seen as crucial.
- In the **evaluation committees**: market, business, public procurers, IP experts and if relevant potential users of research results, etc. should be more strongly represented.

... **is involved in the projects** was seen as crucial for increasing the impact on innovation:

- **Increase industry participation** (25% today) helps to bring research results to the market. In each consortium at least one participant should be **from the business side** to bring in expertise on external outcome management
- **Open project formats**, that allow to bring in new actors, even in the course of a project,
- **End-user** involvement also during the projects.

WHAT besides R&I activities should be funded:

... The issue of **skills and services** for innovation and the possibility to **access** them came up in various contexts, in particular for:

- **SMEs**: in particular IP and innovation management capacities, access to innovation talents (i.e. not only scientists), not only through grants, but also through match-making and vouchers,
- **Public procurers**: Skills for managing procurement of innovative solutions,
- **Providers of innovation support services**: improve skills and quality of the offer and open up to get complementary skills from other providers,
- **Academia**: The development of innovation skills in academic curricula and public research organisations and the mobility of researchers to industry should be fostered.

... The usefulness of **platforms and networks** was strongly underlined (with a caveat regarding the proliferation of them and the capacity of SMEs to effectively participate in them) as tool for:

- Policy-making, i.e. shaping and coordinating agendas at different policy-levels and coherence between supply and demand-side approaches (funding, regulatory measures, regional / national support systems, public demand, ...),
- R&I processes (for setting out challenges and joint development of solutions using social media, along value chains, via clusters, recognition of crowd-sourcing as scientific method, etc.)
- Pooling resources and intelligence (e.g. financial, administrative capacities, know-how, e.g. networks of public procurers ...)

.... A number of recommendations reached beyond the remit of what a funding instrument can deliver and concerned **other types of policy instruments**, such as regulation. It was however recognised that Horizon 2020 funding should support the evidence base and policy learning to help designing more innovation friendly regulation.

Background and context:

This thematic workshop was part of a series of meetings organised as follow-up of the *Common Strategic Framework for EU Research and Innovation Funding* (Horizon 2020 - CSF) consultation, aiming at collecting further inputs and suggestions that could feed into the legislative proposal of the new programme for research and innovation. The topic was chosen to complement other workshops, e.g. on financial instruments, SME innovation or key enabling technologies.

The event was jointly managed by Directorate General Enterprise and Industry and Directorate General Research and Innovation. It brought together some 75 participants representing policy makers (from the Enterprise Policy Group subgroup on innovation and the European Research Area Committee), representatives of enterprises, business associations, research organisations and research and innovation support agencies.

The format of the workshop was interactive and based on the "Ritual Dissent" technique¹.

The general problems for the EU in terms of innovation performance in a global perspective and the main overall results of the Green Paper consultation were recalled by Peter Dröll, Head of Unit for innovation policy in DG RTD:

- Strong support for bringing research and innovation together in a Common Strategic Framework
- Simplification is a key priority for all stakeholders
- All stages in the innovation cycle should be supported, with more attention for close to the market activities (e.g. demonstration, piloting)
- Continuity for the successful elements of current programmes, e.g. European Research Council, Marie Curie, collaborative research
- EU funding should be tied closely to societal challenges and EU policy objectives (climate change, ageing, energy security,...)
- More openness and flexibility needed, less prescriptive calls, better use of bottom-up instruments (also in programme parts guided by clear policy objectives)

Building on the very strong support coming out of the Green Paper consultation in favour of integrating innovation into the CSF (Horizon 2020) in order to create a seamless support system covering the entire innovation cycle from ideas to the market and ultimately increasing the impact of research on innovation performance, Katja Reppel, acting Head of Unit – Policy Development for Industrial Innovation in DG ENTR, presented a brief overview of the current innovation-related EU funding programmes and where they are intervening in the innovation cycle², as well as the questions for the workshop for which the Commission was seeking recommendations to translate them into concrete measures under the CSF / Horizon 2020:

Issues resulting from the Green Paper responses:

- More emphasis on innovation / economic impact, not only research excellence; Less prescriptive calls that leave scope for innovation actors to decide

¹ <http://www.cognitive-edge.com/method.php?mid=46>

² See annex 2

- Innovation often needs smaller projects/consortia and simple on-demand support.
- Large innovation actors want large, strategic, longer-term research and innovation actions on societal challenges.

⇒ **Question 1: How to make projects match the needs of innovators?**

Issues resulting from the Green Paper responses:

- Supporting researchers / technology providers beyond demonstration of technological functioning.
- Supporting SMEs to find and test technologies
- Support use of IPR held by research organisations and SMEs
- Support mobility of innovation talents

⇒ **Question 2: How to disseminate / support take-up of existing research results and knowledge?**

Issues resulting from the Green Paper responses:

- Enable firms to use user-centred innovation, user involvement, design and creative thinking
- Support to service and business model innovation.
- Capture crowd-based innovation processes to help translate them into business opportunities.
- Foster better understanding of innovation processes.

⇒ **Question 3: How to support innovation in the broad sense, beyond research?**

Issues resulting from the Green Paper responses:

- Public procurement as driver for developing / deploying innovative solutions.
- Support state-of-the-art regulation and labelling / information of users.
- Thematic innovation actor platforms for comprehensive approaches and networking.

⇒ **Question 4: How to use demand-side instruments for innovation support?**

Recommendations resulting from the workshop:

Question 1: How to make projects match the needs of innovators?

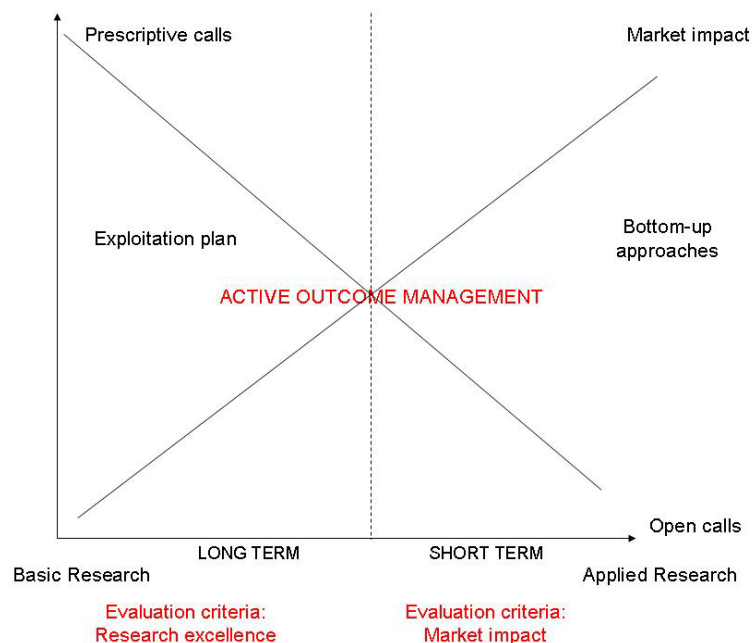
Problem to tackle: Less prescriptive calls that leave scope for innovation actors to decide make it difficult to compare quality of project proposals and entails the risk of losing focus on societal challenges and on issues of public interest. "Close-to-market projects" present a risk of distortion of competition and conflict with the subsidiarity principle.

Recommendations on how to design and evaluate less prescriptive calls for proposals:

- **Use both prescriptive and bottom-up / open calls:**
 - ▶ calls for **strategic, long-term research** (with a time perspective before any market impacts) should be prescriptive, based on scientific excellence and include in any case an exploitation plan.
 - ▶ Calls for **applied research** (and thus with a shorter time perspective) should be more open and assessed in terms of market impact of the innovative solution sought after (see diagram below)
- Use more calls on societal challenges / problem solving, **not on specific technologies**. Even in thematic calls, there should always be **one strand left totally open**.
- **Evaluation panels** should be composed according to the topic bringing together evaluators with **scientific and with market / business expertise**.
- **Use different** evaluation criteria and rules/guidelines for calls according to their time perspective, i.e. more emphasis on **scientific excellence for calls for basic research with**

a long term perspective and more emphasis on market impact for calls for **applied research** actions with a shorter time perspective.

- The **minimum conditions for the composition of consortia** has to include that at least **one participant comes from the business side** to bring in expertise on external outcome management (as for example the Scottish Enterprise "Proof of concept programme"³).



Problem to tackle: Innovation often needs smaller projects/consortia and simple, on-demand support for SMEs to better capture market opportunities and to help SMEs overcome their major barriers to innovation: lack of time and difficult access to the first customer. However, a multitude of small projects increases drastically management burden for the European Commission.

Recommendations on how to allow for smaller projects and on-demand support for SMEs:

- Apply principle of **single business, single country projects** with focus on market replication and pilot activities **but ensure EU added value** by inclusion of an EU-wide dissemination part, focus on issues of EU dimension (i.e. not done at national level) and aim to foster an EU-wide and effective market for innovation.
- Use **permanently open calls**, not annual deadlines and reduce time-to-contract for smaller projects / budgets. **Voucher systems** could be suitable implementation models⁴.
- **Reduce financial control** by adopting a less risk-averse attitude, as smaller projects may have shorter duration involving **smaller budgets**.
- **Bring in potential customers** to showcase product in real environment as part of the project, e.g. inspired by the "vitrine technologique" in Quebec (Canada)⁵ or in procurement based approaches⁶.
- **Delegate programme management** for instance to executive agencies, national/regional programme management agencies⁷, or via ERA-Nets to harmonise instruments among countries.

³ www.scottish-enterprise.com/start-your-business/proof-of-concept-programme.aspx

⁴ http://www.europe-innova.eu/web/guest/home/-/journal_content/56/10136/469981

⁵ www.vitrine-technologique.gouv.qc.ca

⁶ http://ec.europa.eu/enterprise/policies/innovation/policy/public-procurement/index_en.htm

⁷ Which might be possible if the Commission proposals for the revision of the EU Financial Regulation and the detailed rules of implementation of the Financial Regulation are accepted (see: Article 127 in http://ec.europa.eu/budget/library/biblio/documents/regulations/com_2010_815_revision_triennale_en.pdf in combination with Article 184a in <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=SEC:2010:0639:FIN:EN:PDF>)

- **Offer and combine different forms of support** through Horizon 2020, i.e. not only **grants** for projects, but also **financial instruments** (loans, VC) and support for **innovation facilities** (e.g. "open innovation plants" between laboratory and full scale production for prototyping⁸).

Problem to tackle: Large innovation actors want large, strategic, longer-term research and innovation actions on societal challenges, but which are suitable project formats and how can this be reconciled with the need for small projects?

Recommendations on how large actions should be conceived:

- Large, long term actions should be conceived as **programmes that allow for smaller actions / projects under them.**
- Large actions should address the **whole innovation cycle** and **use different instruments** (e.g. mobility, project grants, financial instruments) and **interlink them** in terms of goals, timing, aligned selection criteria, e.g. through Innovation Partnerships (FP7, CIP, Lead Market Initiative⁹), demonstrators, clusters, Knowledge and Innovation Communities.¹⁰
- The format could follow the example of **public-private partnerships** under the EU recovery programme (and avoid the complex bureaucratic set-up of separate legal entities, like JTI).
- **Increase industry participation** (25% today) as this helps to bring research results to the market through **open project formats**, giving **industries a voice in defining the agenda / calls**, involvement of outcome managers, more collaborative research linked to the market, improving the implementation and proof of concept stages, and simplification.
- Set priorities at political level (EP, Council), but give **citizens and civil-society a voice to define challenges and societal demands in the Specific Programmes.**
- Involve **end-users in the development of the work programmes** (programme committees) and in the definition of the needs for demonstrators.

Question 2: How to disseminate / support take-up of existing research results and knowledge?

Problem to tackle: For supporting researchers / technology providers **beyond demonstration of technological functioning**, new forms of support instruments are necessary to fill the gap to market replication of solutions.

Recommendations on how to go beyond demonstration of technological functioning:

- New instruments / calls need to be designed in a way that they recognise the **differences and interlinks between service and manufacturing** sectors.
- Calls and their selection criteria should be conceived **taking account of the value chain**, improving our strengths in terms of proximity, networking and integration of technologies (Key Enabling Technologies¹¹, Nano, Bio, Photonics).
- A **business plan** should be a compulsory element of all research projects.
- Projects should have the **possibility to stop it**, if it does not perform well.
- **Industry involvement** in shaping agenda and calls and in evaluations is crucial.
- Projects should allow for **open innovation approaches**, i.e. let other / smaller firms join, and be designed to attain targets that are suitable to unite large firms and SMES behind them.
- Allow the combined funding of projects through **Horizon 2020 and Structural Funds** and facilitate Member States and regions to team up in variable geometries and possibly at different stages of the innovation cycle.

⁸ For instance: Design Factory (<http://aaltodesignfactory.fi/>), LivingLabs (www.openlivinglabs.eu), MindLab (www.mind-lab.dk/en); see workshop results "Labs for a more innovative Europe" (<http://grips-public.mediactive.fr/workshops/view/4/labs-for-a-more-innovative-europe/>)

⁹ http://ec.europa.eu/enterprise/policies/innovation/policy/lead-market-initiative/index_en.htm

¹⁰ <http://eit.europa.eu/>

¹¹ http://ec.europa.eu/enterprise/sectors/ict/key_technologies/index_en.htm

Problem to tackle: Currently EU programme support ends at state of match-making between technology providers and firms interested in adopting new technologies¹². There is no support for testing technologies in SME context, but most matchmaking does not result in a take-up as the risks are too high and the absorption capacities of SMEs are too low.

Recommendations on how to support SMEs in finding and testing technologies:

- The **innovation management¹³ capacities of SMEs** need to be improved in order to both help researching firms to bring their results to the market and non-research firms to absorb new technologies and develop innovative ideas for using them. This could be supported through **voucher schemes or training or support services** delivered at national / regional levels and with EU support for **cross-border opening** of existing schemes (not via complex EUREKA-based multi-country programmes).
- The improvement of the **quality of national / regional innovation support systems** is crucial for this and should be supported through **best practice exchanges**. **Clusters** should be given the means to play a stronger role.
- A **marketing plan** should be a compulsory element of all research projects, including visualising results.
- **Financial instruments** (loan / risk capital) should be designed to support the take-up of research results and technologies.
- A next generation of **demonstration and market replication** projects should be set up.

Problem to tackle: There is insufficient capacity or incentives to manage IP portfolios in many research organisations and SMEs. This leads to under-used IP and lack of return on investment for R&D efforts. The unitary patent and Single EU Market are obviously welcome, but would not be enough to tackle the issue of commercialisation of research results.

Recommendations on how to support use of IPR held by research organisations and SMEs:

- The approach needs to address **all stages of a project**, starting with the evaluation: greater relative weight needs to be given to the evaluation criteria relating with **socio-economic and industrial IMPACT**. Business actors, public procurers and IP experts need to be included among the **evaluators**.
- **Implementation phase:** potential investors (venture capitalists, EIB etc.) and potential users of the research results (firms, public sector) need to be involved in the monitoring of projects to steer them towards usable results.
- **Go-to-the market phase** (after project completion): Commission should do **technical audits** on projects (as opposed to financial audits) and provide **follow-on grants** for take-up and experimentation¹⁴.
- An **Innovation marketplace** should be set up with particular attention to the needs of technology absorbing firms, possibly including different (functional) presentations of research results / technologies, physical and virtual "meet the market" events (e.g. building on EEN brokerage events).
- The development of **innovation skills** in academic curricula, in SMEs and public research organisations and the mobility of researchers to industry should be fostered.
- More active involvement of the **Member States in the take up of research results** is needed, also via the **Structural Funds**;

Problem to tackle: Having the right people is crucial for successful innovation, not only because of them being the most favoured method of firms to access knowledge, but also due to the know-how acquired by training and "learning by doing, using and interacting". SMEs are less attractive or known to people (in particular graduates) with innovation talents (researchers, designers, etc.) and have thus

¹² <http://www.enterprise-europe-network.ec.europa.eu/services/technology-transfer>

¹³ <https://www.improve-innovation.eu/>

¹⁴ For instance building on current FP7 support after "Ideas" projects

a disadvantage compared to large firms and public bodies. Trans-national mobility funding (e.g. Marie-Curie) is most important for SMEs, especially to gain both intercultural experiences and competitiveness by international cooperation. Existing MC measures do not fulfil SMEs needs, so they are usually used by research organisations.

Recommendations on how to support mobility of innovation talents:

- **Further develop Marie-Curie:** Assess how to make Marie-Curie rules more attractive to SMEs; Probably simplification and shorter time-to contract is key, as well as to allow for projects with less participants (possibly even one-to-one actions); Enterprise Europe Network partners and NCPs should be asked to promote Marie-Curie towards SMEs.
- **Innovation talents are more than researchers** (might be designers and other kind of experts), and it should be assessed if and how Marie-Curie could take this into account or if other actions are needed. European mobility funding programme (Life-long Learning: Erasmus, Leonardo da Vinci etc.) should be streamlined and complement each other.
- Improve and promote **job/vacancies portals** like Euraxess¹⁵. **Websites** like e.g. eurosciencejobs.com or eurobrussels.com should be asked to open their site for offers from researchers.
- Support at political level **researchers' career development & academic credits** so that working in a company, including SMEs, is no longer seen as a stigma in a scientist's CV.

Question 3: How to support innovation in the broad sense, beyond research?

Problem to tackle: Industries evolve beyond traditional sector or technology classifications and are increasingly based on mixed product-service solutions. Innovation support in the EU is, however, mainly targeting research and technology or is manufacturing sector oriented.¹⁶ This fails to appropriately address needs of emerging sectors and industries, as the transformative impact of services on business models and value chains is so far not sufficiently taken into account in by policy makers.¹⁷

Recommendations on how to support service and business model innovation:

- Engage **cross-sectoral** expertise and feedback from worldwide regions.
- Explore simplified requirements for service and business model innovation, e.g. **unsolicited open calls for proposals** to address societal challenges, with flexible application periods, the possibility to redirect existing projects, and less pre-defined consortia.
- Promote use of **innovation vouchers** at domestic level through co-financing national/regional/local innovation support providers to improve the performance of the innovation systems and to bring new actors into innovation processes (e.g. service sector firms).
- **Constructivist learning approaches** should be allowed in projects, i.e. users (groups with a specific demand) should be enabled to get actively involved in the innovation process (e.g. through tools such as discussion forums, wikis and blogs), taking existing knowledge as a starting point and bringing individual and cultural differences and diversity to bear.
- **Revisit policy instruments** to make them more supportive to service and business model innovation.

¹⁵ <http://ec.europa.eu/euraxess/index.cfm/jobs/index>

¹⁶ See for instance: European Innovation Progress Report 2009: "support for organisational innovation is only 6% of all MS funding for innovation, but this is often due to measures in support of ICT diffusion, for instance, rather than direct support for innovation management of enterprises". (<http://www.proinno-europe.eu/trendchart/european-innovation-progress-report>) and Regional Innovation Monitor – annual report 2010: "policies remain heavily focused on supply-side despite efforts to support knowledge transfer and collaboration activities between the research base and industry. [...] policies are predominantly concentrated on the manufacturing sector ..." (<http://www.rim-europa.eu/index.cfm?q=p.reportDetails&id=15138>)

¹⁷ <http://www.europe-innova.eu/web/guest/innovation-in-services/expert-panel/publications>

Problem to tackle: The phenomena of co-invention, user-centred innovation, social innovation, crowd-sourcing¹⁸, setting out "challenges" and devising solutions through Internet based platforms generate interesting ideas for innovative solutions, but most seem not to be implemented neither commercially, nor non-for-profit. The lack of capacities of firms to handle these more sophisticated e-business approaches and get more involved with potential users / clients / cooperation partners seems to be part of the problem. The EU added value in addressing this was seen as creating critical mass to speed up innovation processes.

Recommendations on how to support user-centred and crowd-based innovation processes for business opportunities:

- **Recognise crowd-sourcing as a tool for R&D:** allow R&D&I performers to use it as part of research projects and use the same selection criteria and funding level as for other activities.
- **Recognise crowd-sourcing as a tool to define problems:** to bring together stakeholders (problem owners) to break down large societal challenges in problems of a size that they are fit for projects calls without prescribing specific solutions nor technologies. Also implementation and IPR issues should thereby be defined. The format should be that of a support action with up to 100% EU co-funding.
- **Use platforms** based on shared interests to bring actors together; reshape existing ones to fit innovation needs (e.g. analyse ETPs and KICs and compare to other platforms)

Problem to tackle: Innovation is multi-faceted, involves an ever broader range of actors and depends on a broad range of different drivers, research and technology being only part of them. An additional challenge for EU level policy-making is to address appropriately the very divergent situations in the Member States and their regions. A solid evidence-base and realistic understanding of innovation processes and their actors, drivers and barriers is crucial to design effective policy-measures and revise or cease them in the light of the evidence.

Recommendations on how to foster better understanding of innovation processes for better policy-making:

- Regard **innovation processes like ecosystems**, i.e. use not just push and pull approaches, but consider value chain approaches; use a global approach, not only limited to EU; complement hard indicators by soft indicators. Offer **different types of support at the same time** and not in a linear approach from research to market in consecutive services/support per stage.
- **Use new and existing platforms, formal and informal**, looking at successful networks/platforms/blogs; identify who are the crucial drivers/bridge builders for success that pick up the innovation needs/problems and find the innovative solution.
- Look at **best and worst practices**.
- **Use pilots** to transfer good practices and follow an approach that brings all actors on board, including SMEs.
- **Think out of the box**, do not just act on what you can measure; learn from successful and unsuccessful platforms; bridge builders and bridge building between stakeholders is crucial in the system.
- **Adjust to new innovation needs** (open source committees) in terms of managerial structure, reward system (recognition of common interests), soft factors/attitude, interoperability (bridge builders system),
- Pick up/combine best parts of EU programmes that fit the **network/platforms principles** best; **remodel existing support systems by redefining measures according to the success factors** (attitude, social interaction, bridge building)

Question 4: How to use demand-side instruments for innovation support?

¹⁸ A method/technique to use the power of crowds to solve problems; A method of articulating problems to be solved (e.g. disaggregating grand challenges in other smaller).

Problem to tackle: Pre-commercial procurement and public procurement of innovative solutions are not yet widely used as innovation drivers in the EU, despite them having a triple positive impact: it improves public services and infrastructures to the benefit of citizens and businesses, it helps to make the public sector sustainable (socially, economically and ecologically) and it helps innovative firms as speeds up market introduction of innovations (with positive impacts on return on investment, access to private funding, and allows for fast product improvements thanks to a lead customer). The problems where there is EU added value that argues for action is in particular the lack of critical mass and the lack of knowledge and capacities of procurers regarding risk management and effective involvement of suppliers.

Recommendations on how to use public procurement as driver for developing / deploying innovative solutions:

- Collect and promote **good practices** in Europe/worldwide and support the exchanges of good practice on pre-commercial procurement and procurement of innovative solutions, e.g. as done by the ESA.
- Support **public procurement networks** to develop joint projects.
- Encourage establishment of **national/regional knowledge centres** for giving advice and training to contracting authorities on procurement of innovation; support **EU networking** of such centres.
- Put **manuals / training material** at the disposal of public procurers, in particular on defining value for users, on **life cycle costing (LCC) / total cost of ownership (TCO)**, etc.
- Foster the building of the **capacity of potential suppliers of innovative solutions** (industry and research bodies) through training and EU networking (and possibly an adaptation of the SBIR), to enable them to bid successfully.
- Promote **EU-scale test beds** in Societal Challenges linked areas (health, energy, transport) including standardisation.

Problem to tackle: The private demand for innovations¹⁹ depends crucially on the level of knowledge of the potential users / clients regarding the state-of-the-art (e.g. in eco-innovation and energy / climate technologies) and on the level of regulatory requirements. The recent evaluation of the Commission's 2007 Lead Market Initiative²⁰, the first EU level strategy to address demand side aspects of innovation policy, had an encouraging result as regards the choice of instruments (incl. standards, regulation and 'complementary actions' like labelling) and provided justifiable EU-added value in most instances.

Recommendations on how to support state-of-the-art regulation, labelling and information of users:

- Inclusion of final **users/stakeholder communities in R&D&I projects** (voluntary) and companies in the supply chain.
- Support **technology verification / proof of concept**.
- Foster evidence-base to ensure **performance-based regulation** for innovation. Support research on and evaluation of impacts of regulation on innovation and markets
- Focus on **labelling** that has a driving role in innovation, covering complex packages of products and services and is of global relevance. Stimulate "**self-labelling**" through **social media/ crowds** for system innovation.
- Foster **awareness raising about benefits of regulation/labelling for users** (e/g/ through awards and events).
- Support contests, awards, **prizes for user-friendly innovative solutions**.
- Include the regulation and labelling in the European Innovation Partnerships, considering NGOs as representative bodies.

Problem to tackle: Europe's innovative and creative potential remains under-used as the relevant actors are not sufficiently networked bringing together demand and supply side actors, actors along

¹⁹ See for instance http://grips.proinno-europe.eu/knowledge_base/view/898/demand-led-innovation/
²⁰ http://ec.europa.eu/enterprise/policies/innovation/policy/lead-market-initiative/index_en.htm

(existing or emerging) value-chains or actors in the triple-helix and knowledge-triangle. Some networks are rather closed to new or different participants. SMEs often do not have time and resources to participate in networks.

Recommendations on how to support thematic innovation actor platforms for comprehensive approaches and networking:

- Create a **stock exchange of technology transfer** (ideas-research-results-prototypes), to help **define pre-calls for ideas by theme**, in order to attract ideas that can interest potential stakeholders: Stakeholders will express their expectations; EC will define the final call; projects need to be cross-sectorial and cross-borders.
- Give **research projects follow-on funding** to extend into new avenues within the same consortium but with simplified procedures.
- Bring stakeholders together through **cross-sectoral and cross-borders platforms** (both new thematic platforms and building on existing platforms), e.g. Knowledge and Innovation Communities (EIT-KICs), European Technology Platforms (ETPs), Joint Technology Initiatives (JTIs), clusters (bottom-up approach), European Innovation Partnerships (EIPs – top-down approach).

ANNEX 1

AGENDA

Date: 7 July 2011

Place: Representation of the Free State of Bavaria to the EU,
Rue Wiertz 77, 1000 Brussels (next to EP, Metro stations Schuman or Maalbeek)

Programme:

9:00 Registration

9:30 – 9:45 Welcome

- **Dr. Angelika Schlunck**, Director of the Representation of the Free State of Bavaria to the EU
- **Philippe Jean**, Acting Director for Industrial Innovation and Mobility Industries, DG Enterprise and Industry
- **Clara de la Torre**, Director Research and Innovation, DG Research and Innovation

9:45 – 10:00 Introduction of the workshop questions and methodology

- **Katja Reppel**, Acting Head of Unit, DG Enterprise and Industry
- **Peter Dröll**, Head of Unit, DG Research and Innovation

Questions for working sessions:

- How to make projects match the needs of innovators?
- How to disseminate existing research results and knowledge?
- How to support innovation in the broad sense, beyond research?
- How to use demand-side instruments for innovation support?

10:00 – 10:45 1st interactive working session

10:45 – 11:15 **Coffee break**

11:15 – 12:30 3 rounds of feedback + 2nd interactive working sessions

12:30 – 13:15 **Lunch break**

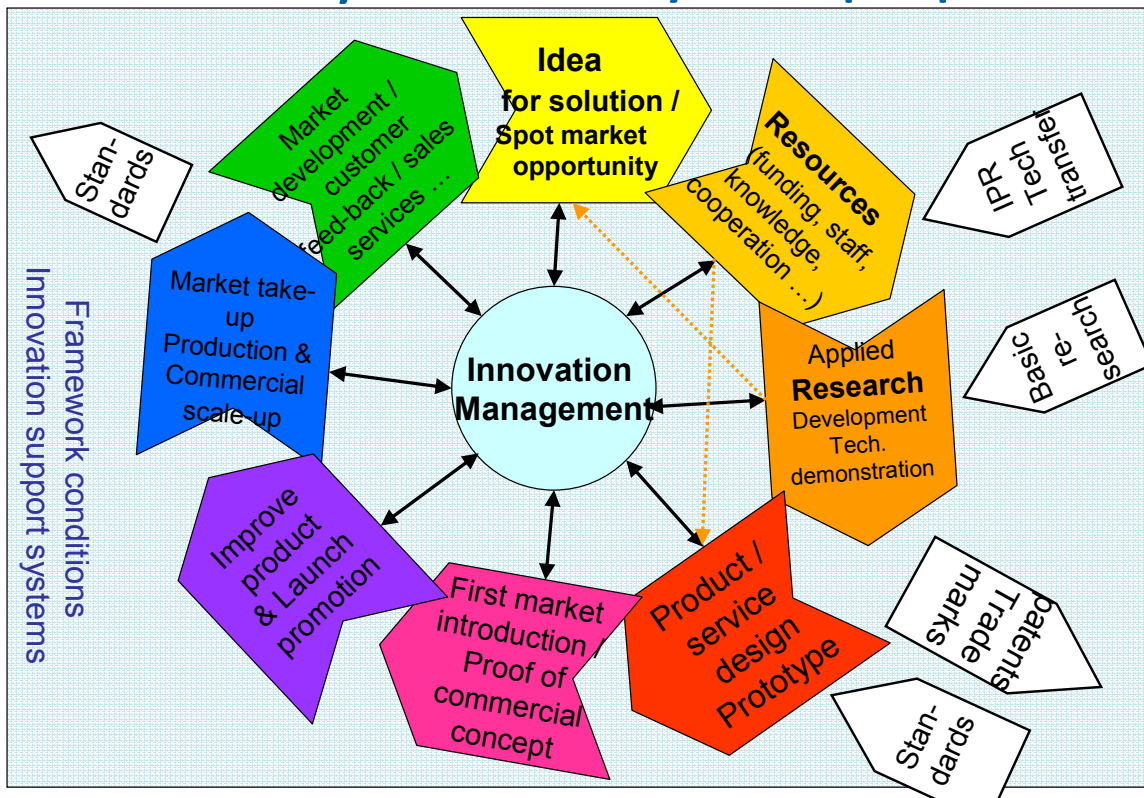
13:15 – 14:30 2 rounds of feedback + final round of interactive working sessions

14:30 – 15:00 **Coffee break**

15:00 – 16:00 Conclusions

- Presentation of the results of all working groups by rapporteurs
- Comment from Mr Friedhelm Forge, Munich Chamber of Industry and Commerce
- Comment from Dr Jan van den Biesen, Philips Research
- Comment from Rima Putkiene, Ministry of Economy of Lithuania
- Comment from Mr Kari Komulainen, Tekes, Finland
- Comments from other participants
- Closing: European Commission

Innovation cycle ... in a systemic perspective



Current EU RTD & innovation support instruments

