European Research centres and representations in the USA

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Operational Feasibility Study for an STI Joint European Liaison Office (STI JELO) for European Research Organizations in the

United States of America

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1 Introduction

BILAT-projects

BILAT-projects are EU-funded (FP7) projects with the aim to enhance and further develop the research and innovation cooperation between the EU and an international partner country[1]. One of the tasks each participating BILAT-project has to perform is the conduction of a survey assessing the feasibility of an STI Joint European Liaison Office (STI JELO) - requirement within the Working Programme of 2012. The purpose of possible future STI JELOs would be to enhance, support, and sustain research cooperation between the European Union and its international partner countries in the field of science, technology and innovation. Through these offices, European research organizations could be enabled to increase their visibility, widen their networks, initiate joint research projects, organise workshops, and share facilities and costs. Supporting the representation and internationalization of European research organizations ultimately promotes the European Union as a strong and progressive STI landscape. As one of the first steps towards these STI JELOs, a survey was conducted and analysed to determine whether European research organizations are interested and would be willing to join.

The STI JELO Survey

Twelve BILAT-projects jointly conducted the survey examining the interest about establishing STI Joint European Liaison Offices of European research organisations in:

- Argentina (ABEST III)
- Australia (CAESIE)
- Brazil (B.BICE+)
- Canada (ERA CAN+)
- China (DRAGON STAR)
- Japan (JEUPISTE)
- Korea (KONNECT)
- Mexico (EU-MEX INNOVA)
- New Zealand (FRIENZ)
- Russia (BILAT RUS Advanced)
- South Africa (ESASTAP PLUS)
- USA (BILAT USA 2.0)

[1] In this case only those Third Countries that have an S&T Agreement with the European Union

The joint activity was coordinated by BILAT USA 2.0 and started with a workshop on October 30th, 2013, in Bonn, where most of the above mentioned BILAT-projects were represented. Details of the questionnaire (Protocol of workshop, Annex A) and the structure of the survey were discussed, the target survey respondents were defined, and the task of contacting them was divided among the different BILAT-projects. The workshop was followed by an intensive coordination process, in which the questionnaire for the survey was reviewed by the BILAT-project coordinators and the responsible Project Officers. The final approval by the EC was given in June 2014. The survey was launched and made accessible online from September 1st to October 31st, 2014.

The target group of survey respondents included European research organizations, research funding agencies, universities, university associations, SMEs, Clusters, and/or Technology Transfer offices. The envisaged number of responses varied from 1-2 organizations for smaller EU countries, and 3-5 for larger EU members. Approximately 400 organizations in 42 European Union Member States (MS) and Associated Countries (AC) were contacted, which, with a response rate of about 25%, led to a total number of 94 responses. Initially, the target group of about 400 organisations was divided by European country among the twelve BILAT-projects and was invited via e-mail to fill in the jointly elaborated online questionnaire. In countries where the response rate was low, organizations were additionally contacted directly via telephone to encourage further participation in the online survey.

The questions of the online questionnaire were mixed, i.e. the questionnaire contained open-ended and multiple-choice questions. The structure of the survey was divided into two main parts. The first part was designed to determine the current situation of European research organizations. This included general information about the organization and its research topics, and information regarding their current representation and cooperation status in the aforementioned twelve Third countries. The second part of the survey focused on STI Joint European Liaison Offices (STI JELOs) for European research organizations, identifying the general interest in an STI JELO for European research organizations in each of the twelve Third countries, as well as the preferred office structure and the services that should be offered (Complete list of questions, Annex B).

The data generated by the survey has been analysed and imbedded in this report. The discussion of the results is divided into two main parts. The first section introduces the general outcomes, which includes a statistical profile of all survey participants (e.g. type of organization, country of origin, etc.) and an overview of the general interest in STI JELOs in all included twelve Third countries (e.g. preferred office structure and services). The second part focuses on US-specific results, including information given by the survey participants which already have representation offices in the USA, which are currently cooperating with the USA and which declared a special interest in a an STI JELO in the USA.

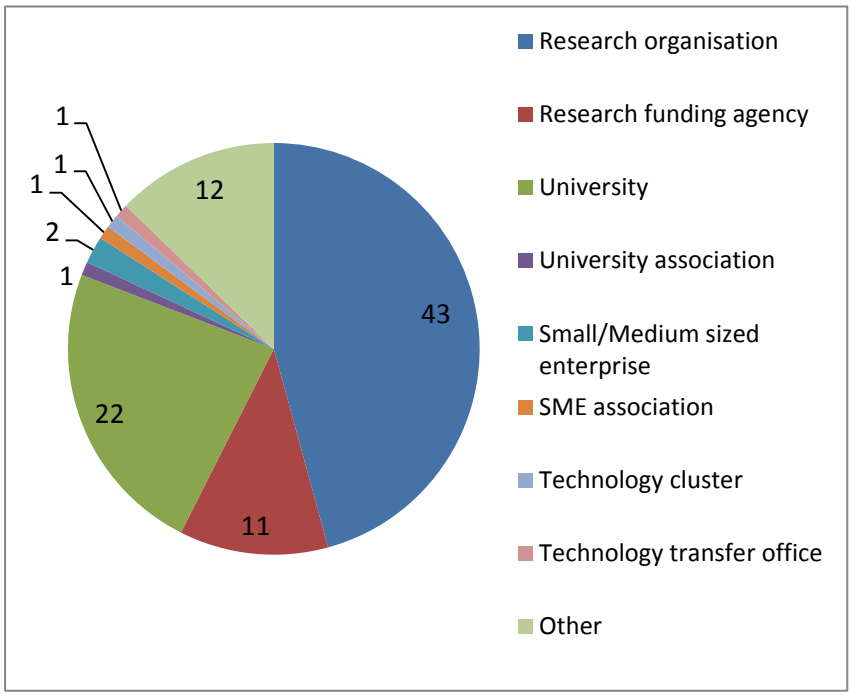
2 General Outcome of the STI JELO Survey

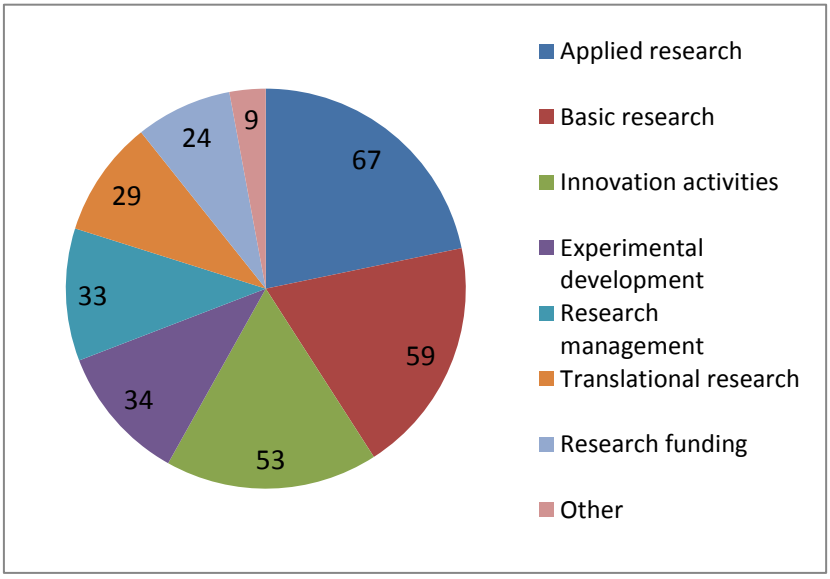
About 400 research organizations, research funding agencies, universities, university associations, SMEs, Clusters, and/or Technology Transfer offices in 42 European Union Member States (MS) and Associated Countries (AC) had been contacted by the twelve BILAT-project consortia. The participation or response rate was about 25%, with a total number of 94 responding organizations from 28 European MS and AC.

Type of organization

80% of the participating organisations are public organisations, whereas 20% of them are private.

Research organisations, research funding agencies and universities account for about 80% of the participating organisations. With 13% (12) representing Other organisations, the rest, i.e. SMEs, SME associations, Technology clusters and Technology transfer offices do not have a representative voice in this survey, accounting only for about 6% (6) all together.





STI activities (multiple answers possible)

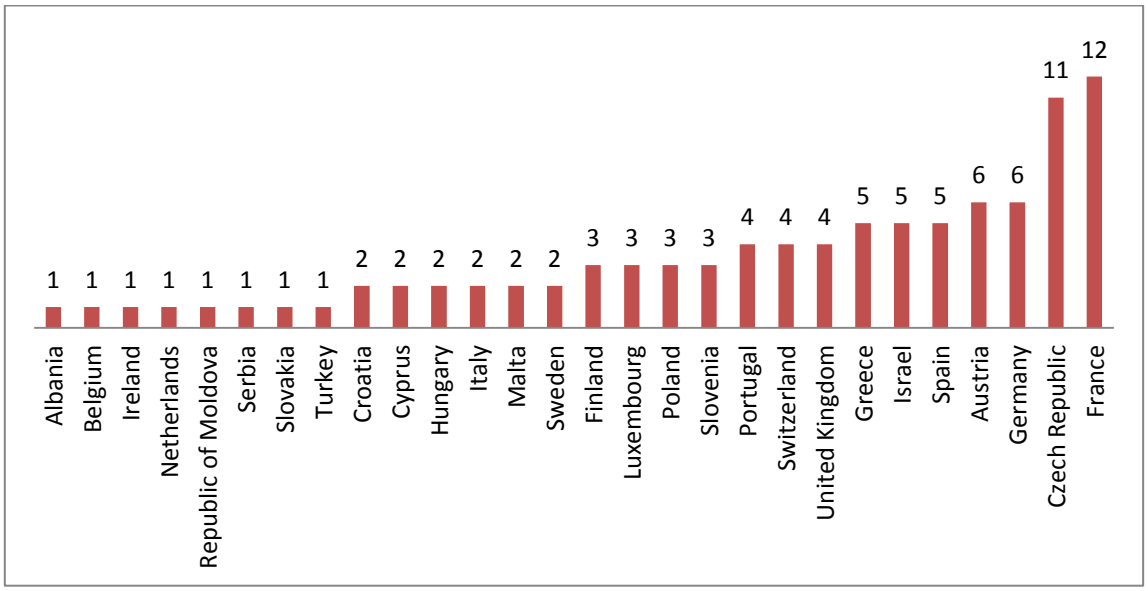
67 of the 94 participating organizations are involved in Applied research, 59 of them in Basic research.

53 of the organizations are engaged in Innovation activities and 34 of them in Experimental development.

33 of the organizations are engaged in Research management and 29 in Translational research which applies findings from basic science to enhance human health and well-being, practised in fields such as environmental and agricultural science, as well as the health, behavioural, and social sciences. 24 organisations are Research funding agencies.

The distribution between the different STI activities shows a good balance, meaning that organisations in all important STI fields are more or less equally represented in this survey.

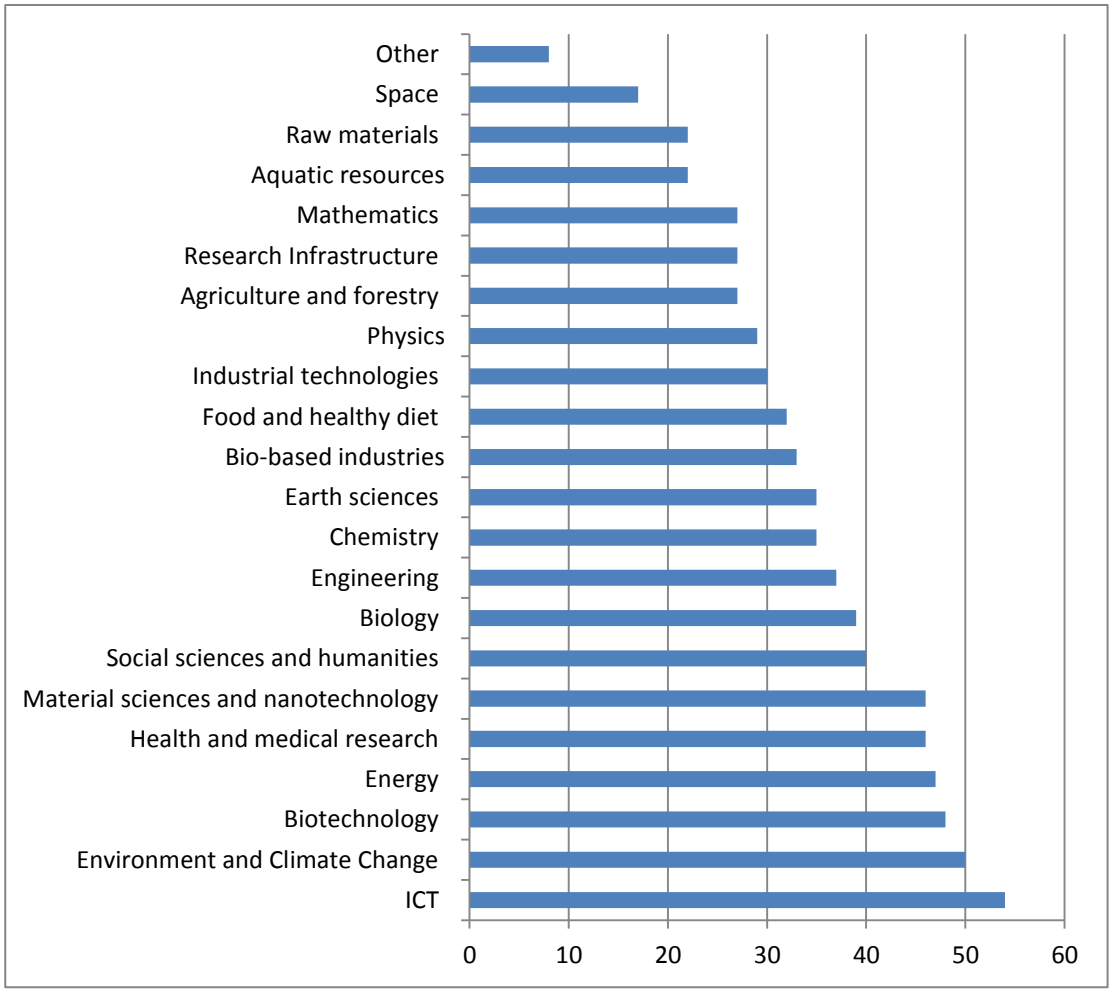
Country distribution of participating organisations in the survey



It is clear that the fewer organisations participate in the survey from a specific European country, the less representative are the results for that country. Nevertheless, the fact that the opinion of organisations from 28 European MS or AC are represented in this survey, shows the overall ´European´ interest in such international topics and makes it possible to draw overall conclusions to some extent.

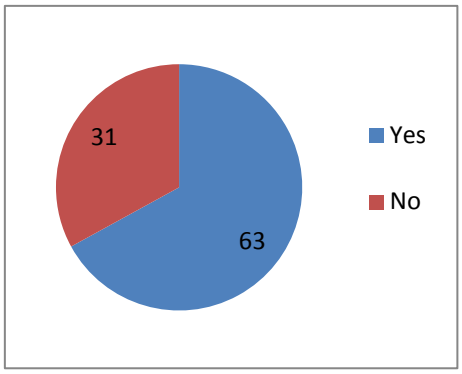
Given that the ´big´ European countries, such as France, Germany or Spain are well represented with 5-12 research organisations, each, makes the results more representative, in return.

Thematic research focus (multiple answers possible)



The distribution between thematic research fields shows that about 50% of the responding organisations are engaged in Information and Communication Technologies (ICT), Environment and Climate Change, Biotechnlogy, Energy, Health and medical research, and/or Material sciences and nanotechnology, respectively.

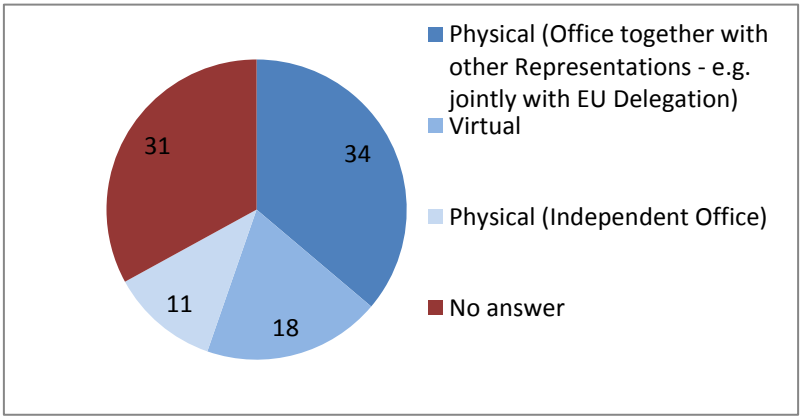
Interest in STI Joint Liaison Offices outside of Europe



67% of the responding organisations (63 of 94) are interested in an STI Joint European Liaison Office outside of Europe. Only 33% (31 of 94) show no interest!

Preferred structure of a potential STI Joint European Liaison Office (STI JELO)

71% (45/63) of the responding organisations interested in STI JELOs outside Europe would prefer a physical office over a virtual one, of which 54% (34/63) a physical office together with other representations, e.g. jointly with the EU Delegation. In contrary, 17% (11/63) would be in favour of a physical independent office.

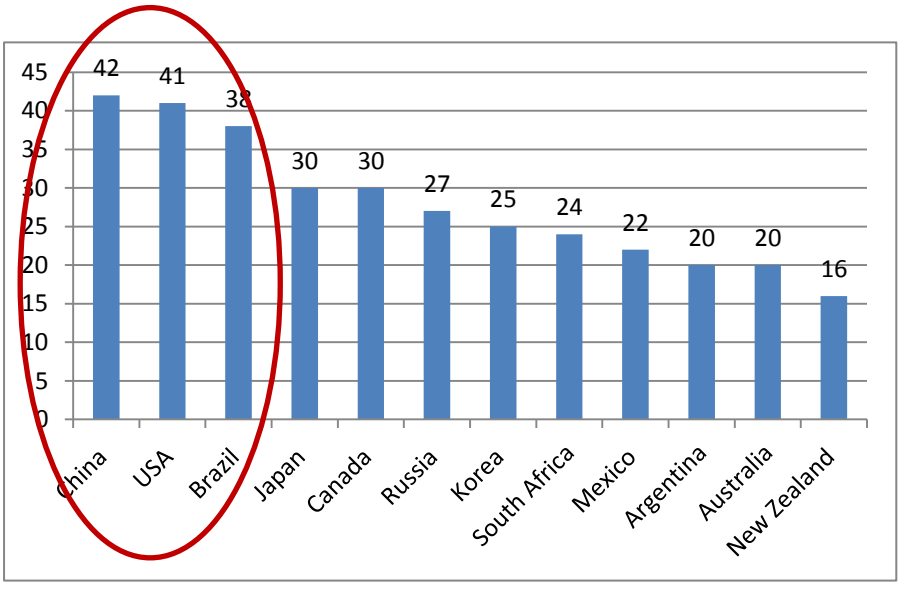


About 29% (18/63) of the respondents, interested in STI JELOs outside Europe, would prefer a virtual office for a potential STI JELO.

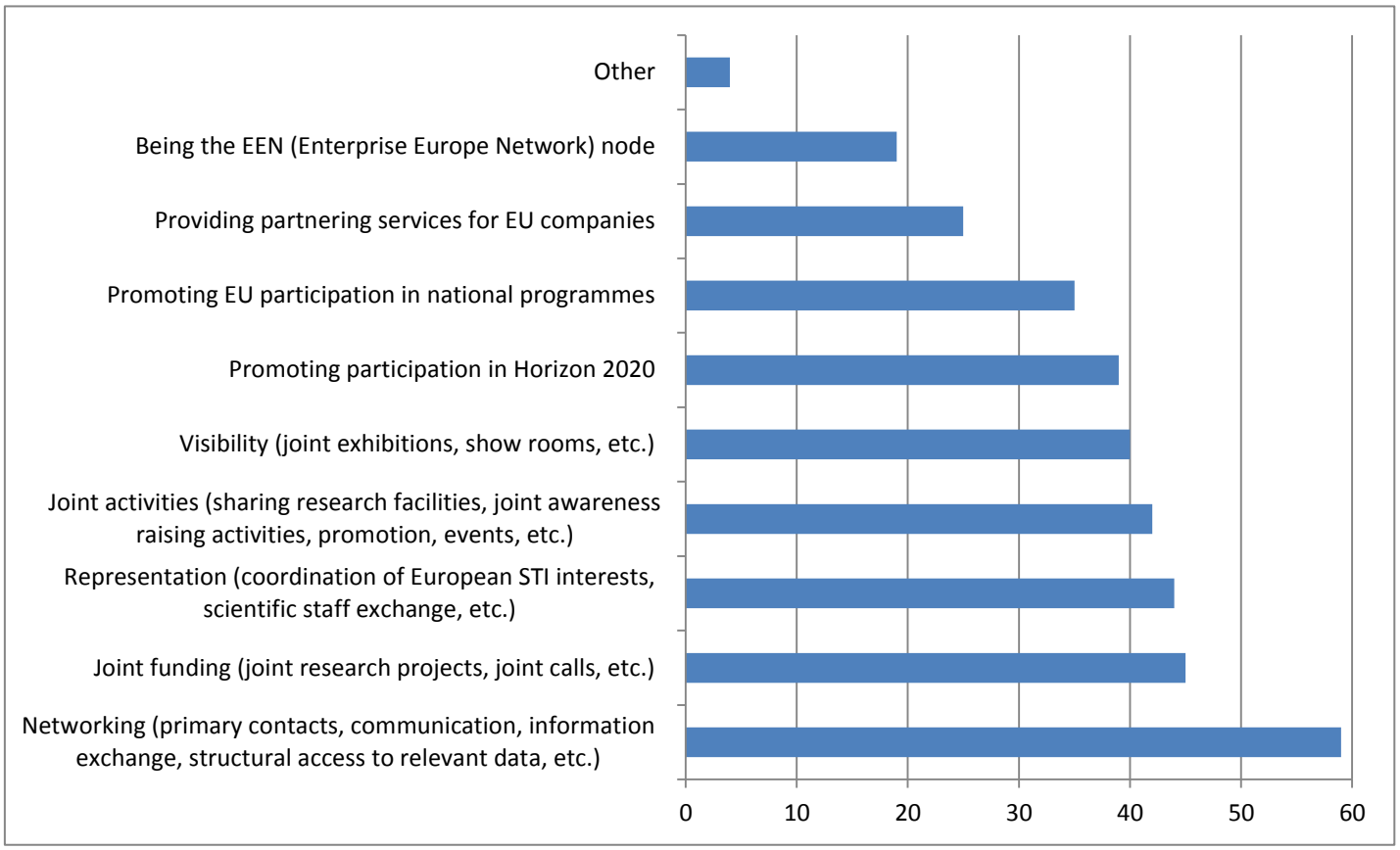
Interest in an STI Joint European Liaison Office for a specific Third Country/Countries (multiple answers possible)

45% (42) of the responding organisations show interest in an STI JELO in China, 44% (41) show an interest in an STI JELO in the USA and 40% (38) of them in Brazil.

Nevertheless, the interest in STI JELOs in the remaining Third Countries included in the survey is remarkable and more or less steady.



STI Joint European Liaison Offices services to be provided (multiple answers possible)



According to 63% (59) of the respondents, the main service a potential STI JELOs should provide as being useful for a better joint achievement with other European organisations are Networking activities, such as functioning as primary contacts for communication purposes and information exchange for providing structural access to relevant data.

48% (45) of the respondents argue that the second important service would be preparing Joint funding activities, such as joint research projects and joint calls.

About 47% (44) would take advantage of Representation services offered by an STI JELO, i.e. services for coordinating European STI interests and scientific staff exchange.

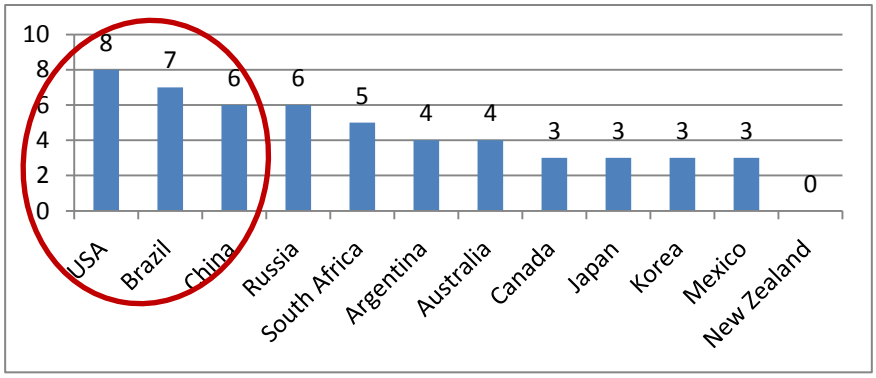
About 45% (42) of the respondents would need and request Joint activities, such as sharing research facilities, joint awareness raising activities, joint promotion measures, joint events, and similar.

42.5% (40) of the respondents would need an STI JELO for Visibility reasons, taking advantage of joint exhibitions, show rooms, etc.

Between 20% and 40% of the responding research organisations would request from an STI JELO Promotion and partnering services, such as promoting participation in Horizon 2020, promoting EU participation in national programmes, as well as partnering with EU companies and the Enterprise Europe Network.

Existing representations in Third Countries

20% of the organizations that participated in the online survey have a representation outside of Europe. Nevertheless, 80% do not have an existing representation in the above stated twelve Third Countries.



The following were the reasons and motivations for establishing a representation in the top five Third Countries:

USA:

- Looking for bilateral R&D Programmes
- Linking with the U.S. innovation ecosystem
- Quality of research in the U.S.
- Fostering collaboration in STI with well-trained scientists and investors
- Promotion of research partnerships

Brazil:

- Fostering and broadening teaching and research collaborations with Brazilian universities and research institutions
- Access to research landscape
- Creating commercial relations for customers in home country
- Generating new competencies and gaining experiences
- Generating research projects
- Connecting local interests with demand from government, research and companies in Brazil

China:

- Looking for bilateral R&D Programmes for promotion of young scientists
- Generating joint research projects
- Fostering collaboration in STI
- Increasing visibility
- Encouraging trade and innovation

Russia:

- Looking for joint R&D Programmes for promotion of young scientists
- Fostering STI cooperation
- Gaining an institutional representation and interface, i.e. increasing visibility

South Africa:

- Looking for bilateral R&D Programmes
- Staff exchange
- Generating new joint research projects and supporting participants already involved in numerous research projects at several universities
- Facilitating STI cooperation and enabling synergies

It is obvious and rational that reasons for establishing representations outside of Europe are the same irrespective of the Third Country in question. To sum up, main reasons are to

- Establish bilateral R&D Programmes in order to link with the research landscape, the innovation ecosystem, excellent scientists as well as investors abroad,
- Foster STI collaboration in order to generate joint research projects and promote European scientists,
- Gain an institutional representation and interface, i.e. increasing visibility.

Open comments stated by the respondents with regard to establishing STI Joint European Liaison Offices (STI JELOs) outside of Europe lead to the following main perceived potential risks or challenges

63 answers (67%)

- Financial sustainability

The main challenge for potential future STI JELOs is their financial viability. As they should represent several European countries, the question will be who should finance the establishment and the offered services and how to assure a quick return on investment.

- Conflict of interest

Meeting the needs of different types of organisations from different European countries will require an independent and transparent representation of interests within STI JELOs in Third Countries. The members´ acceptance will depend on clear rules and structures in order to assure equal and fair representation of the different member countries and its member organisations.

- Adequate management

The coordination of different STI players requires suitable and flexible management of the STI JELOs in order to cover their diverse needs (different in thematic fields, geographic and cultural backgrounds and STI requirements). Good functioning and operational services will depend on an adequate management structure with motivated experts and experienced managerial staff.

- Accurate services

The identification of needed services and their prioritisation will be a challenge for STI JELOs in Third Countries in order to provide the most accurate services. The communication between the different STI players and the STI JELOs will have to be effective in order to respond to changing needs and future potentials.

- Good visibility

The impact of STI JELOs will depend on their visibility. Therefore regular awareness raising and promotion activities throughout Europe will be needed.

The following were the main expected benefits for European research institutions in being represented by STI Joint European Liaison Offices (STI JELOs) outside of Europe
62 answers (66%)

- Increasing visibility and presence for improved networking activities

STI Joint European Liaison Offices in Third Countries are expected to increase visibility of European research organisations and universities by supporting their effective presence in the target country. Through a more efficient coordination of EU interests the European research area and its STI competences as such shall become more visible and transparent to the Third Countries´ STI communities and networks.

- Sharing resources, expenses and risks

Bearing all related costs and potential risks is easier and more feasible when jointly sharing resources, such as facilities, personnel, etc. An STI JELO in a Third Country is undoubtedly more economical than a separate individual representation borne by one research organisation.

- Entering new markets and finding new STI collaboration partners

The opening up of new markets and the identification of potential future STI partners is expected to become easier and more focused in a Third Country through the support of a local STI JELO. The assistance in initiating first contacts and pooled information about STI communities in the Third Country shall be of outmost advantage for research organisations initiating international STI collaborations.

- Enhancing collaboration within H2020 and joint calls

STI JELOs in Third Countries are expected to increase the visibility of European research organisations and research communities and, hence, open up and increase the STI cooperation possibilities with Third Country counterparts. Furthermore, it is expected that STI JELOs support improved alignment between H2020 and national and/or regional funding programs and potentially lead to more joint and/or coordinated calls.

- Access to relevant information, local STI networks and joint funding programs

Direct access to relevant data and information as well as direct contact to local STI networks and communities is expected to provide researchers with better and faster access to joint funding programs. It is expected that local STI JELOs provide transparent and timely information about STI collaboration and funding possibilities in Third Countries increasing the chance for joint STI collaborations.

- Facilitating knowledge transfer, technology transfer and exchange of scientific personnel

Fostering the international exchange of knowledge, technologies and human resources is expected to become more efficient through the coordination of a local STI JELO. Joint European interests, knowledge and new technologies shall be easier to represent and promote through an STI JELO and its platform. Merging efforts by European research organisations shall lead to more effective knowledge and technology transfer and exchange of scientific personnel when organised and managed by a local STI JELO.

Conclusions

1. Good thematic and regional coverage

94 organisations participated in the survey, 80% of them were public and 20% of them were private organisations, representing 28 European MS and AC. Research organisations, research funding agencies and universities account for about 80% of the participating organisations, covering all types of STI activities, i.e. Applied research (71%), Basic research (63%) and Innovation activities (56%), and Experimental development (36%).

It has to be noted that SMEs, SME associations, Technology clusters and Technology transfer offices do not have a representative opinion in this survey, accounting only for about 6% (6) all together.

The thematic distribution over all given thematic research fields is also very well balanced, e.g. 50% of the responding organisations being engaged in Information and Communication Technologies (ICT), Environment and Climate Change, Biotechnlogy, Energy, Health and medical research, and/or Material sciences and nanotechnology, respectively.

Altogether, it can be concluded that the survey covers the opinion of research organisations, research funding agencies and universities from 28 European MS and AC in a balanced way, with ´big´ European countries, such as France, Germany or Spain being well represented with 5-12 research organisations each, ´medium sized´ countries, such as the UK, Slovenia, Finland, Italy or Hungary being represented by 2-4 research organisation, each, and ´small´ countries, such as Slovakia or Ireland being represented by 1 research organisation, respectively.

2. High interest in STI Joint Liaison Offices to support networking activities outside of Europe

67% of the responding organisations are interested in the establishment of STI Joint European Liaison Offices in all twelve Third Countries with the highest interest being in an STI JELO in China (45%), in the USA (44%) and Brazil (40%), followed by Japan, Canada and Russia.

71% of the responding organisations interested in STI JELOs outside Europe would prefer a physical office over a virtual one, of which 54% a physical office together with other representations, such as the EU Delegation. Only 17% would be in favour of a physical independent office. Even though, about 29% of the respondents interested in STI JELOs could also imagine virtual offices for potential STI JELOs outside Europe.

For 63% of the respondents a potential STI JELO in a Third Country should support networking activities and function as primary contact office for communication purposes and information exchange. For 48% joint funding activities, such as joint research projects and joint calls, would be an important service of a potential STI JELO.

47% would take advantage of representation services, such as services for coordinating European STI interests and scientific staff exchange and 45% would benefit from joint activities, such as sharing research facilities, joint awareness raising activities, joint promotion measures, or joint events.

To conclude, there is a very high interest (67%) in establishing STI JELOs in Third Countries, especially in China, the USA and Brazil. Physical offices are preferred together with other representations, such as the EU Delegation (54%), primarily for networking and information exchange. The EU Delegations or other existing EU institutions in these Third Countries would efficiently be able to meet these joint requirements by hiring dedicated staff to provide networking and information exchange services, to support research organisations and universities in joint STI collaborations, and to assist research funding agencies in joint funding and joint call preparation activities.

3. Clear messages towards potential challenges and expected benefits from being represented by an STI JELO in a Third Country

Two thirds of the responding research organisations expressed clear challenges and benefits regarding the establishment of STI JELOs in Third Countries.

To sum up, one can differentiate between internal / managerial and external / service-oriented challenges. As to internal managerial challenges, the conflict of interest will have to be overcome by transparent structures and adequate management. When it comes to financial sustainability, the long-term viability of such an STI JELO in a Third Country has to be planned and secured.

Regarding services which shall be offered, each STI JELO in a Third Country will have to identify and prioritise its offers and will have to ensure a transparent and informative marketing and communication structure in order to have good visibility of all of Europe.

The expected benefits from an STI JELO expressed by the survey respondents are numerous. STI JELOs in Third Countries are expected to increase visibility of European research organisations and universities, represent joint European interests, knowledge and new technologies and to support their presence in the target country on the one side.

Moreover, STI JELOs in Third Countries shall support and provide direct access to relevant data, information and contacts to local STI networks and communities equipping researchers with better and faster access to joint funding programs and aligned collaboration within H2020.

The fact that European research organisations would be able to jointly bear costs and risks when going international makes the establishment of joint STI European Liaison Offices, especially in China, the USA and Brazil very interesting.

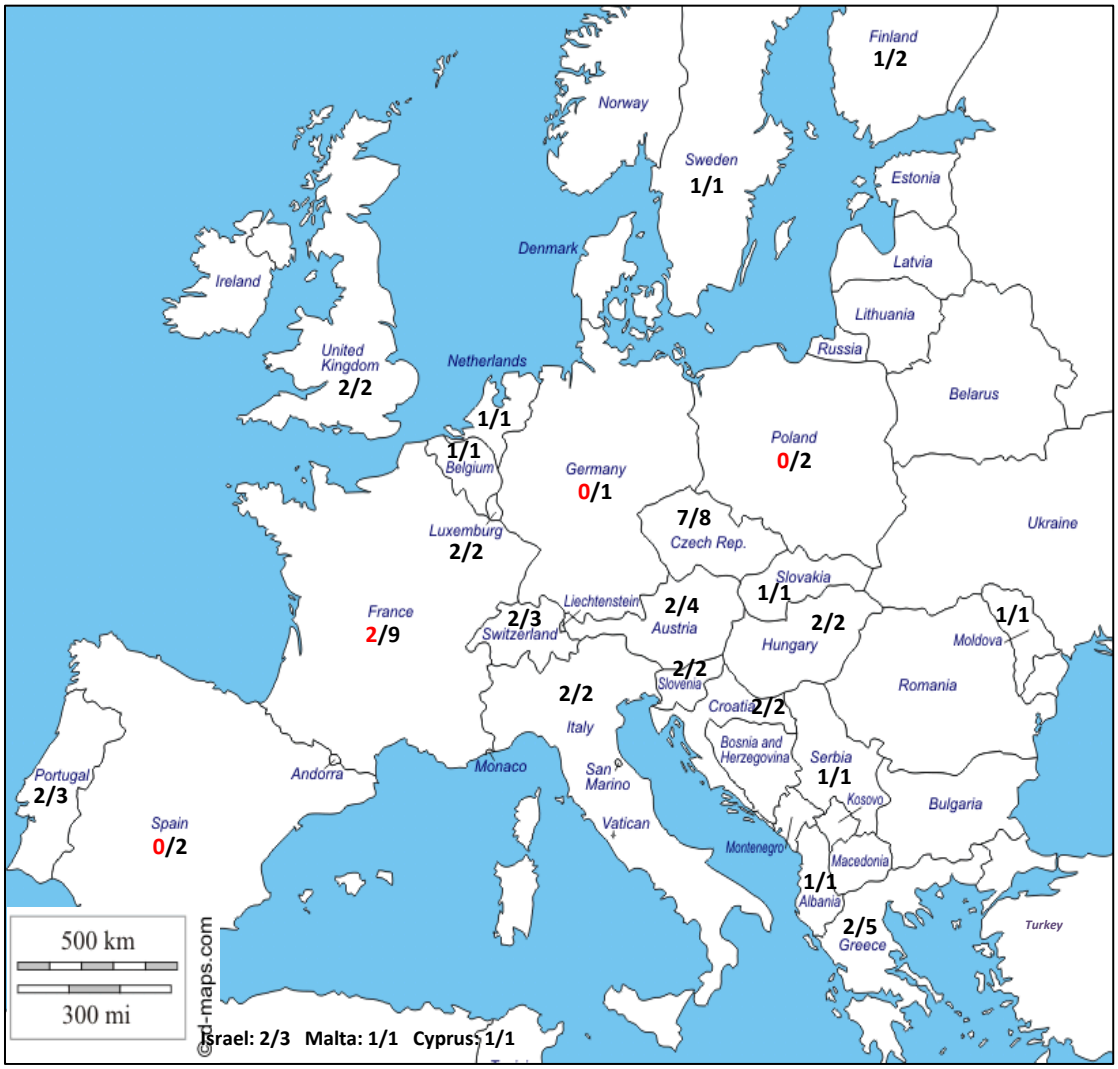
If the European Commission indeed considered the establishment of STI JELOs outside of Europe, a pilot office together with existing structures in China would lead to valuable experiences for the potential following STI JELOs in other Third Countries, bringing learnings and lessons learned from a very complex and dynamic market.

3 USA related information

Organisations interested in an STI JELO in the USA

Organizations interested in an STI JELO in the USA (distributed by country)

65% (41/63) of the respondents who are in general interested in an STI JELO outside of Europe (see page 7) are interested in an STI JELO in the USA. The following map shows the country distribution of organisations interested in an STI JELO in the USA in comparison to organisations interested in an STI JELO in general.



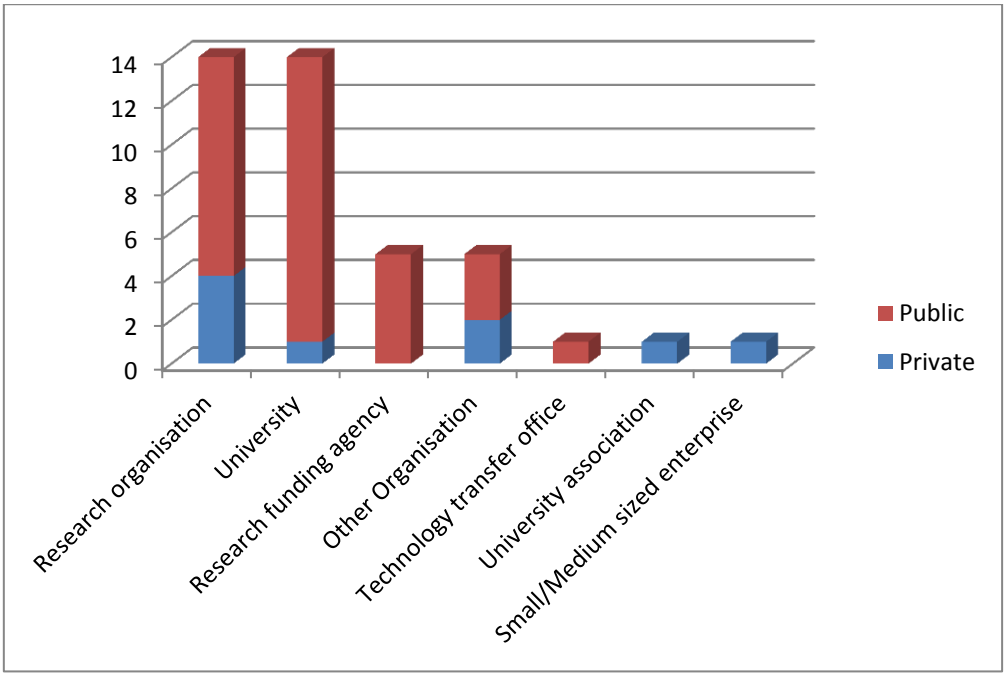
41 interests in the USA/63 interests in total

It becomes noticeable in the map and one might conclude, that populous countries, such as Poland (0/2), Germany (0/1), France (2/9) or Spain (0/2) are less interested in an STI JELO in the USA, compared to les populous countries, such as Serbia, Croatia, Slovenia, Hungary, Slovakia, Luxemburg or the Czech Republic (7/8). The interest of the latter gives good evidence, since the sample is bigger

than that of the rest of the countries, that the establishment of an STI JELO in the USA would be very welcome for a ´small´ country such as the Czech Republic.

In addition, only three geographical preferences towards a U.S. city, country or region have been indicated, i.e. New York and Washington D.C. on the East coast, and San Francisco on the West coast.

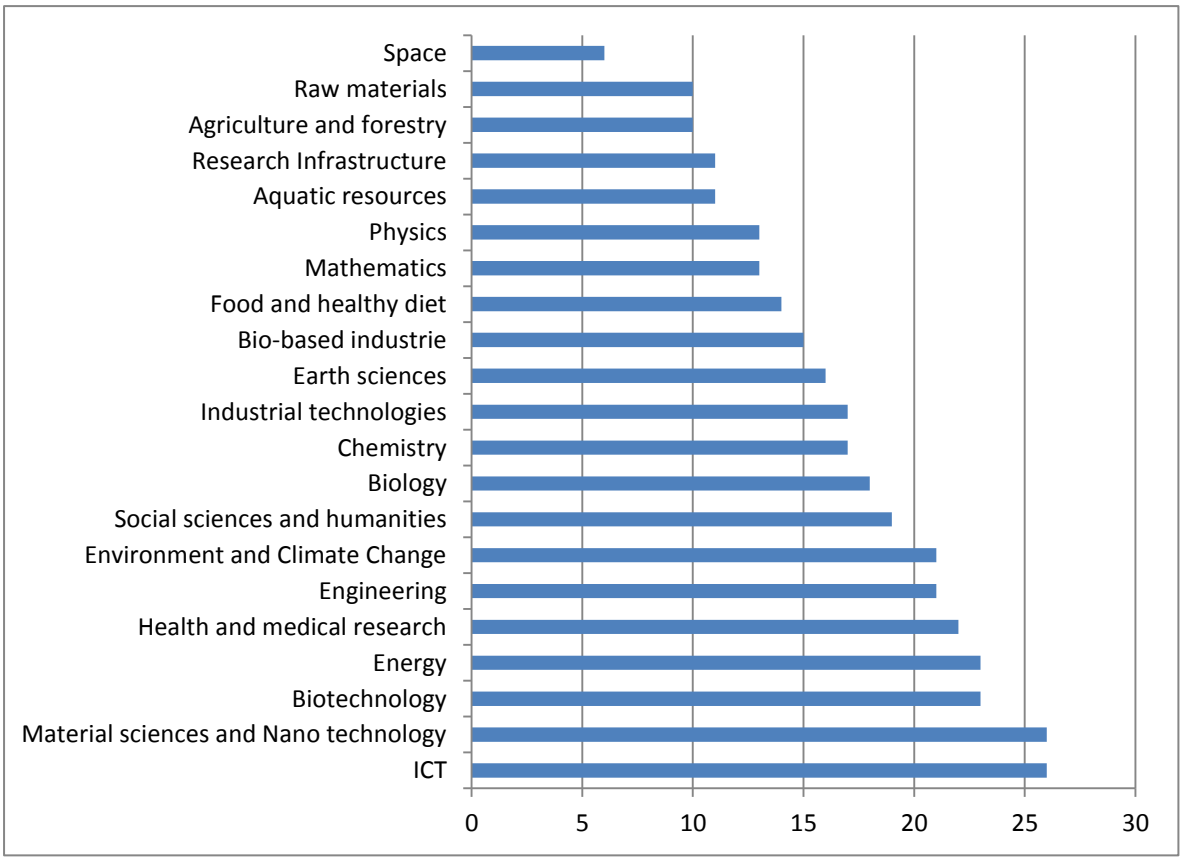
Type of organisation interested in an STI JELO in the USA



Research organisations and Universities account for 68% (14 or 34% each) of the total of organisations interested in an STI JELO in the USA (41). Research funding agencies, Other organisations, Technology transfer offices, University associations and SMEs account for 32% all together.

Public Research organisations, Universities, Research funding agencies, Technology transfer offices and Other organisations, hereafter, show more interests and see more advantages from an STI JELO in the USA than private organisations.

Thematic research focus of organisations interested in an STI JELO in the USA



More than 50% of the organisations interested in an STI JELO in the USA are engaged in ICT (63%), Material sciences and Nanotechnology, Biotechnology, Energy, Health and medical research, Engineering and/or Environmental and Climate Change (51%).

Existing representations in the USA

The eight organizations with existing representations in the USA (see page 9) are located in France (2; one of them being a public research organization, one an Other organization), Germany (2; one of them being a private research organization, one a public government funded organization), Israel (2; one of them a private research organization, one a public university), Greece (1 private SME), and Spain (1 public research funding agency).

	Public organisation	Private	Other organisation
France	Research organisation		Other organisation
Germany	Government funded organisation	Research organization	
Israel	University	Research organization	
Greece		SME	
Spain	Research funding agency		

When putting this outcome into relation to the country distribution of countries interested in an STI JELO in the USA (page 11), one might draw the conclusion, that the ´big´ countries, such as France, Germany, and Spain do already have their national representations and, hence, do not need any further joint European STI JELOs in the USA. Nevertheless, one might also argue, taking the example of Israel, that although some organisations might have national representations, the interest of having a joint European STI Liaison Office in the USA also exists.

It is also noticeable that the relation between private and public organisations already having a representation in the USA is balanced.

Services/facilities existing representation offices in the USA provide(multiple answers possible)

The services which existing representations in the USA offer to their research organisations are mainly networking activities, representation of services and products, facilitating conferences, exchange of experts and staff, and organising workshops.

Main reason/motivation to establish a representation in USA

Main reasons among the eight organisations having a representation in the USA were to:

- Link with the U.S. innovation ecosystem,
- Foster STI collaboration with excellent scientists and innovators in the U.S.,
- Identify bilateral R&D Programmes for supporting national companies,
- Promote partnerships between national and U.S. researchers,
- Get access to potential U.S. investors.

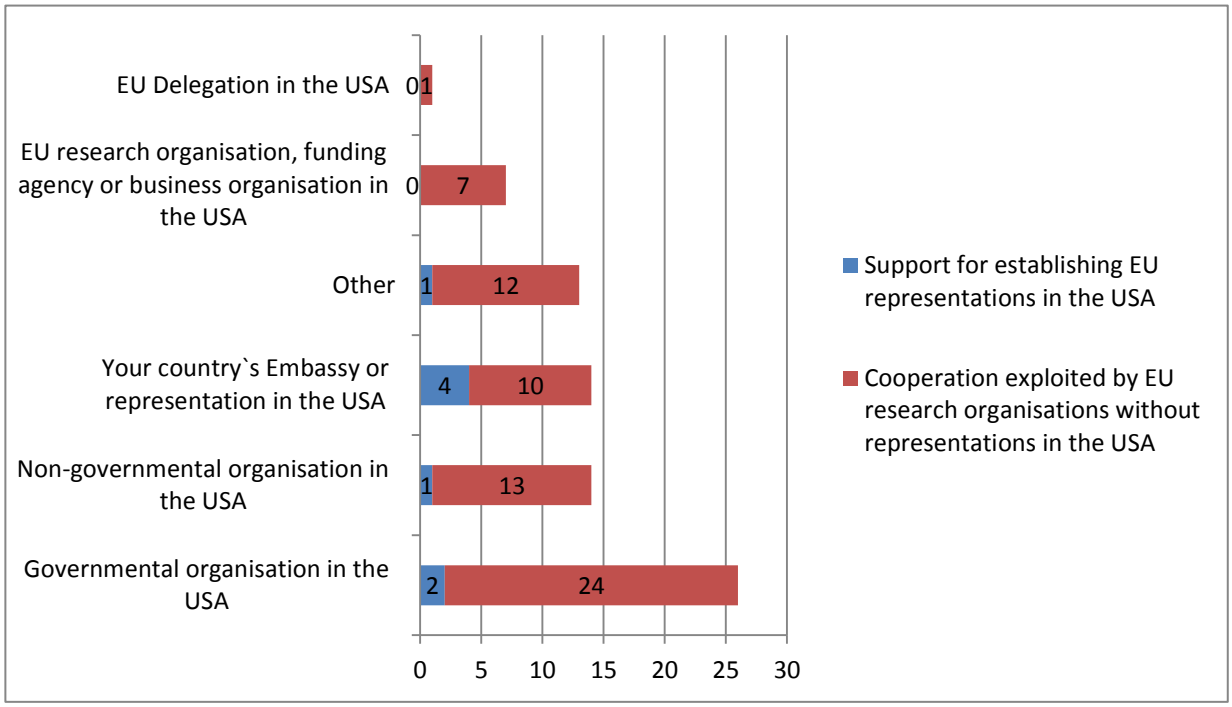
No obstacles nor difficulties were mentioned by organisations having established a representation in the USA!

Notably, none of the eight organisations having already established a representation in the USA stated any obstacle during the process of setting up a representation and its operation in the USA, neither cultural nor administrative, neither legal, nor financial.

Financing the existing representation in the USA was taken over either by the government or the organisation itself (self-financing) or effected in a combination of both.

Support by U.S. and EU organisations and structures in the USA

The next chart shows the collaboration and relation between, on the one hand European research organisations having a representation in the USA (blue) and, on the other hand, European research



organisations not having a representation in the USA (red) with the listed structures and organisations in the USA.

U.S. governmental and non-governmental organisations in the USA are the main cooperation partners for European research organisations without representations in the USA. Ranking third, embassies also support research organisations which do not have representations in the USA and also facilitate the establishment of representations overseas.

Services provided by existing organisations and structures in the USA

The chart shows the services offered by existing organisations and structures in the USA to European research organisations. Hereafter, European research organisations mostly benefit from the support for networking and exchange of experts and staff as well as organising joint workshops, trainings and conferences.

Conclusions

1. USA as second most-popular Third Country for ´small´ European countries

With 65% of the respondents who are interested in an STI JELO outside of Europe, the USA is the second most-popular Third Country for a potential STI JELO after China. Populous countries, such as Poland, Germany, France or Spain seem being less interested in an STI JELO in the USA, compared to less populous countries, such as Croatia, Hungary, Luxemburg, Serbia Slovenia, or Slovakia.

The Czech Republic has an exceptional representational position with 7 research organisations out of 8 being interested in an STI JELO in the USA. As a result, one might conclude that the establishment of an STI JELO in the USA would be very beneficial for ´small´ European countries.

The fact that populous countries, such as France, Germany, and Spain do already have their national representations might lead to the conclusion that they do not need any further joint European STI JELOs in the USA.

Recommendation: The focus on joining forces and representing ´small´ European countries, such as Croatia, Hungary, Luxemburg, Serbia, Slovenia, or Slovakia might give a positive impetus for these innovation followers and moderate innovators in Europe in order to counteract the innovation gap between the European Member States and foster STI cooperate with the USA as worldwide important performance leader (Innovation Union Scoreboard 2015).

2. ICT and Nano STI communities with highest interest in an STI JELO in the USA

Public research organisations and universities with a thematic research focus in ICT (Information and Communication Technologies) and NMP (Nanosciences, nanotechnologies, materials and new production technologies) are mostly interested in an STI JELO in the USA.

68% of the total of organisations interested in an STI JELO in the USA are research organisations and universities, more than 80% of them are public.

63% of the organisations interested in an STI JELO in the USA are engaged in ICT and/or NMP (Nanosciences, nanotechnologies, materials and new production technologies) respectively, followed by Biotechnology, Energy, Health and medical research, Engineering and/or Environmental and Climate Change.

Recommendation: In addition to the result that 63% of the organisations interested in an STI JELO in the USA are engaged in ICT and/or NMP, U.S. participation in ICT research projects under FP7 ranked second, after U.S. participation in Health which is specifically supported by an NIH-E.C. reciprocity agreement (BILAT USA 2.0 Report on U.S. FP7 participation in collaborative research projects and support actions). It might therefore be beneficial for a potential STI JELO in the USA to have a specific focus in either ICT or Nanotechnology or both, in order to meet the

needs of the majority of European research organisations and universities being interested in an STI JELO in the USA.

3. Benefiting from existing well-established transatlantic networking structures

The fact that no difficulties were faced and reported in the survey by research organisations having established a representation in the USA and that the existing structures do offer supporting activities lead to the conclusion that setting up an STI JELO in the USA would apparently be supportable.

Recommendation: Since U.S. and EU organisations and structures, such as U.S. governmental and non-governmental organisations and European embassies in the USA, are the main cooperation partners for European research organisations without representations in the USA taking advantage of these existing structures for setting up an STI JELO in the USA is advisable.

4. Meeting important needs faced by the European STI communities

Main reasons to establish a representation in the USA are, among others, to foster STI partnerships and collaborations with scientists and innovators in the U.S. as well as to recognize joint funding programmes and mutual investments.

Recommendation: All European research organisations have the same needs when going international, i.e. the access to information about STI communities, joint funding programmes and investors, as well as support in networking, exchange of experts and staff as well as organising joint workshops, trainings and conferences. An STI JELO in the USA, representing overall European interests and meeting overall European needs would on the one hand foster STI cooperation coordinating European goals as well as enhance transatlantic STI cooperation speaking with one (European) voice.

Annex A

MINUTES of the Expert workshop on STI Joint European Liaison Offices Bonn, October 30th, 2013

BILAT USA 2.0 FFG

MINUTES of the Expert workshop on STI Joint European Liaison Offices Bonn, October 30th, 2013

FFG Deutsches Zentrum für Luft- und Raumfahrt DLR

BILAT USA 2.0

ABEST III

DRAGON STAR

IRD Institut de recherche pour le développement

BBICE+

BILAT-RUS-Advanced

praxi

ESASTAP plus

FRIENZ

EU-MEX INNOVA

Fraunhofer

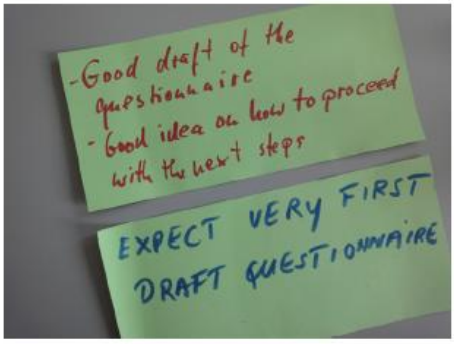
cnrs

BILAT USA 2.0

FFG

WORKSHOP summary

On 30 October 2013 eight BILAT projects, represented by thirteen project managers and experts from six companies, met for the first time at the premises of DLR (German Aerospace Center) in Bonn, Germany. Main goal was to discuss and proceed the task all eight BILAT projects, i.e. ABEST (targeting Argentina), B.BICE+ (Brazil), Dragon Star (China), EU-MEX INNOVA (Mexico), FRIENZ (New Zealand), BILAT RUS Advanced (Russia), ESASTAP PLUS (South Africa) and BILAT-USA 2.0 (USA) have in common, namely the questionnaire assessing the usefulness and feasibility of an STI joint European liaison office in the respective Third Countries.

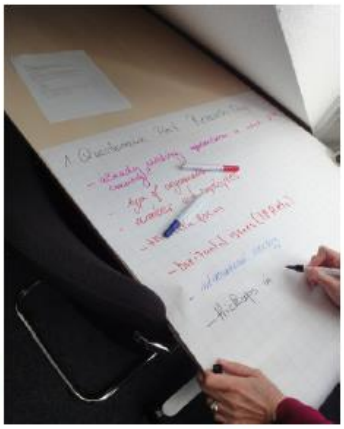


Coordinated by FFG (Austrian Research Promotion Agency) the BILAT working group was initiated in March 2013 in order to benefit from synergies and an efficient use of resources and to provide the European Commission with a strategic report including comparable results and recommendations in favour of or against feasibility studies for STI Joint European Liaison Offices (STI JELOs) in the above named Third Countries.

The establishment of the STI joint European liaison offices (STI JELOs) in the eight Third Countries shall be interrogated by one survey, addressing, among others, European research organisations, university and SME associations, and research and innovation clusters, identifying their needs and interests.

Expectations from the workshop by the BILAT working group were high and the elaboration of a joint draft questionnaire was projected as well as defining the working group´s next steps.

The morning was dedicated to gaining input and lessons learned from two external experts, Ms Marijke Wahlers (German Rectors´ Conference) and Mr Werner Klotzbücher (Information&Communication Consulting). The external input was important to gain different views and to be aware of different interests which might have to be valued in establishing the questionnaire.



Divided in two, the working group´s objectives and non-objectives, the target group, the environments, and last but not least the questionnaire objectives and non-objectives were identified and agreed upon. The expected response rate per country should be 5-6 for big MS/AC and 3-4 for small MS/AC.

In the afternoon the questionnaire was elaborated following a ´brain walk´ which enabled brainstorming for the two main parts of the questionnaire, i.e. the questions about the target group and questions about the STI joint European liaison offices. After a discussion and decision making process the questionnaire format, i.e. online + e-mail + phone, and the single questions were identified and decided. Main learning was that the added value of the STI JELOs has to be assessed, as well as lacks of existing representations in Third Countries and needs which the target group would have with respect to establishing STI JELOs in the above mentioned eight Third Countries and their services to be offered.

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Finally, the working group´s TO DOs, next steps and deadlines were fixed and agreed. The workshop was a good opportunity for exchange and motivation and the BILAT working group separated with a good idea on how to proceed in the next months.

DECISIONS made

The working group agreed on the following **BILAT working group objectives and non-objectives**:

- to decide on the methodology and means of visibility
- to asses interest of research organisations (meaning the target group)
- to assess the added value (the STI JELOs shall offer)
- to identify the preconditions (financial, legal aspects) for STI JELOs

Non-objectives of the BILAT working group are:

- to elaborate a feasibility study (for the STI JELOs)
- to provide a business plan (for the STI JELOs)

The **Target group of the joint questionnaire** will be:

- Research organisations (with and without existing representations in Third Countries)
- Research funding agencies
- University associations (national and European level, e.g. EUA)
- SME associations (national and European level, e.g. chambers of commerce, Euro chambers, EEN, etc.)
- Clusters
- Technology Transfer offices

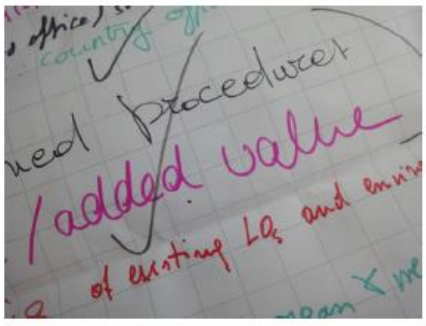
➔ The expected response rate per country should be 5-6 for big MS/AC and 3-4 for small MS/AC.

As **Environments of the BILAT working group** were defined:

- NCP networks
- Policy makers (eventually with respect to political strategies)
- EC and EU Delegations (eventually embassies)
- Key players in Third Countries

The following **Survey objectives and questions** were agreed:

- to identify needs, benefits and added value of STI JELOs as well as lacks of existing representations in Third Countries
- to ask concrete proposals on the structure of the STI JELOs (virtual, physical, etc.)
- to provide recommendations for the EC



➔ Is there a need expressed by research organisations for a joint EU liaison office?
➔ What kind of EU liaison office is needed, and which services have to be offered?
➔ In which thematic areas are EU liaison offices needed?

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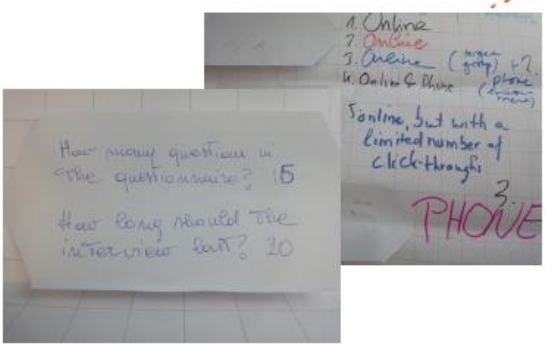
The following **Questionnaire format** was decided:



- Online + e-mail + phone
- about 15 questions – 20 min

The following **Questionnaire topics** had been identified by the BILAT working group during the workshop and shall be questioned in the survey:

1. Part: Facts about the organization
- Type of organization
- Thematic focus
- Type of research (basic or ap.)
- Public or priv.
- + and – aspects of existing representations in Bilat-countries
- cooperation with existing networks (if not, synergies with EU-MS structures)
- Founding of existing representations

2. Part: STI JELOs
- Thematic focus
- Structure (virtual, building, etc.)
- Services
- Geographic preference (if not virtual)
- If no JELO in Bilat-Country (regional JELO)
- Financing: How could this office be supported
- Information about EU programs

TO DOs and next steps

→ FFG→Draft the questionnaire according to the identified topics→Mid NOV13

→ All BILAT projects→Provide feedback on the draft questionnaire→End NOV13
→ All BILAT projects→Complete the country matrix with additional contacts according to the identified target group→End DEC13

→ EC→Provide feedback on the draft questionnaire→End DEC13 → DLR and FFG to find out who from the E,C DG R&I, Directorate D, International Cooperation shall give feedback!!
→ Survey expert→ Provide feedback on the draft questionnaire→End DEC13

→ DLR→Put survey online→Mid JAN14

→ All BILAT projects→Invite contacts identified in the country matrix to fill in the online survey (e-mail + phone) →End FEB14

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ANNEX

Draft questionnaire

Brainstorming – Questions

- Number of question and time (s. cards):
- How do we do the questionnaire? Online tool (7 pro, 4 contra) + mail + phone
- 15 – 20 min

3. Part: Facts about the organization

- Type of organization
- Thematic focus
- Type of research (basic or ap.)
- Public or priv.
- + and – aspects of existing representations in Bilat-countries
- cooperation with existing networks (if not, synergies with EU-MS structures)
- Founding of existing representations

4. Part: STI JELOs

- Thematic focus
- Structure (virtual, building, etc.)
- Services
- Geographic preference (if not virtual)
- If no JELO in Bilat-Country (regional JELO)
- Financing: How could this office be supported
- Information about EU programs

BILAT USA 2.0 FFG

Agenda

Date: October 30th, 2013
Time: 9:00-17:00
Location: Building BO3, 3rd Floor, Room 331
German Aerospace Center, Project Management Agency
European and International Cooperation
Heinrich-Konen-Str. 1
53227 Bonn, Germany

Agenda

"The whole is greater than the sum of its parts." Aristotle

09.00-09.30 Welcome and Elevator speech by each working group member (max. 2 minutes each) introducing
- herself/himself,
- her/his role in the company and in the BILAT project
- workshop expectations

09.30-10.15 Experts´ presentations (max. 10 minutes each)
- ´Constraints of international scientific cooperation projects from the viewpoint of participating scientists´

Werner Klotzbücher, ICCK Information & Communication Consulting
- ´Establishing German Houses of Research and Innovation Worldwide - Lessons Learned'

Marijke Wahlers, Hochschulrektorenkonferenz
- ´Enabling International Co-operation - Instruments for Joint R&D Facilities Abroad´

Manuel Molina Vogelsang, Fraunhofer
- ´CNRS representation offices´

Lucie Durocher, CNRS

10.15-10.30 Coffee break

10.30-12.00 What is our goal and which are the steps to reach it?
- Definition of the working group objectives / non-objectives and Questionnaire objectives/non objectives
- Target group analysis / Environment analysis

12.00-13.00 Working Lunch under the motto: There is not enough project marketing!

13.00-14.00 Questionnaire elaboration

14.00-15.00 Questionnaire elaboration

15.00-15.15 Coffee break

15.15-16.15 Questionnaire elaboration

16.15-17.00 Wrap up and Open questions
- Work breakdown structure / TO DOs/ deadlines/responsibilities

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Logo of each company and project

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External Experts´ Biographies

Klotzbücher Werner

Physicist („Diplom-Physiker", TU Darmstadt), chemist (M.Sc. & PhD, U of Toronto), Group Leader at a German Max Planck research institute until the official retirement in 2011. Since 1985 involved in research funding projects as participant, partner, coordinator and evaluator for the European Commission. Currently consulting nationally and internationally on European research project applications by lectures, information afternoons, personal assistance with FP and ERC applications, "pre-evaluations" as well as assistance with project management.

Wahlers Marijke

Marijke Wahlers heads the International Department of the German Rectors' Conference (Hochschulrektorenkonferenz – HRK). Before joining the German Rectors' Conference, Ms Wahlers was head of international relations at Furtwangen University of Applied Sciences (Germany) and coordinator for international relations at the Prefectural University of Kumamoto and the Kumamoto Prefectural Government Office (Japan). Ms Wahlers holds a master's degree in English linguistics, Japanese studies, and business from the University of Duisburg-Essen (Germany). She has also studied at the University of Washington (Seattle, USA), as well as at the University of Sheffield and Sheffield City Polytechnic in Great Britain.

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Participant list

BILAT USA 2.0 **Expert workshop on STI Joint European Liaison Offices** FFG

Bonn, October 30th, 2013

Participant list

BILAT project	Name	Organisation	E-mail	Signature
ABEST (Argentina)	Kliesow Jonas	DLR	jonas.kliesow@dlr.de	
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FRIENZ (New Zealand)	Khan Malek Chantal	CNRS	Chantal.KHAN-MALEK@cnrs-dir.fr	
	Durocher Lucie	CNRS	Lucie.DUROCHER@cnrs-dir.fr	
ESASTAP PLUS (South Africa)	Mann Petra-Ruth Vogel	DLR	petra-ruth.mann@dlr.de	Vogel
B.BICE+ (Brasil)	Vaske Marianne	DLR	Marianne.Vaske@dlr.de	
BILAT RUS Advanced (Russia)	Azzolini Roberto	ESF	Razzolini@esf.org	
	Campus Paola	ESF	PCampus@esf.org	
	Maas Flip	FFG	flip.maas@ffg.at	
BILAT USA 2.0 (USA)	Kammann Vera	DLR	vera.kammann@dlr.de	
	Tzatzanis-Stepanovic Elli	FFG	elli.stepanovic@ffg.at	
EU-MEX INNOVA (Mexico)	Molina Vogelsang Manuel	Fraunhofer	manuel.molina.vogelsang@zv.fraunhofer.de	
External Experts	Klotzbücher Werner	Information & Communication Consulting	office@icck.de	
	Wahlers Marijke	Hochschulen-rektorenkonferenz	wahlers@hrk.de	
BILAT USA 2.0	Heilmayer, Ola	DLR		

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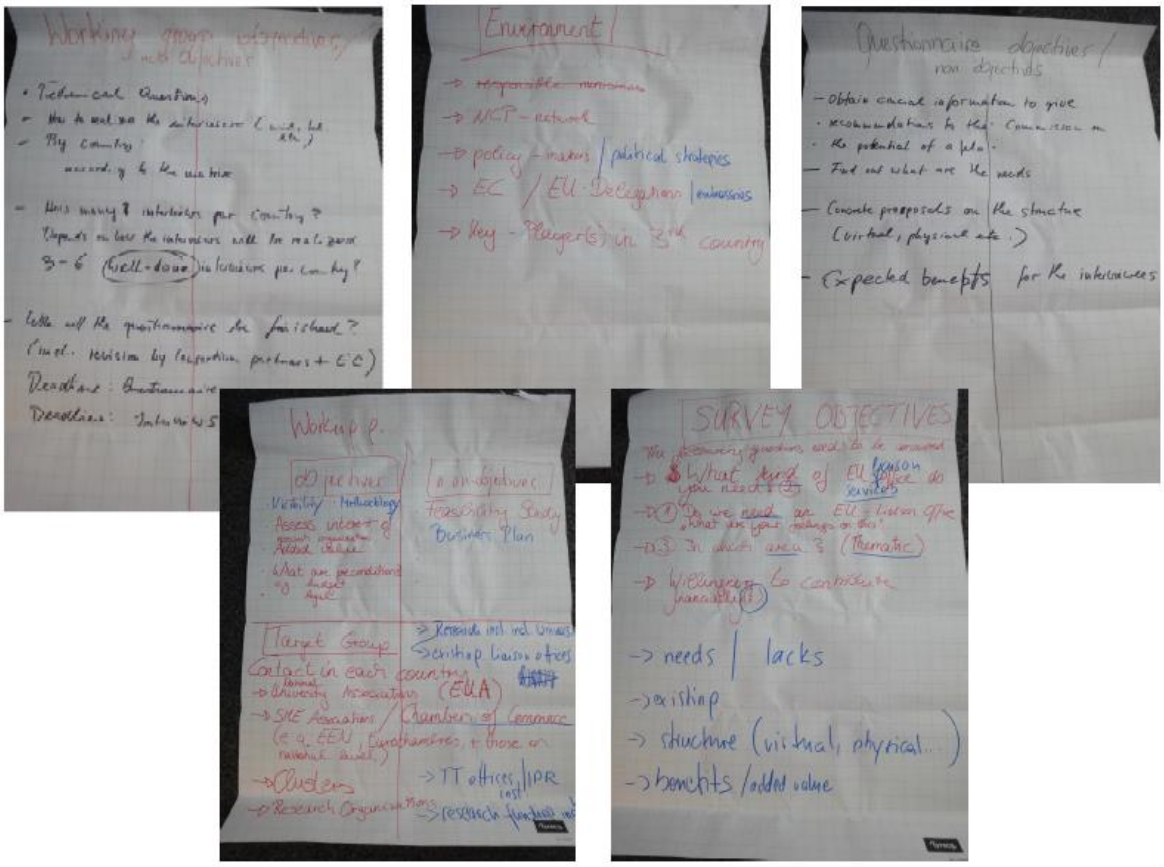
Photo documentation



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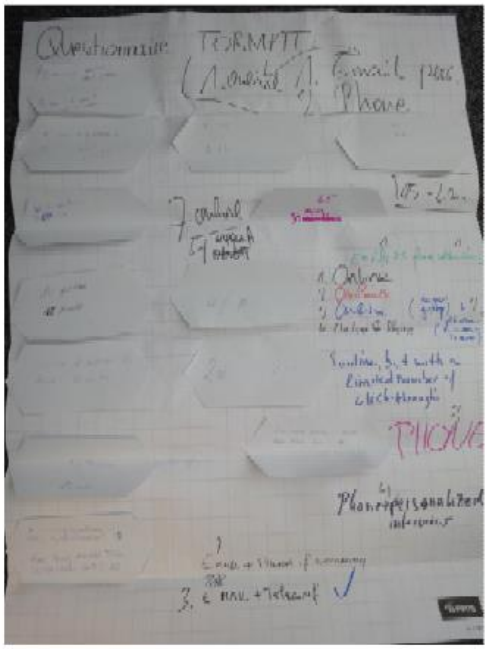

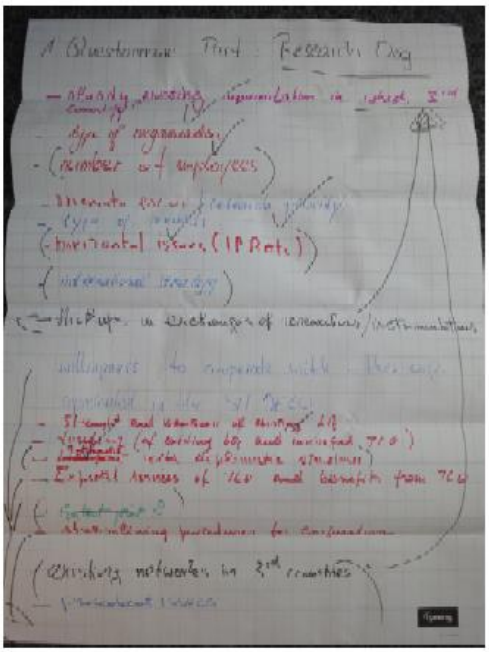

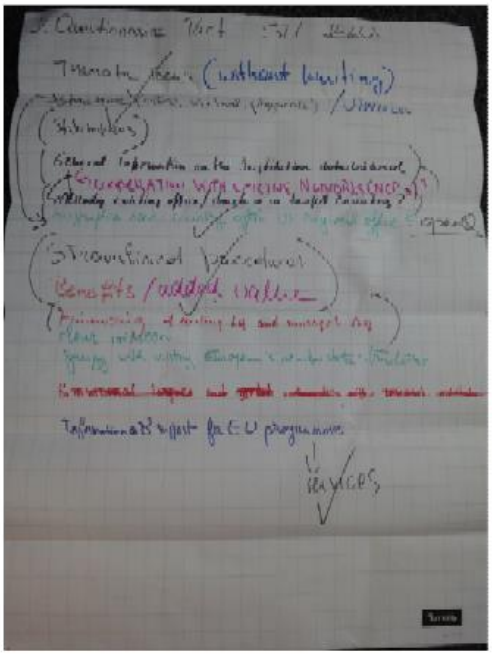

Annex B

Questions from the STI JELO online survey

1. Request of general information regarding the interview partner:

a) General information on the survey respondent

- Which type of Organisation are you working for?
- Where is your Organisation (headquarters) located?
- Which type of research and innovation activities is your Organisation engaged in?
- Which thematic research focus does your Organisation have?

b) Information regarding existing representation offices and/or cooperation with each of the twelve international partner countries

- Which was the main reason/motivation to establish a representation in “Country X”?
- Which kind of difficulties did/do you face in “Country X” (with detailed explanation)?
- Which services/facilities does your representation office in “Country X” provide?
- Did you receive support (e.g. logistic, legal, etc.) for establishing the office in “Country X” (e.g. by your Embassy, the EU Delegation, a governmental organization)?
- How is the existing representation in “Country X” financed?
- Are you cooperating with existing structures or partners in “Country X”?
- Which existing structures are you cooperating with (e.g. Embassy, EU Delegation, a governmental organization)?
- If yes, which services do the named structures or partners provide you with?

2. Information regarding the interest in joint European liaison offices in international partner countries

- Would your organisation be interested in a STI Joint European Liaison Office in “Country X”?
- According to your needs, what structure should the STI Joint European Liaison Office (STI JELO) have?
- Do you have a geographical preference (city or region)?
- Which services should the STI Joint European Liaison Office provide? What would be useful for your institution that you can better achieve jointly with other organisations?
- Do you see any risks or challenges with regard to such a STI Joint European Liaison Office?
- What would be the main expectations and benefits for your institution in participating in such an STI Joint European Liaison Office?