

# Deliverables

<b><i>Deliverable Number</i></b>	<b>D4.6</b>
<b><i>Deliverable Title</i></b>	<b>Report on strategic industry digital platform</b>
<b><i>Lead Beneficiary</i></b>	<b>EuXFEL</b>
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## ***Executive Summary***

This deliverable concerns the activities of Task 4.6 in CALIPSOplus WP4 ELSIIplus.

Task 4.6 aims to bridge the technology exchange between industry, academia and Big Science research institutes. By fostering and managing the interactions and encouraging open conversations on innovation topics, this task delivers a rather organic result in which the participants from various disciplines enter a relatively unconstrained and collaborative forum. Task 4.6 in its design predicts synergic outcomes in the form of new partnerships, knowledge transfer, industry awareness as well as strengthening of ERA in the global context.

A public platform – LinkedIn - has been chosen to host the group interactions. This decision has been largely dependent on the fact the platform is readily available, easily accessible and the administrators are fellow users of the platform rather than the providers, therefore there is no additional effort to implement GDPR compliance.

Innovation and collaboration being dynamic activities, it is to be recognised that this set-up, while very promising, requires further maintenance and upkeep to keep delivering the desired result and subsequent impact in the form of enhanced exchange between industry and Big Science. With CALIPSOplus concluding, this deliverable will continue to be exploited under LEAPS-INNOV. A future change into a more customisable platform is not excluded and desired.

## Concept

Based on the CALIPSOplus goal to unite the leading European synchrotrons and free electron lasers to take ownership of the European technological innovation, this deliverable addresses the cross-cultural, international and transversal need for effective virtual collaboration platform. The need for this effort became even more pronounced during the coronavirus pandemic due to limitations placed on travel and in-person meetings.

The deliverable has been set up as a platform for exchange of relevant information based on the "Innovation Mall" model<sup>1</sup>. This initiative aims to be used and to be beneficial for all involved European light sources as well as external industry experts, suppliers or external researchers. It can furthermore be used as a networking tool – with highly curated participants, this platform draws in relevant contacts and hence enables a more motivated and engaged participation.

The concept differs from other platforms in the use of a more liberal structure that works in the interest of general, decentralised and open information exchange in place of strongly bilateral conversations. Furthermore, the available tools help streamline the information from the initial contact, hence taking out an extra step of having to obtain the niche contact in the first place – in a way, casting a wide net instead of fishing for a specific contact – which also opens up for previously unconsidered possibilities.

The idea is also to regulate the posting of opportunities by differing them in:

- Technology news: pieces of information about achievement in the collaboration between industry and academia, in particular of big science large facilities and light sources. The information should raise the awareness of concrete results in the solution of technology challenges, making them available for the community. The use of a platform will allow faster spread of the information and the use of a group will allow the experts to be reached by interesting posts, instead of being lost in the chaos of information of a more general standard platform (including LinkedIn). The technology news will avoid the limitation of bilateral exchanges and will be absorbed by the target audience in a shorter time (usually these pieces of information are available in the annual facility reports or on the website, but the reaction on them cannot have the same readiness as in a "living" group of experts).
- Update on LEAPS facilities: technology development projects in the LEAPS facilities will be shared to attract the interest of companies and other facilities for future cooperation. Also, initiatives that bring together companies and facilities will be proposed and highlighted, giving the chance to more collaborators to participate.
- Call for solutions: development issues will be proposed to the platform "crowd" looking for a technology solution. It is a way to open the effective "innovation mall" in terms of defining a problem; this is usually the most important issue in the problem-solving process and opens the problem to the crowd for a solution. The limited group will highlight the problem to a group of experts. It may be argued that by exposure beyond this group, the innovation ideas could grow even further. However, the aim of the platform is to focus on more realisable

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<sup>1</sup> Verganti, Roberto, and Gary P. Pisano. "Which Kind of Collaboration Is Right for You?" Harvard Business Review 86, no. 12 (December 2008).

solutions that can implement possible collaborations in a shorter time. For the sake of completeness, the subsequent collaboration can be based on a bilateral discussion taken out of the platform and can require a legal frame, such as a procurement procedure or a partnership. The platform is not publishing calls for tender, but only a call for technology solution to enable future partnership in the most suitable legal frame.

- Call for partnership: the idea is to publish news about new projects and partnerships amongst academic institutions and amongst academia and industry. The news can request the need to complete the pool of competences for a partnership, open for a partner to join the project. In the same way as the call for solution, the legal way the partner is joining the partnership is not the topic of the platform and can be developed in bilateral collaboration negotiation. The way is to allow the information to be available in a focus group of experts.

To summarise, the platform houses technology news from both research and industry sides, and allows for a more free and rapid exchange of information, in turn making a lively, effective and attractive on-line environment.

### *Market analysis of procurement*

During the inception of this deliverable, a customisable platform has been strongly considered.

We investigated four commercial solutions, all of which were interesting and offered different features. After different exchange with the providers, one of them seemed to be more suitable for the described idea, because it offers the best tools.

Due to time constraints (the amendment was approved on 13 October with CALIPSOplus ending on 31 October), accessibility issues and mainly legal concerns, a more readily available commercial platform – LinkedIn – has been chosen. The foreseen amount for the setup of a commercial solution was then not used. However significant personnel effort has been devoted to Task 4.6 before and after the amendment approval.

The main hinderance in obtaining a customised platform is the strict and high standard to which the administration of this deliverable holds itself on the topic of data protection. Based on the preliminary legal analysis, a tool of this calibre would require a highly tailored structure and a significantly longer time to implement. The data protection would be the responsibility of the platform provider, i.e. the administrator of the group.

By shifting from a platform provider to the platform user, the data protection is still required to be upheld to the highest standard, however, as platform users, the administrator's liability is significantly lower. The users of the virtual platform provider can access the group with minimal limitations and post the relevant information – only minor gatekeeping is required to assure free flow of the information while maintaining relevance.

Most of the target users of the platform are already members of the LinkedIn online service.



An outlook of the platform.

An effort to initiate a legal review of a future customised commercial solution has been started by involving an external consultant. The main review topics included GDPR, and the Terms and Conditions of use. Other contributions to the deliverable was market research, focus group brainstorming and promotion.

### *Promotion*

A promotional push has been done through email communication, LinkedIn messaging tools, as well as in-person encouragement, over the last few months. Furthermore, the tool has been heavily promoted during the 4<sup>th</sup> LEAPS Plenary Meeting and other online events. Further promotion was done during the LEAPS Research and Development Board meeting as well as via LEAPS communications team. In addition, awareness has been raised also within the industry contacts through personal recommendations.

### *Prognosis*

The deliverable has already developed traction and it has been suggested to create further sub-groups that are more topic-specific (such as “undulator technology”, etc.). This suggestion was well received; however, it requires further evaluation. These groups would be more closed, by invitation only and unlisted, and therefore run a risk of not being visible enough to allow all qualified participants take part and with the risk of then being less inclusive.

With CALIPSOplus concluding, the nascent collaboration platform, the subject of this deliverable, will continue under “Digital LEAPS”, where it will be one of the three legs of the so-called HR4 programme which is composed of:

1. Digital collaborative platform/Innovation Mall
2. Remote staff training and hybrid training for users
3. Collaborative platform for Smart User Network.

A future change into a more customisable platform is not excluded and will be assessed according to the evolving needs. As mentioned above, the mid-term sustainability of the platform will be assured through the work of the LEAPS Innov Horizon2020 project. This project concerns a number of important technology development being made in collaboration, partnership or close link with industry and it is expected that the platform will therefore be exploited in the visibility and dissemination of the results of these developments.