

## Report Breakout session #1

# Defining success factors for EU funded projects to optimise innovation impact and value for Europe

### Executive Summary

Breakout Session 1 looked to define success factors for EU funded projects to optimise innovation impact and value for Europe. The session sought to find out how we can maximise the market uptake and impact of EU funded projects by examining learnings from projects, sharing stakeholder views on barriers to innovation, relevant success factors experienced and other critical learnings and producing a set of recommendations. This session was led by Martin Winter and Sophie Wilmet, Innovation Managers at Cefic, with Francois Monnet of Solvay as the rapporteur for the group who together with Jen Rieger of BASF represented the SusChem board in the session.

Presentations were made by Dorota Pawlucka from Covestro on their work on using CO<sub>2</sub> over a continuum of projects; Simon Perraud of CEA Liten on KPIs who argued for post project statistical analysis of impact and assessment methodologies to measure impact at project portfolio scale; Gareth Jenkins of Britest Limited who described the new SPIRE project SPRING that will look on how to systematically increase impact of SPIRE PPP projects; and Søren Bøwadt from the European Commission stressed the importance of context and compatibility with political and strategic priorities for a project concept – i.e. the real bottom line is what is the EU added value.

Francois Monnet from the SusChem Board presented the recommendations from the first breakout session on impact. The discussion focused on three main topics that had been discussed: barriers to innovation; how to measure impact; and how to further increase impact. It was clear that appropriate KPIs had to be defined including technical, environmental, economic and societal content for use across all projects with a set of guidelines for use defined by stakeholders together with the Commission. To assess impact properly KPIs have to be evaluated beyond the end of the project, and also through clustering of similar projects, and at programme level.

Delegates had also talked about the importance for stakeholders of forming a powerful R&I network to have strong and trusted collaboration partners “at hand” for possible consortia formation and best possible results generating impact. Smart design of R&I programmes to best fit industrial priorities and always with an eye on enhancing motivation and exploitation was discussed as one of the main drivers of project impact. Existing roadmaps needed to be better exploited and collaboration between complementary projects further encouraged and exploited. In terms of preparing projects there was a need for clear alignment between companies’ R&I and business strategies and EU funding programmes and a strong commitment to impact and the transfer from R&D to the market. A basis for this would be to assume that every project was a contract to solve a specified challenge – which links to the mission concept evolving in FP9. A need to improve communications of results and a mechanism to continue support for successful projects and clusters of successful projects were also highlighted by the participants.

### Detailed Summary of the Poster Session

The main learnings and recommendations discussed and developed during the session are:

- **Barriers to innovation and project impact:**
  1. Coordination failures: Large fixed cost project with sunk capital, too big for single entity, innovation requires more than one partner to collaborate, the right ‘network’ does not exist
  2. Communication failure on new technology: Committed care takers are frequently missing to communicate and push new technologies. Someone needs to do the work. However, people are allocated to other tasks after the commitments within projects are fulfilled and the new results may go to the background of attention and the momentum is lost
  3. Investment failures: Private cost of investment is too high for the business entity or perceived risk outweighs potential return on investment calculation
  4. Decision making in companies focuses on priorities that may be different right at the time when the technology becomes available
  5. Missing social acceptance, e.g. for products made out of alternative feedstock
  6. Insufficient contribution of R&I to societal challenges
  7. Insufficient technological leadership of firms/need to strengthen the science base

8. Insufficient cross-border cooperation
9. Regulations: in the case of waste to be used as feedstock – transport of waste across borders could be impossible

- **Defining KPIs to measure project impact:**

1. Defining appropriate KPIs by stakeholders and EC
  - Content: technical (TRLs), environmental, economic, societal
  - Perimeter(project(s), company, sector, society)- and timescale
2. Clear and common definition of impact, based on meaningful and well defined key performance indicators ('and methodology?) relevant for research & innovation projects, at the different stages of their lifetime need to be developed.
3. Mechanism for (standardised/electronic) data collection so that project coordinators will efficiently provide/update data on the KPIs during the project, and beyond the project timeframe (=>impact is different from project output).
4. Follow KPIs not only at the scale of a single project, but also at project portfolio scale (i.e., a cluster of several projects working in the same field. Analysing data at the portfolio scale will allow to make statistics and extract information which cannot be found at the single project scale. We could, for example, for each project portfolio, follow the evolution of the KPI averaged values over time, on a relevant timescale (which can be longer than the three-year duration of a single project).
5. Could be measured at the project start (=> state of the art), during the project, at the project end (=> progress beyond state of the art) and after an implementation period to be defined.
6. The information extracted from the data analysis should be used to shape the future research & innovation work programmes, along with other considerations such as policy, market trends, IP trends and technology trends. We should end up with an evidence-based decision making process for programmes/project portfolio management.

- **Smart design of R&I programmes and calls**

1. Stakeholders should engage in discussions to co-develop programmes and themes so that they fit company's priorities best – working for appropriate goals will enhance motivation and exploitation (e.g. within the cPPP SPIRE)
2. Better follow existing roadmaps (FP9)
3. Align EU calls with companies strategies to avoid misalignment, calls do often not come at the right time
4. More flexibility of calls regarding time scales to get continuity
5. Smart WP design - information extracted from impact data analysis should be used to shape the future research and innovation work-programmes, along with other considerations such as policy-, market-, IP- and technology trends (evidence-based decision making process for project portfolio management)
6. New research topics need to be identified as early as possible
7. Continuity and alignment between calls and projects in a given area needed
8. Funding roadmap for portfolio of TRL3-4 projects to get funding to develop further to TRL 5-7
9. CSAs aimed at increasing project impact: fund only one project per call topic to avoid duplication

- **Projects preparation**

1. Impact as a priority from project design stage – providing effective sustainability based guidance to optimise the design of future projects from early stage of development of projects, would be instrumental in the optimisation of the environmental and economic impact of projects and beyond project end
2. Right consortium/network – intensify network to have strong and trusted collaboration partners “at hand” for possible consortia formation for best possible result
3. Company internal - strong commitment from BUs needed: Alignment between companies R&I strategy and EU funding programme
4. Sharp communication – end users to communicate their needs and others to involve end user requirements when deciding on the project shape – the more precise and tailor-made the result, the higher the motivation to exploit results
5. Committed to impact, secure and plan efficient transfer from R&D to implementing BUs

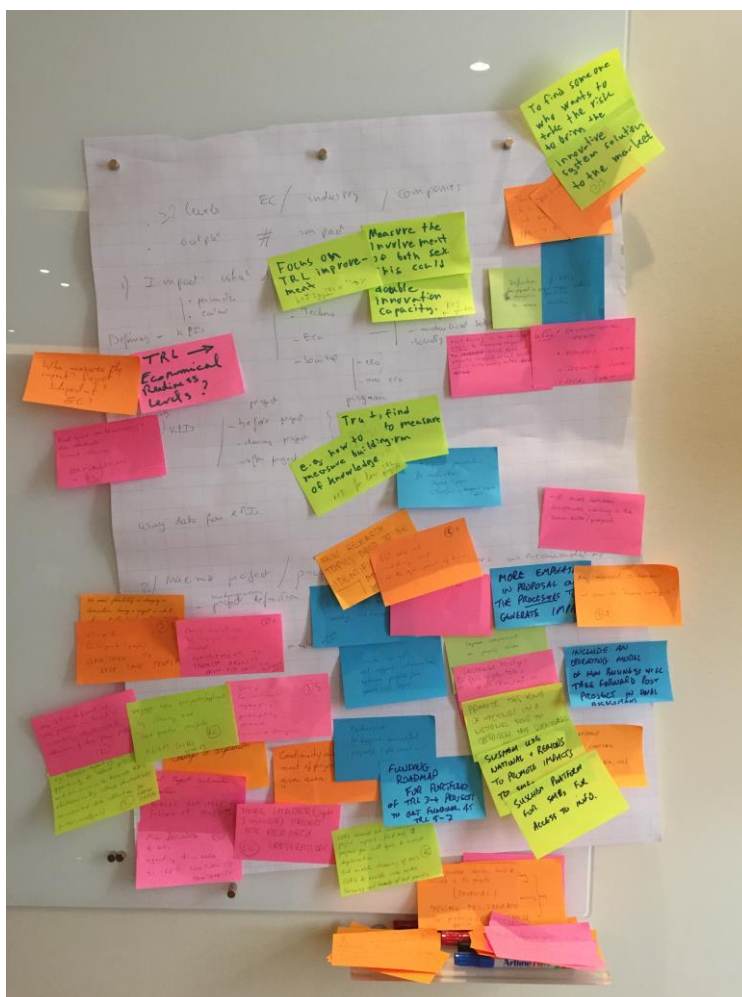
6. Project partners should assume a project is a contract to solve a challenge

- **Project implementation**

1. Open for collaboration between projects, invite/support collaboration between projects (=>FP9)
2. EC to bring in interested stakeholder which could bring value to the project
3. Strong commitment regarding participating personnel, minimise changes
4. Committed to impact
5. Improved communication of results
6. Increase budget for dissemination
7. Allow for flexibility in changing a consortium to increase impact
8. Address regulatory barriers, industrial standards and missing capital
9. Enable clustering of CSAs to foster cross-sector learnings and transfer of best practice

- **Project end**

1. Mechanism to support successful projects/budget for dissemination of results post-project
2. Follow-up of successful project by the EC, follow-up calls => feed smart design of R&I programme and calls
3. Address regulatory barriers, industrial standards and missing capital
4. Launch (who does this?) database of project impact: participants to generate meaningful reports, EC to develop tool beyond CORDIS only
5. Transferrable project results need further effort after the project – the EC could plan incentives for this, give resources for dissemination/exploitation/marketing and adaptation of results
6. Building on success - most successful projects in lower TRL could be – after evaluation – automatically invited to submit a continuation proposal in higher TRL



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