



Task Force Swiss EEN 2

Implementation of EEN in Switzerland

Implementation of the recommendations resulting from the study
“Analyse zur Weiterentwicklung des Swiss Enterprise Europe Net-
work”

Reference : 2016-3-11 position task force v7-final



Executive summary

Enterprise Europe Network (EEN) is a business support network initiated in 2008 by the European Commission to facilitate transnational business-to-business, business-to-academia, and academia-to-academia innovation partnerships across Europe and beyond. In July 2015, Interface was mandated by the Commission for Technology and Innovation (CTI), the State Secretariat for Education, Research and Innovation (SERI) and the State Secretariat for Economy (SECO) to conduct an independent impact evaluation of Swiss participation to date in this international network, specifically on Swiss small and medium-sized enterprises. Submitted in December 2015, the final report contained four recommendations to optimize the delivery of EEN services.

A task force composed of representatives of the CTI, SERI, SECO as well as Euresearch and Switzerland Global Enterprise (S-GE) -- the organizations responsible for implementing Swiss EEN since 2008 -- has studied the recommendations and proposes the following concrete measures to ensure their future implementation:

1. The profile of EEN services should be sharpened
<ul style="list-style-type: none">• Adopt the characterization presented in Figure 1 and, as part of the implementation of recommendation 4, submit it to a communication specialist to transform it in an appropriate message• Confirm that Swiss EEN will continue to cover the entire scope of possible partnerships and activities and make full use of all the available instruments• In the future, place the main focus of Swiss EEN on innovative companies, combining EEN with appropriate innovation promotion instruments such as those of the RIS and the CTI• Develop an “Innovation Helpdesk” with the mission not only to support the establishment of partnerships but also to advise interested clients on innovation promotion opportunities (including financial support) for their specific partnerships. In doing so, combine the services of the RIS and of the CTI.
2. EEN service provision should be decentralized
<ul style="list-style-type: none">• Implement the “shared responsibilities” organization model• Mandate the CTI<ul style="list-style-type: none">- To set-up, lead, coordinate, and develop the Innovation Network- With other EEN consortium members, to train the Innovation Network partners so that they can adequately redirect clients- To insure that the “no wrong door” concept is fully implemented- To insure that a common working philosophy is established throughout the network- To make interactions between all partners as efficient as possible, at the national and regional levels- To insure that harmonized messages are delivered by all partners.
3. The CTI should focus on leadership and coordination roles as well as on quality assurance
<ul style="list-style-type: none">• Adopt the task allocation between EEN consortium members, and between EEN consortium members and Innovation Network partners, presented in the Figure 3• Mandate the CTI to conclude national agreements with the consortium members and with principal Innovation Network partners (in particular with the RIS) defining the tasks and duties of the different partners in respect to delivering EEN services.
4. Increase the perception and awareness of the target groups for EEN
<ul style="list-style-type: none">• Mandate the CTI to prepare a coherent communication concept for EEN, after the task allocation of consortium members and Innovation Network partners has been finalized, taking into account<ul style="list-style-type: none">- Existing communication channels that will continue to be used by Swiss EEN- The specific needs of the Innovation Network partners, in particular the RIS and the CTI Coaches and CTI Mentors.

1 Background

Since 2008 Euresearch and Switzerland Global Enterprise (S-GE) have constituted the Swiss EEN consortium, and EEN advisors based in these institutions have delivered EEN services to their target groups. In 2014, it was decided that in 2016 the leadership for the Swiss EEN activities will be transferred to the Commission for Technology and Innovation (CTI). A “Detailed concept for the implementation of EEN in Switzerland during the period 2016-2020”¹ was prepared (hereafter called the detailed concept) and an “**EEN Monitoring Committee**”² (EEN MoCo) was set up in 2015 to supervise the implementation of the new concept, to take responsibility for the strategic coordination, and to monitor EEN activities in Switzerland.

The EEN MoCo decided that an objective and independent survey of the participation in the EEN network between 2008 and 2015 should be conducted to evaluate its impact on Swiss SMEs. On the basis of these findings, recommendations were to be made to optimize future EEN services delivered to SMEs.

In July 2015, Interface was mandated to conduct the study, focusing on the following topics:

- The previous experience (both good and bad) of different target groups (SMEs and parties involved in technology transfer or support to SMEs)
- The degree to which the EEN and its different services are known to target groups
- The need of Swiss SMEs for the services offered by EEN
- The organization of the Swiss EEN network to best meet the needs of SMEs and make its services attractive
- The partners that should be involved in the Swiss EEN network
- The tasks to be allocated to the CTI and the new challenges that they imply.

The analysis was based on personal interviews with representatives of the various target groups and on an online questionnaire sent to 134 organisations (generating 48 returns). In October 2015, the results of the analysis and a first version of the recommendations were presented to the EEN MoCo who had the opportunity to discuss them with Interface. The final report³ was delivered in December 2015.

2 Mission of the Task Force Swiss EEN 2 with respect to the impact study

The “Task Force Swiss EEN 2⁴” (hereafter the task force) which had prepared the detailed concept, was appointed by the EEN MoCo to support Interface during the study, to evaluate the recommendations resulting from the analysis, and to propose concrete measures to be implemented during the period 2016-2020.

The task force carried out in-depth discussions with Interface to clarify the rationale for each of the recommendations. The views of different partners and institutions (S-GE, CTI Mentors, ..), on these recommendations were also solicited.

Finally, the task force studied the recommendations in the light of:

¹ Swiss Enterprise Europe Network: Detailed concept for the implementation of a new network organization for the period 2016-2020 (validated by the EEN MoCo in March 2015)

² The EEN MoCo comprises representatives of the CTI, the State Secretariat for Education, Research and Innovation (SERI) and the State Secretariat for Economy (SECO)

³ Analyse zur Weiterentwicklung des Swiss Enterprise Europe Network, Interface, Luzern, Dezember 2015

⁴ In 2016, the task force was composed of: F. Dubas CTI ; R. Egli and P. Zimmerli SECO ; D. Egloff SERI ; E. Dupont and G. Gass Euresearch; S. Jaccard and S. Talovic S-GE

- The key objectives set by the EEN MoCo for the implementation of the new network organization for the period 2016-2020 (see p. 7 of the detailed concept), and the decisions already taken by this committee
- The RIS strategy defined in 2012 and included in the multiannual regional policy program of the “Botschaft über die Standortförderung 2016–2019” validated by the Swiss Federal Council on February 18, 2015
- The international strategy currently prepared by the CTI in view of its transformation
- The goals and regulations set for EEN by the EASME.

On this basis, the task force sought to define implementation measures that would:

- Ensure that Swiss participation in the EEN network has a significant impact and utility for participating academia and businesses, SMEs and Start-up companies included
- Allow an optimal integration of EEN services into existing regional, national, and international instruments designed to foster innovation in Switzerland
- Be implemented quickly, efficiently and with a minimum of resources
- Be acceptable for the different partners.

3 General evaluation of the impact study

The study is a carefully and rigorously conducted survey. It is well structured, clearly presented, and focused on critical aspects. Although the number of interview partners was not large due to the limited resources allocated to the project, the data gathered are sufficient to provide insights into the needs and behavior of Swiss SMEs that can be of considerable utility to the CTI, SERI, SECO, Euresearch, and S-GE, as well as to justify the proposed recommendations. However, due to the limited time and resources available and to the specific mandate given to Interface (analyze the impacts on SMEs), the understanding of how the EEN processes are implemented by the consortium has remained incomplete. To be fair to the authors, and as recommendation 1 and 4 suggest, services offered by EEN and the instruments used need to be characterized more precisely and concisely.

The recommendations are clearly presented and pertinent to the current reorganization of the Swiss EEN network, identifying shortcomings in the past or present situations. The recommendations are logically interdependent and form a coherent and consistent package. Although the conclusions can be discussed, the data clearly show the areas where improvement is needed or where a new solution must be found.

4 Propositions of the task force for the implementation of the recommendations resulting from the impact study

Recommendation 1: The profile of EEN services should be sharpened⁵

Arguments interface: *Individual areas and services are already covered by other actors. The profile of the EEN services should be sharpened and the core business defined. We recommend focusing on the mediation of partnerships ("matchmaking") in the fields of technology and innovation.*

Position of the task force

The task force sees two different aspects in this recommendation that must be considered separately:

- a) The need to characterize Swiss EEN more clearly and concisely;
- b) The need to focus and possibly limit the scope of the services offered and instruments used.

⁵ The original German wording for the Interface recommendations is presented in Annex I

Characterization

The task force agrees that Swiss EEN must transmit a clearer and more concise message on what EEN is, the benefits it can generate, and the instruments that are available to attain its goals. For this purpose, the task force suggests the following characterization:

Structure
<ul style="list-style-type: none">• At the international level: 600 member organizations present in over 50 countries (EU countries, non EU European countries, Asian and American countries and New Zealand and Australia)• At the national level: a consortium of three organizations (CTI, Euresearch and Switzerland Global Enterprise) and a national Innovation Network with over 20 partner organizations and specialists (CTI Mentors, CTI Coaches, Regional Innovation Systems, CTI NTN and others)
Objective
<ul style="list-style-type: none">• Provide qualified support to companies (in particular SMEs) and research groups finding international partners to promote innovation and business development
Type of partnerships
<ul style="list-style-type: none">• <u>Transnational partnerships</u> between<ul style="list-style-type: none">• Companies (R&D-based or not) and companies (R&D-based or not)• Companies and research groups or research group and companies• Research groups and research groups
Scope of the partnerships
<ul style="list-style-type: none">• Research activities• Technology transfer• Business
Instruments
<ul style="list-style-type: none">• <u>Publication of profile in the EEN database</u>: drafting of a written offer or request and publication in the EEN database• <u>Access to the EEN database</u>: consultation of profiles inserted by others in EEN or Swiss database, identification of potential partners and Expression of Interest (Eoi)• <u>Direct matching</u>: partner search over personal contacts of EEN advisors together with CT Mentors and Coaches and RIS coaches• <u>Brokerage event/company mission</u>: organized in Switzerland or in EEN country• <u>Answers to specific queries</u> concerning research, technology transfer or business conditions in EEN countries• <u>Helpdesk Innovation</u>: advice and support concerning innovation promotion opportunities for specific partnership projects (together with CTI Mentors, CTI Coaches and other partners) <p>All six instruments can be used to establish all types of partnerships</p>

Fig. 1: Schematic characterization of Swiss EEN suggested by the task force

Focus and/or limitation

The task force agrees only in part with this recommendation: a clearer focus should be given to the EEN activities in Switzerland but the scope and variety of EEN activities should not be limited or restricted, since all EEN instruments are accessible within the international network and the full range of instruments and activities can benefit companies in Switzerland.

As proposed by Interface, the main focus of the activities of Swiss EEN should be placed on innovation, in particular on companies whose innovation is based on partnerships with academia or other companies to develop new products or services thanks to technology transfer of research. This focus corresponds with the core mission of the CTI. In the past years, it has also represented the largest share of the partnerships established by Swiss EEN.

Yet, EEN provides powerful tools to cover the needs of companies over the entire chain of innovation, from development of new ideas to market expansion. If the support to companies (and not to academia) is at the center of EEN activities in Switzerland, then partnerships towards business development (also for not “science-based” companies) should not be neglected. The task force is thus of the opinion that the Swiss EEN consortium, together with the local cooperation partners (see below), should continue to offer all types of partnerships (company-to-company; company-to-research; research-to-research), cover the entire scope of potential activities (partnerships for research; partner-

ships for technology transfer; and partnerships for business development), and use all possible instruments to achieve its goals, including publication of profiles; transmission of expressions of interest; direct matching; brokerage events/company missions; and answers to specific queries.

Proposition of the task force for the implementation of recommendation 1

The following decisions should be taken by the EEN MoCo:

- Adopt the characterization presented in Figure 1 and, as part of the implementation of recommendation 4, submit it to a communication specialist to convert it in an appropriate message
- Confirm that Swiss EEN will continue to cover the entire scope of possible partnerships and activities and make full use of all the available instruments
- In the future, place the main focus of Swiss EEN on innovative companies, combining EEN with appropriate innovation promotion instruments such as those of the RIS and the CTI
- Develop an “Innovation Helpdesk” with the mission not only to support the establishment of partnerships but also to advise interested clients on innovation promotion opportunities (including financial support) for their specific partnerships. In doing so, combine the services of the RIS and of the CTI.

Recommendation 2: EEN service provision should be decentralized

Arguments Interface: *In the future, consultation should be decentralized and provided by regional EEN advisors. We recommend the use of the new structures of the Regional Innovation Systems (RIS), and the integration of the EEN advisors within them. Accordingly, an advisor should be made responsible for EEN in each RIS-Region. In addition, and as previously, advisors should be made responsible for a thematic priority.*

Position of the task force

The task force agrees only in part with this recommendation. It recognizes the need for the establishment of “relays” in the regions in proximity to the SMEs to provide better visibility for EEN and better accessibility for companies. However, it stresses that the drawbacks inherent to the decentralization of the EEN advisors in the regions are significant.

The task force has carried out a detailed analysis of the three organization models currently under discussion (current situation: EEN services offered by national structures; organization model proposed by Interface: decentralized EEN services offer; “shared responsibilities” model: organization model presented in the detailed concept where the delivery of EEN services is shared between consortium members and local cooperation partners). This analysis is presented in *Annex II* at the end of this document. Based on these results, the task force has concluded that the “shared responsibility” model would be the most efficient since with this model

- All target groups of EEN, in particular SMEs, have good access to services
- There is good integration of EEN into other innovation support instruments at both the regional and national levels (CTI Mentors, CTI Coaches, S-GE advisory services on export opportunities, Euresearch activities on Swiss participation in EU programs, and other international activities)
- The delivery of EEN services in all regions is guaranteed with the same quality and the representation of the Swiss regions in Brussel is uniform.

To implement the “shared responsibilities” model, a working concept describing the interactions between EEN advisors and partners in the local cooperation network must be prepared that defines which tasks and responsibilities are to be assigned to each partner. To this purpose, the task force has developed the following concept:

- The EEN advisors, together with other company advisors and coaches such as S-GE, RIS, Euresearch SME-CP, CTI Mentors and CTI Coaches as well as with research group advisors such as Euresearch NCP and RO are to form a close-knit **“Innovation Network”**
- Within this network, some partners such as the EEN advisors (or CTI Mentors) deliver specialized services, whereas others, such as the RIS, provide more generalized support
- Every partner in the Innovation Network can function as an entry point for clients, and can define the precise client need(s) during site visits
- Partners of the “Innovation Network” are trained to know enough of the activities of other network partners to be able to adequately redirect clients to the appropriate network partner(s), thus implementing the concept of “no wrong door”
- Partners in the Innovation Network contribute, each in its field of expertise, to the support of innovative companies (and research groups). RIS, and other “generalists”, may play the role of “key account manager”.

This working concept is described schematically in the figure below:

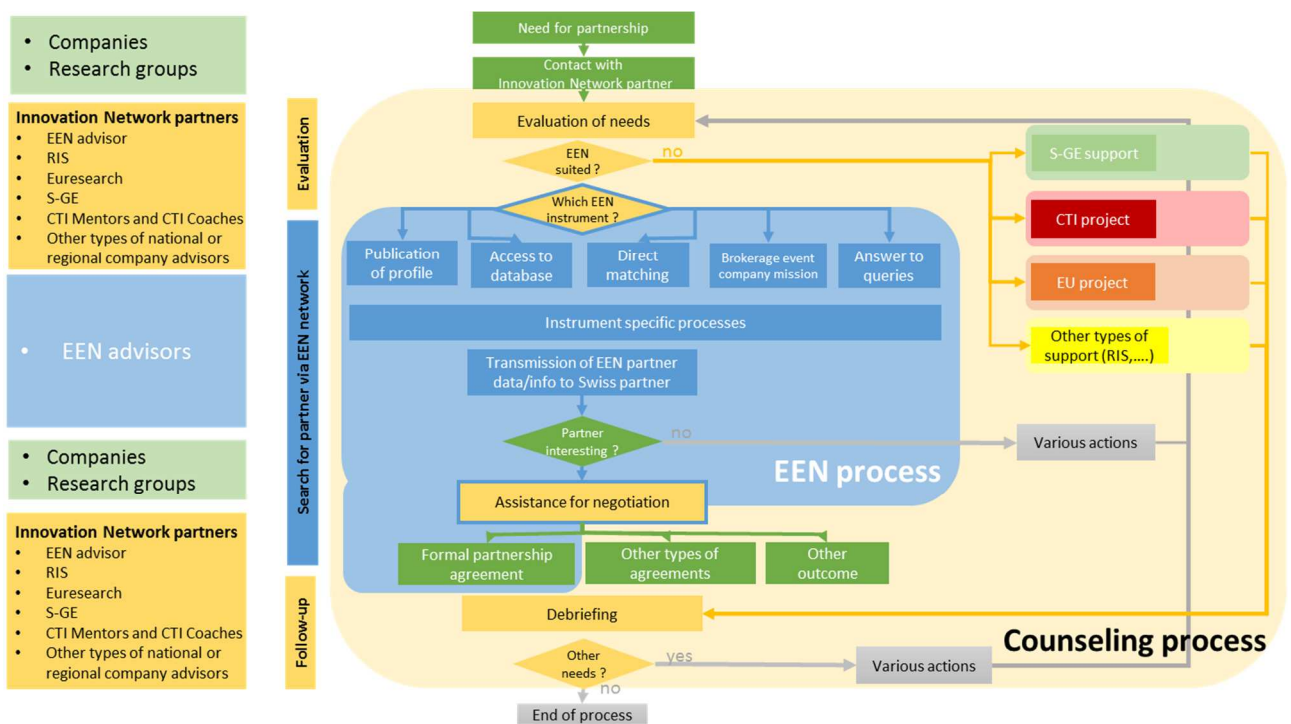


Fig. 2: Distribution of tasks and activities among Innovation Network partners for the “shared responsibility” organization model

When the client’s need is the establishment of a transnational partnership, EEN advisors take over either alone or in collaboration with the entry point advisor. If the entry point is a RIS or a Start-up coach, they can advise and support clients, in particular SMEs and Start-ups, through every step of the EEN processes, together with the EEN advisors. They may also help to choose the most adequate EEN instrument and contribute to the preparation of technology request or offer profiles. Finally, at the end of the process, the coaches can debrief the client, again alone or with the EEN advisors, to determine if further client’s needs must be addressed.

When the initial evaluation carried out at the entry point determined that EEN is not the suitable instrument, a similar process takes place between the entry point advisor and the required specialist. In this manner, if the entry point was an EEN advisor, but EEN is not the appropriate instrument to fill the client’s need, he will be redirected toward the required specialist, be it a RIS coach, a CTI Mentor or a S-GE export specialist.

For this Innovation Network to function effectively, training of the different partners and coordination of their activities is essential. This responsibility should be assigned to the CTI together with the other consortium members.

Proposition of the task force for the implementation of recommendation 2

The following decisions should be taken by the EEN MoCo:

- Implement the “shared responsibilities” organization model
- Mandate the CTI
 - To set-up, lead, coordinate, and develop the Innovation Network
 - With other EEN consortium members, to train the partners in the Innovation Network so that they can adequately redirect clients
 - To insure that the “no wrong door” concept is fully implemented
 - To insure that a common working philosophy is established throughout the network
 - To make interactions between all partners as efficient as possible, at the national and regional levels
 - To insure that harmonized messages are delivered by all partners.

Recommendation 3: The CTI should focus on leadership and coordination roles as well as on quality assurance

Argument Interface: *The CTI will be the governing body of EEN Switzerland. We recommend that the CTI focuses in the future on the national leadership and coordination role as well as on quality assurance. In accordance with the second recommendation, the actual consultancy service should be provided by EEN advisors located in the regions.*

Position of the task force

The task force agrees in part with this recommendation. If the “shared responsibilities” organization model is implemented, EEN consortium members, including the CTI, will continue to deliver EEN services to various target groups.

The EEN MoCo decided in 2015 that the CTI will assume the overall responsibility and the leadership for Swiss EEN, including the leadership of the consortium and the coordination of its activities, the responsibility for a general quality control, as well as the coordination of the local cooperation network (or Innovation Network partners). The list of tasks proposed by Interface for the CTI is thus correct, but must include the responsibility to deliver services to certain types of clients.

The task force has examined which tasks should be allocated to the different consortium members and to the Innovation Network partners. Within the Swiss EEN consortium, the core business of the CTI is in technology transfer for innovation and in research with company partnerships, while the specific expertise of S-GE-EEN is in transnational business development and company-to-company partnerships. For research partnerships underlying research activities there are two options:

1. Euresearch, created to promote Swiss participation in EU research and innovation programs, is included in the consortium to support the needs of the research community and contribute to the establishment of partnerships within academia, in particular when the goal is to participate in international research programs
2. Euresearch is not part of the Swiss EEN consortium but, as one of the partners in the Innovation Network, can deliver defined services to the research community in collaboration with the EEN advisors at the CTI.

Since the future provision of an information service on EU R&D programs in Switzerland is currently under discussion at the SERI, it is too early at present to choose between the two options. The future

design and scope of the information service on EU R&D programs will have to be known first before it can be functionally linked to the provision of EEN services in Switzerland.

As for the partners in the Innovation Network, in particular the RIS, their roles, in respect to EEN services, will be to acquire client companies, evaluate their precise needs, help select the optimal innovation promotion instrument and reach for specialists of the appropriate organizations. As outlined above, when EEN services are needed, the RIS or other Innovation Network partners, together with the EEN advisor at the CTI or at S-GE, may accompany the company throughout the various steps of the EEN processes. Finally, alone or with the EEN advisor, they may debrief the company to provide for further needs.

Annex III, at the end of this document, illustrates in a figure how the different instruments will be used by the EEN consortium members and by the Innovation Network partners to cover the different types of partnerships included in Swiss EEN. The same is presented diagrammatically in the figure below

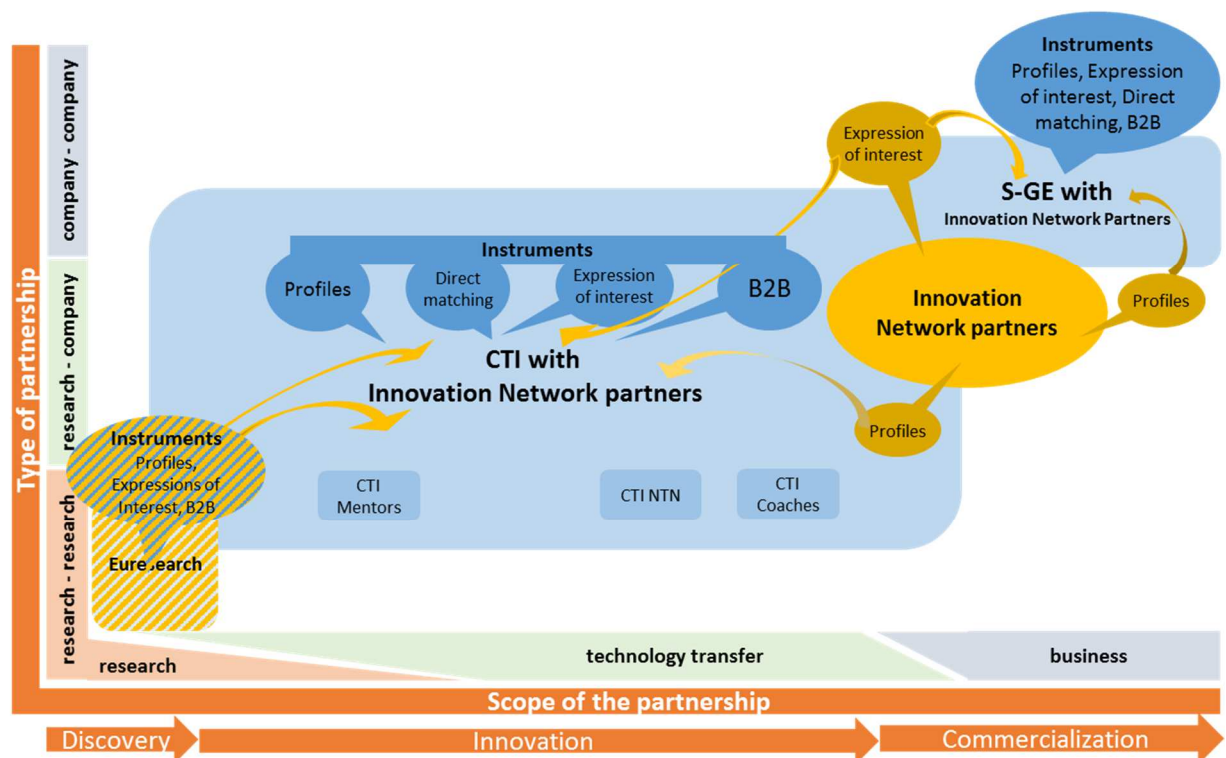


Fig. 3: Positioning of the EEN consortium members and support activities on the innovation chain. Euresearch may be included in the EEN consortium (blue) or an Innovation Network partner (yellow). Innovation Network partners work closely with EEN advisors at CTI or S-GE (arrow)

To facilitate the interactions between EEN advisors and Innovation Network partners, EEN advisors at Euresearch (after 2017 at the CTI) and S-GE will assume the role of “EEN regional contact points”, in addition to the specific thematic competences they already have, as shown in Annexes IV and V.

With time, RIS (and other partners in the Innovation Network such as CTI Coaches and CTI Mentors) and EEN advisors will form, a close-knit and efficient team.

Proposition of the task force for the implementation of recommendation 3

The following decisions should be taken by the EEN MoCo:

- Adopt the task allocation between EEN consortium members, and between EEN consortium members and Innovation Network partners presented in the Figure 3⁶.
- Mandate the CTI to conclude national agreements with the consortium member and with principal Innovation Network partners (in particular with the RIS) defining the task and duties of the different partners in respect to delivering EEN services.

Recommendation 4: Increase the perception and awareness of the target groups for EEN

Argumente Interface: *EEN is little known, either in the SMEs, or in the cantonal and regional organizations providing public consultations to companies and innovation. The services of EEN must be clearly defined and communicated with more force. We recommend that the CTI contracts communication specialists to develop an appropriate communication approach. Regional partners of CTI should be included in this development process.*

Position of the task force

The task force agrees with this recommendation. Efforts must be made to increase the perception and awareness of EEN. Clear, concise and consistent messages must be prepared, made available in suitable forms to the consortium members and to the Innovation Network partners so that target groups are supplied with harmonized information.

The consortium members and Innovation Network partners must be part of this communication effort. Existing channels of S-GE or Euresearch already in use must continue to be developed since they are known by existing clients. In addition, all possible channels of the CTI must be taken advantage of, such as the

- CTI Internet site
- CTI events and platforms supported by the CTI
- CTI Innovation maps
- CTI National Thematic Network.

Proposition of the task force for the implementation of recommendation 4

The following decisions should be taken by the EEN MoCo:

- Mandate the CTI to prepare a coherent communication concept for EEN, after the task allocation of consortium members and Innovation Network partners has been finalized, taking into account
 - Existing communication channels that will continue to be used by Swiss EEN
 - Specific needs of the Innovation Network partners, in particular the RIS, CTI Coaches, and CTI Mentors involved in client acquisition.

⁶ The future role of Euresearch will be decided at a later time between SEFRI, CTI and Euresearch

Empfehlung 1: Profil der Dienstleistungen von EEN schärfen

Argumente Interface: Einzelne Bereiche und Dienstleistungen sind bereits durch andere Akteure abgedeckt. Das Profil der Dienstleistungen von EEN muss geschärft und das Kerngeschäft definiert werden. Wir empfehlen den Fokus auf die Vermittlung von Partnerschaften („Matchmaking“) im Bereich Technologie und Innovation zu legen.

Empfehlung 2: Dezentrale Leistungserbringung von EEN

Argumente Interface: Die eigentliche Beratung sollen in Zukunft dezentral durch regionale EEN Beraterinnen und Berater erbracht werden. Wir empfehlen, die sich entwickelnden Strukturen der Regionalen Innovationssysteme (RIS) zu nutzen und die EEN Beratung dort zu integrieren. Entsprechend ist für jede RIS-Region eine Beraterin oder ein Berater zuständig. Zusätzlich sollen die Beraterinnen und Berater wie bis anhin einen thematischen Schwerpunkte abdecken.

Empfehlung 3: Die KTI konzentriert sich auf Leitungs- und Koordinationssaufgaben sowie auf die Qualitätssicherung

Argumente Interface: Die KTI wird zum Führungsorgan von EEN Schweiz. Wir empfehlen, dass sich die KTI in Zukunft auf nationale Leitungs- und Koordinationsaufgaben sowie die Qualitätssicherung konzentriert. Die eigentlichen Dienstleistungen sollen entsprechend der zweiten Empfehlung durch EEN Beraterinnen und Berater in den Regionen erbracht werden.

Empfehlung 4: Bekanntheit von EEN erhöhen

EEN ist wenig bekannt, sowohl bei den KMU als auch bei den kantonalen und regionalen Organisationen öffentlicher Unternehmen- und Innovationsberatung. Die Dienstleistung von EEN muss klar definiert und mit mehr Kraft kommuniziert werden. Wir empfehlen der KTI, Kommunikationsfachleute mit der Entwicklung eines geeigneten Kommunikationskonzepts zu beauftragen. In diesen Entwicklungsprozess sollen auch die regionalen Partner der KTI einbezogen werden.

Annex II: Analysis of the organization models currently under discussion, according to different criteria

Aspect considered	EEN advisors at the national level*	EEN advisors in the regions**	Shared responsibilities***
Visibility of EEN	<ul style="list-style-type: none"> + integrated in various national policies + unique message - relative isolation from client groups 	<ul style="list-style-type: none"> + close to SMEs - isolation from research - messages not homogenous 	<ul style="list-style-type: none"> + integrated in various national and regional innovation promotion instruments + good proximity to all client groups - efforts necessary to insure that homogenous messages are delivered
Access to EEN services for SMEs	<ul style="list-style-type: none"> - SMEs prefer regional actors - limited resources for client acquisition - limited competences in company support 	<ul style="list-style-type: none"> + SMEs prefer regional actors + additional resources for client acquisition + good competences in specific company support 	<ul style="list-style-type: none"> + good accessibility, at the regional and national levels, for all client groups + good and varied resources for client acquisition + various competences present in the network
Access to EEN services for research	<ul style="list-style-type: none"> + research clients familiar with the CTI + integration in other research promotion instruments 	<ul style="list-style-type: none"> - inaccessibility for research client groups, especially at the national level - no integration in other research promotion instruments 	<ul style="list-style-type: none"> + good accessibility to client groups + integration in other research promotion instruments
Efficiency of the processes involved in delivering EEN services	<ul style="list-style-type: none"> + few partners involved + good critical mass + good integration in the EEN network + thematic focus of EEN advisors present 	<ul style="list-style-type: none"> + few partners involved - absence of critical mass - poor integration in the international EEN network - thematic focus of EEN advisors difficult to implement 	<ul style="list-style-type: none"> - efforts necessary to insure efficient processes + good critical mass + good integration in the EEN network + thematic focus of EEN advisors present
Homogeneity of the services delivered	<ul style="list-style-type: none"> + good coordination and exchange of information within consortium + quality control efficient + training effort limited 	<ul style="list-style-type: none"> - difficult coordination and exchange of information within consortium - quality control difficult - high training effort necessary 	<ul style="list-style-type: none"> + good coordination and exchange of information within consortium + quality control efficient - efforts necessary to insure good training or all partners
Conformity with EASME guidelines	<ul style="list-style-type: none"> + few partners in consortium 	<ul style="list-style-type: none"> - 5 to 6 cantons (or 26) must sign the international agreement 	<ul style="list-style-type: none"> + few partners in consortium
Political aspects	<ul style="list-style-type: none"> + Confederation is mandated to insure Swiss participation in EU activities + homogenous representation of regions and cantons 	<ul style="list-style-type: none"> - no political mandate in the regions - no homogenous representation of the country 	<ul style="list-style-type: none"> + Confederation is mandated to insure Swiss participation in EU activities + homogenous representation of regions and cantons

* Present situation; ** recommendation Interface; *** proposition detailed concept

Positive key factors; Negative key factors

Annex III: Role of the consortium members and the Innovation Network partners. Euresearch may be included in the EEN consortium (blue) or an Innovation Network partner (yellow). Innovation Network partners work in close collaboration with EEN advisors at CTI or S-GE (arrow)

Activity	Euresearch	CTI EEN consortium	S-GE EEN consortium	Innovation Network partners
Type of partnership				
<ul style="list-style-type: none"> Company with company Company with research group or research group with company Research group with research group 	- - +	+* + +	+** - -	+ + -
Scope of the partnership				
<ul style="list-style-type: none"> Partnerships for research activities Partnerships for technology transfer Partnerships for business 	+*** - -	+ + -	- - +	+ + +
Instrument				
<ul style="list-style-type: none"> Publication of profile in EEN database Transmission of EoI (Access to EEN database) Direct matching Brokerage event/company mission Answers to specific queries 	(+) (+) - + -	+ + + + +	+ + + + +	(+) (+) - - -
* R&D-based companies ** non R&D-based companies ***basic research		Consortium partners		Innovation Network Partners

Annex IV: Thematic competences and regional allocation of the EEN advisors

EEN advisor	Thematic competences	Regional contact point
Euresearch* *		
Emile Dupont	Micro and Nano, ICT	Basel area, Ticino
Gerhard Gass	Food, Agriculture	Berne area
Inès Rosetti		French speaking area
Nicolas Lentze	Biotech, Health	Zürich area
Ernst-Jan van Hattum	Energy, Circular Economy	East Switzerland area
Kathrin Ruegg*	Environment	Zürich area
S-GE		
Sylvain Jaccard		French speaking area
Sabina Talovic		German speaking area
Nicole Cuche	Answers to client queries	

* Maternity leave ** At the CTI after 2017

Annex V: Organization of the RIS (red) and regional allocation of the EEN advisors at Euresearch (at CTI, after 2017) and S-GE (in blue)

