EARTO Paper:
Unlocking Innovation: The Role of RTOs as Intermediaries in Knowledge Valorisation

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The role of Research, Development, and Innovation (RD&I) is essential to fulfilling Europe's ambitions such as boosting its economic competitiveness and prosperity as well as building resilience and technology sovereignty in strategic EU value chains. To reach those objectives in the current context of fierce global competition and rapid technological advancements, ensuring the right conditions to stimulate effective knowledge valorisation – the process of extracting value from knowledge assets – and technology co-creation in Europe and to prevent unwanted potential barriers hampering European innovation capacity has never been more necessary.

In today's rapidly evolving knowledge economy, the ability to translate research findings into practical applications is crucial for driving RD&I and mastering twin transitions toward a greener, more digital, and resilient economy and society. Europe now needs to strengthen the collaborative development of knowledge and technology while fostering the industry's uptake of RD&I results[1]. Research and Technology Organisations (RTOs) are key players in this process, acting as intermediaries between the scientific community and industry with their diverse expertise, infrastructures, and networks: RTOs play a vital role in transforming raw knowledge into tangible products, services, and processes with/for the industry.

This position paper reiterates the multifaceted competencies of RTOs and underscores their significance as intermediaries in knowledge valorisation processes bridging the so-called 'valley of death' of technology maturation between basic science and the market. This paper shows examples of EARTO members' activities as knowledge valorisation's intermediaries. This intermediary role complements RTOs' RD&I activities coming on top of their RD&I collaborations with an array of stakeholders ranging from academics to various industries to public entities and government at all levels. RTOs have their own in-house research programmes through the whole TRL scale and do not use any intermediaries, they are their own intermediaries with the industry through their RD&I collaborations directly with the industry as well as via their own start-up creation. Many RTOs have their own ventures, see EARTO paper on RTOs' deep-tech start-ups) or Intellectual Property (IP) licensing.

RTOs as Intermediaries

As defined by the Organisation for Economic Co-operation and Development (OECD), RTOs are non-profit organisations whose core mission is to produce, combine, and bridge various types of knowledge, skills, and infrastructures to deliver a range of research and development activities in collaboration with public and industrial partners of all sizes[2]. These activities aim to result in technological, and social innovations and system solutions that contribute to, and mutually reinforce their economic, societal, and policy impacts. RTOs' technologies cover all scientific fields while aiming at innovating to improve health and well-being, safety and security, mobility and connectivity. RTOs' work ranges from basic research to new products and services' development.

RTOs support fundamental and close-to-market research, aiming to bridge the gap between basic science and market solutions. RTOs maintain good contacts with both the academic research and the close-to-market industrial worlds, ensuring that their research and technology infrastructures and skills operate across the TRLs scale. RTOs are collaborating directly with both universities and enterprises: often then acting as intermediaries bringing the fundamental knowledge of their associated universities with their own knowledge to the market[3]. Indeed, RTOs often closely collaborate with universities via joint laboratories to cover the entire range from fundamental research to applied research and industry very often supported by local, regional, and/or national governments. RTOs are by nature of their business model interacting with companies

[1] EARTO Recommendations for European RD&I Policy Post-2020, 2019

[2] The Contribution of RTOs to Socio-Economic Recovery, Resilience and Transitions, OECD, 2022

[3] EARTO Response to the EC Survey on the draft Code of practice on industry-academia co-creation for knowledge valorisation, 2023

linking their activities to knowledge developed in the partner universities providing access to resources and supporting technology transfer, in a structural way.

RTOs as knowledge valorisation's intermediaries serve as neutral platforms where RD&I stakeholders come together to address common challenges, co-create innovative solutions, and commercialise research outcomes combining public interests as much as private industrial needs, by accessing to RTOs' research and technology infrastructures[4].

Some of the RTOs' knowledge valorisation's intermediaries' capabilities are as follows:

- **Facilitating Collaborative Research and Projects:** RTOs serve as facilitators for collaborative research projects and initiatives involving an array of stakeholders (i.e. academia, RTOs, small, medium, and large industry, and governments). By bringing together diverse stakeholders, RTOs foster interdisciplinary collaboration, knowledge sharing, and co-creation of solutions to complex challenges while covering the entire range from fundamental research to applied research and then to industrial application.
- **Providing Access to Resources:** RTOs offer access to research skills, research and technology infrastructures, funding opportunities, and networks, enabling their various partners to collaborate more effectively.
- **Mobility of researchers and cross-pollination:** RTOs are strongly committed to improving researchers' mobility[5] and making research careers in Europe more attractive and sustainable while supporting the enhancement of a European single market. Joint university/RTOs/industry laboratories, and more generally RD&I relationships facilitate the mobility of researchers between them. The mobility of researchers between universities, RTOs, and industry is in fact one of the key vectors of knowledge transfer in the innovation ecosystem. RTOs often engage grad and PhD students in their (internal) projects, offering them valuable possibilities to gain experience in applied sciences, supervised by highly skilled and experienced personnel. Similarly, RTOs often (part-time) employ university professors to gain early access to and knowledge of new scientific breakthroughs developed in basic research at the universities. Such professorships contribute greatly to the synergy in RTOs and university collaborations and to the mobility of researchers between them. As such, this cross-pollination is another key vector in the knowledge transfer between universities and RTOs. And hence, is of paramount importance for the later industrial uptake of new technology.
- **Supporting Technology Transfer:** RTOs act as intermediaries in the process of technology transfer and commercialisation of the research results created in their RD&I partnerships with universities, including both fundamental research results (generally generated by universities) and applied research results (generally generated by RTOs), translating the entire research findings into market-ready products, services, and processes for/with industry. While RTOs perform, generally, applied research, they cannot act as pure licensing intermediaries of university IP rights (IPRs) without carrying out RD&I activities. They facilitate the negotiation of licensing agreements, joint ventures, and research contracts, ensuring that IPRs created during these collaborations with universities are protected, and commercialisation risks are mitigated. Thanks to these RD&I collaborations, RTOs assist in transferring research findings from academia to industry through RD&I collaborations with both types of stakeholders, IP licensing agreements, spin-off creation[6], and other commercialisation strategies.

Additionally, the cooperation between universities and RTOs opens the possibility of integrating application-relevant research topics into the teaching at the universities.

Current Capabilities of RTOs

RTOs are known for their multidisciplinary expertise, advanced infrastructures, and extensive networks, which enable them to undertake cutting-edge RD&I activities. Their unique set of capabilities encompasses a broad spectrum of fields ranging from fundamental research to applied technology development that enables them to effectively bridge the gap between research and commercialisation, as well as to translate basic research into practical solutions for industry through RD&I collaborations with universities.

Key capabilities of RTOs to deliver impact include:

1. **Multidisciplinary Expertise:** RTOs typically comprise multidisciplinary teams of top-tier researchers, engineers, scientists, and industry experts with diverse backgrounds and skill sets who excel in various domains, ensuring high-quality research outputs. RTOs often comprise diverse teams of experts spanning various disciplines, allowing for comprehensive problem-solving and innovation. This

[4] EARTO Case Studies on Technology Infrastructures, 2022
[5] EARTO Inputs for a European Framework for Research Careers (Comments to Technical Document), 2023
[6] EARTO Paper on How to Exploit the Untapped Potential of RTOs' Deep-Tech Start-Ups, 2017

collective expertise enables RTOs to tackle complex challenges spanning various domains, from basic science to applied research and development.

2. **State-of-the-Art Infrastructures:** RTOs often maintain advanced laboratories, testing facilities, and research and technology infrastructures, providing researchers and (industry) partners with access to cutting-edge equipment and resources. These facilities facilitate experimentation, prototyping, and technology validation, accelerating the innovation process. RTOs are equipped with advanced laboratories, pilot plants, and testing facilities that enable them to conduct experiments and prototyping at scale.

3. **Industry Networks:** Through strategic partnerships and collaborations with industry stakeholders, RTOs establish extensive networks that facilitate knowledge exchange, and market insights. RTOs conduct applied research with a focus on addressing industry needs and challenges, ensuring the relevance of their work. By engaging with companies across different sectors, RTOs gain valuable industry perspectives and identify market opportunities for research outcomes. RTOs maintain strong connections with industry stakeholders, including small, medium, and large enterprises, fostering collaboration and technology transfer.

4. **Technology Transfer Expertise and Commercialisation:** RTOs actively support the commercialisation of research outcomes by collaborating with industry, and facilitating technology transfer agreements, licensing arrangements, and spin-off ventures. They assist researchers in identifying IP assets, identifying RD&I partners, academia, RTOs, or industry, assessing market feasibility, and navigating the regulatory landscape, thereby bridging the gap between fundamental research and commercialisation. RTOs possess specialised knowledge in intellectual property management, collaboration with industry, licensing, and commercialisation strategies, facilitating the transfer of research outcomes to industry partners or creating start-ups.

5. **Applied Research and Innovation Activities:** RTOs demonstrate a distinct mission-centered around leveraging science and technology to foster innovation for the benefit of society, a commitment that is underscored by their unique three-fold funding scheme closely aligned with their innovation dynamics. These dynamics encompass 1) long-term competence-building upstream research, 2) medium-term high-risk strategic pre-competitive technology development activities, and 3) short-term knowledge and technology application activities. This funding structure is integral to the business model of RTOs, which prioritises a deep understanding of industry needs and market demands. RTOs deliver high-caliber, cost-effective applied research geared towards industry integration and subsequent innovation. Furthermore, as non-profit organisations, any revenues generated from technology transfer, dissemination, and deployment efforts are reinvested to support new innovation cycles and competency enhancement. Through the strategic utilisation of their expertise and resources, RTOs play a vital role in empowering industry stakeholders to bolster their competitive edge and foster sustainable growth. Additionally, the existing legal framework underpinning EU State Aid rules and its implications for RTOs is examined and further detailed by EARTO legal experts through EARTO Report on State Aid on RD&I.

6. **Networking and Communication:** Networking, communication, and relationship-building are important ways to promote industry-academia-RTOs' co-creation. This role should be supported by the researchers themselves, who should be trained for that, and by the RTOs' own internal Industry relations offices and Knowledge Transfer offices. Each organisation should organise its internal operations in the most suitable way for it. No measure should be put in place to relieve RTOs and their researchers of responsibility in their collaboration strategy with industry, this strategy itself being linked to their scientific programming strategy which cannot be decided by artificial external intermediaries who are not other research organisations working collaboratively. The establishment of an external intermediary must in no way disrupt the collaboration strategy between research organisations, which is also closely linked to their scientific programming strategy.

7. **Innovation Ecosystems:** As demonstrated above, RTOs actively contribute to the European innovation ecosystem by fostering partnerships between academia, RTOs, industry, and government entities. RTOs adopt the results of basic research performed in academia and convert that fundamental knowledge into knowledge that applies to industry, thereby acting as the linking pin in the European innovation ecosystem. Apart from this vertical integration, RTOs also often play a pivotal role in national and regional innovation ecosystems, e.g. by managing regional innovation centers. Several Member States have put in place incentive measures and have guided to this effect. This has proven its effectiveness at the regional level. It may be expected that RTOs will play an even more important role in the more effective running of these regional innovation centers. It would therefore be useful for European authorities to further stimulate and enhance the pivotal role of RTOs at EU level.

Successful Examples of Industry/RTO/Academia Collaborations

This section presents successful examples of university/RTO collaborations and RTO/industry partnerships, showcasing how RTOs facilitate knowledge valorisation and drive innovation:

1. **AIMPLAS:** AIMPLAS, Plastics Technology Centre in Spain, promotes sustainability and innovation to plastics industry companies helping the interaction with Universities and Research Foundations. As a result of this intermediation, two chairs with the main regional universities have been created: the AIMPLAS-UPV Chair, in partnership with the Universitat Politècnica de València's Institute of Materials Technology (ITM) and with the Universitat de València, both to promote training, research, knowledge transfer and supporting talent to the plastics industry. In a complementary way, and intending to focus on specific challenges, AIMPLAS created several Joint Research Units: UROPLAS with the Research Foundation of the University General Hospital of Valencia (FIHGUV) founded to develop innovative products to improve patients' quality of life and to foster urological research projects, including research on biopolymers for medical applications and Biotechpack, the joint research unit on functional solutions for packaging, formed by the Biotech Agrifood Laboratory from University of Valencia and AIMPLAS.

2. **CEA:** The National Solar Energy Institute (INES)[7] brings together research staff from the CEA, as well as from the University of Savoie (USMB), and the CSTB (Centre Scientifique et Technique du Bâtiment). The institute's laboratories, clean rooms, pilot facilities, and demonstrators allow its scientists, engineers, and technicians to work on optimising all aspects of solar photovoltaic energy, from cells to systems and from positive-energy buildings to solar mobility. In addition to carrying out research into solar photovoltaic energy, teams are being set up to study solar thermal energy for cooling and heating, and to investigate ways of optimising passive energy through energy management in buildings and energy efficiency technologies. In addition, the Carnot Energies du Futur brings together CEA-Liten and ten academic laboratories from University Grenoble Alpes, University Savoie Mont-Blanc, CNRS, and INRAE. By combining very high-quality scientific research with a culture of partnership and industrial transfer since 2007, the Energies du Future research teams' goal is to develop innovations for energy that protect the environment[8].

3. **DTI:** The Danish Technological Institute, an independent and non-profit research and development institute, is recognised as the largest technological service provider in Denmark. With a rich history of engagement in large collaborative R&D projects involving academia and industry, DTI is dedicated to translating cutting-edge knowledge and technology into tangible benefits for society. In a recent collaboration partly funded by the Innovation Fund Denmark, industry leaders, and academic institutions joined forces within the CETEC project to spearhead a sustainable solution for circularity in the wind turbine industry. The robust European partnership comprising Vestas (Denmark), Olin (Germany), Aarhus University (Denmark), Danish Technological Institute (Denmark), and Stena Recycling (Denmark and Sweden) played a pivotal role in the development of CETEC's Blade Circularity Solution. This groundbreaking solution transforms epoxy-based turbine blade recycling by utilizing a process to convert epoxy resin into virgin-grade materials, thus establishing a circular economy in blade manufacturing without altering the original design and composition. Specifically designed for traditional epoxy-based turbine blades, this innovation targets a critical industry need and is bolstered by the interest of waste handlers and ongoing industrial scaling, promising rapid implementation from laboratory to large-scale production.

4. **EURECAT:** EURECAT, the Technology Centre of Catalonia/Spain, collaborates with universities and industry partners to drive innovation in areas such as advanced manufacturing, materials science, and digital technologies. EURECAT collaborates with universities and industries to develop advanced solutions in areas such as robotics, materials, and biotechnology. Its partnership with the University of Barcelona, through the Torribera Food Campus, has promoted research and technological innovation projects in the food and health sector. In addition, EURECAT's partnership with the Polytechnic University of Catalonia (UPC) has resulted in the creation of joint research projects in additive manufacturing and digitalisation, and 3D printing research. Furthermore, EURECAT collaborates with industry leaders such as Airbus and HP on research projects aimed at developing cutting-edge technologies and fostering economic growth.

[7] *The INES Training & Evaluation Platform is the leading French organisation that delivers qualifying and certifying training in the field of solar energy.*

[8] *Aware of the challenges of our society and industrial constraints, by covering the entire value chain, from material to system, the Carnot Energies du Futur is inventing the energy of the future. To create transfers between laboratory research and industrial applications, the Carnot Energies du Futur relies on platforms allowing ideas and concepts to be brought closer to realization by confronting factors of scale, integration, and environmental constraints. With cutting-edge equipment, heavy technical resources combined with the skills of the teams, research is transformed into innovation.*

5. **Fraunhofer-Gesellschaft:** The Fraunhofer-Gesellschaft, one of the world's leading RTOs, collaborates closely with industry partners and universities to advance applied research as well as technology development. It also works extensively to establish joint research projects and technology transfer initiatives. Examples of the latter include joint research projects with universities, such as the joint Department of Sustainable Systems Engineering (INATECH) in collaboration with the University of Freiburg. The Fraunhofer model stands for the direct collaboration of Fraunhofer institutes with companies to implement the application of research results in practice. One example is the High-Performance Center for Simulation and Software-based Innovation in Kaiserslautern, a cross-partner cooperation project of Fraunhofer institutes, universities, and additional partners. Here, engineers have developed a software platform for production planning and monitoring of the manufacturing of mRNA-based drugs such as the COVID-19 vaccine or personalized cancer drugs. This is part of a strategic partnership with BioNTech SE. One example of how Fraunhofer contributes to the success of society's overarching missions in key technologies is in the area of generative Artificial Intelligence (AI). Building on the OpenGPT-X initiative for European large language models in AI, Fraunhofer is committed to value-driven developments in generative AI.

6. **IFPEN:** IFP Energies nouvelles (IFPEN) is a major research and training player in the fields of energy, transport, and the environment. From scientific concepts within the framework of fundamental research, to technological solutions in the context of applied research, innovation is central to its activities, hinged around four strategic directions: climate, environment, and circular economy – renewable energies – sustainable mobility – responsible oil and gas. As part of the public-interest mission with which it has been tasked by the public authorities, IFPEN focuses its efforts on bringing solutions to the challenges facing society and industry in terms of energy and the climate, to support the ecological transition. An integral part of IFPEN, IFP School, its graduate engineering school, prepares future generations to take up these challenges.

7. **Imec:** imec, headquartered in Belgium, is a global and independent R&D hub in nanoelectronics and digital technologies that brings together talent, a first-class infrastructure, and an international ecosystem across academia and industry. Imec has always relied on the power of shared academic expertise to bring groundbreaking innovations and collaborates closely with leading universities. Today there are research groups in every Flemish university that are associated with imec and with which imec collaborates structurally, such as IDLab, a core research group of IME and its research activities are embedded in Ghent University and University of Antwerp, IMS (Intelligent Machines and Systems), an imec research group bringing together researchers of the Vrije Universiteit Brussel research groups Brubotics, ETRO, and ELEC with special focus on human-machine interaction, transparency, resilience and sustainability and imo-imomec, a joint research institute of Universiteit Hasselt and imec focusing on the development and characterisation of new materials for a sustainable society. In addition, there are many other university research groups with which imec collaborates on a project basis through e.g. joint programs, joint laboratories, and scholarships. Its partnership with KU Leuven and other academic institutions has led to leverage their expertise in semiconductor research and the development of groundbreaking solutions in semiconductor manufacturing. Moreover, imec's industrial affiliation program attracts leading companies in the semiconductor industry, enabling collaborative research and technology development.

8. **INESC TEC:** INESC TEC is a Portuguese private non-profit research association and the largest engineering R&D organisation in Portugal. Its associates are the four main HEIs in the country's North region, and a national RTO holding. Such structure has been proving a crucial factor for the fruitful and permanent collaboration between universities-RTO. By inspiring and empowering the whole ecosystem, INESC TEC drives the Science and Technology of digitally enabled systems to overcome society's challenges. In the last 30 years, the R&D and technology transfer activities fostered the transformation of national economic sectors such as manufacturing, footwear, energy distribution, and photonics. INESC TEC takes on bold science and deep tech innovation challenges in AgroFood, Energy Health, Industry, and Sea, empowering talent, bridging stakeholders, contributing to public policies, and promoting international tech transfer of IP and the creation of several spin-offs. A prime example of successful RTO-industry collaboration, the Collaborative Laboratory ForestWISE emerged under the orchestration of INESC TEC. It unites HEIs, RTOs, public sector organisations, and companies to address critical forest and fire challenges. Today, ForestWISE stands as a prominent reference in the cogeneration and transfer of knowledge and technologies in the fire and forest field.

9. **NORCE:** NORCE, an independent Norwegian research institute conducts research and delivers innovation and skills for both public and private sectors, from SMEs to the global players. Broad focus areas address the major challenges for the societies: energy for the future towards zero emissions goal, by i.e. leading the HyValue project on hydrogen or by using advanced global energy infrastructure, such as Ullrigg. Sustainable seas and coasts aim at the green transition in the ocean

industries by for example collaborating on research on microplastic, and leading the infrastructure on developing new bioresources NBioC. Moreover, NORCE helps predict climate and environmental risks, and create safe and good societies by i.e. research on digitalisation, and digital upbringing, learning, or combating bullying.

10. **RISE:** RISE, which is based in Sweden and fully owned by the Swedish state, is Sweden's research institute and innovation partner. Through international collaboration with industry, academia, and the public sector, RISE ensures business competitiveness and contributes to a sustainable society. RISE collaborates extensively with universities. In 2022, RISE published 89% of its peer-reviewed scientific publications together with researchers from at least one university. Almost a third of RISE's peer-reviewed publications are published in collaboration with the industry. Those publications are almost invariably also being published together with a university researcher. The institute's expertise in numerous fields is a vital complement to the universities as well as the industry in collaborative projects both on a national and an international level. RISE participates in all of the seventeen Strategic Innovation Programs funded by Sweden's Innovation Agency (Vinnova), the Swedish Energy Agency, and Formas, and manages three of the coordinating program offices. As such, RISE fulfills a prominent role in the innovation ecosystem e.g. as the intermediary between academia and industry.

11. **TNO:** TNO, the independent not-for-profit research organisation based in the Netherlands, collaborates extensively with universities and industry partners across various sectors, including energy, healthcare, mobility, and transportation. Imec's and TNO's partnership with Technical University of Eindhoven, among others, resulted in the establishment of the Holst Centre, focusing on flexible electronics and wireless sensor technologies. Additionally, TNO is collaborating with the Technical University of Delft within QuTech, one of the world's leading research institutes on quantum computing and quantum sensing. The Q-Campus organised around QuTech is now home to quite some spin-off companies but also to a substantial amount of international players.

12. **TECNALIA:** TECNALIA, being the largest center of applied research and technological development in Spain, collaborates with universities and industry partners to drive innovation and develop innovative solutions in areas such as advanced manufacturing, sustainable mobility, and digitalisation. Its partnership with Mondragon University has led to the creation of joint research projects in additive manufacturing. On the one hand, TECNALIA's partnership with the University of the Basque Country (UPV/EHU) on additive manufacturing research and knowledge transfer, as well as with the University of Cantabria on RD&I and training demonstrates successful university/RTO collaboration. Furthermore, TECNALIA works closely with industry partners such as Siemens Gamesa and Volkswagen to develop innovative solutions for renewable energy and smart mobility.

13. **SINTEF:** SINTEF, one of Europe's largest independent research organisations headquartered in Norway, collaborates with universities and industry partners to develop solutions in areas such as renewable energy, maritime technology, and cybersecurity. SINTEF's collaboration with universities and industries results in addressing societal challenges and driving innovation in various sectors. SINTEF's partnership with the Norwegian University of Science and Technology (NTNU) on offshore wind energy research has led to the establishment of joint research projects in renewable energy and environmental technologies. Moreover, the Gemini Centre is considered to be the ideal model for strategic cooperation between research groups at NTNU, SINTEF, the University of Oslo, St. Olav's Hospital, and NTNU Social Research.

14. **VTT:** VTT, one of Europe's leading research institutions based in Finland, collaborates with universities and industry partners to address global challenges and drive innovation in areas such as clean energy, digitalisation, circular economy, ICT, energy, and materials. For example, VTT Bioruukki Pilot Centre operates as the "higher TRL part" of Aalto-VTT BIOECONOMY Research Infrastructures which is in the Finnish roadmap of national research infrastructures (FIRI). The BIOECONOMY research infrastructure (RI) is an openly accessible research, education, and innovation research environment hosted by Aalto University and VTT, covering the research value chain from lab to pilot scale and combines research and innovation facilities for material and chemical technologies as well as for biotechnical processes. Using Bioruukki premises, VTT collaborates with industry leaders such as Stora Enso and deep tech start-ups like Infinited Fibre Company Ltd on research projects aimed at driving technological innovation and economic growth.

The examples highlighted above show the importance of RTOs in fostering synergies among academia, RTOs, and industries, ultimately leading to impactful research outcomes and the commercialisation of technologies.

EARTO and its members remain ready to further discuss their experiences with the EU Institutions. RTOs' role as industry-academia co-creation intermediaries could be further promoted with guidance and incentives. RTOs know the functions and sides of both worlds (academia and industry), have been fostering networking, and have proven their excellence in conducting research and results' exploitation with both for years: their role is not artificial, nor does it create extra burden for the collaborating parties which is the case for other types of intermediaries, and can be used straight away as it does not need to be constructed from the ground up but only specified.

EARTO - European Association of Research and Technology Organisations
Founded in 1999, EARTO promotes RTOs and represents their interest in Europe. EARTO network counts over 350 RTOs in more than 31 countries. EARTO members represent 150,000 highly-skilled researchers and engineers managing a wide range of innovation infrastructures.
RTOs - Research and Technology Organisations
From the lab to your everyday life. RTOs innovate to improve your health and well-being, your safety and security, your mobility and connectivity. RTOs' technologies cover all scientific fields. Their work ranges from basic research to new products and services' development. RTOs are non-profit organisations whose core mission is to produce, combine and bridge various types of knowledge, skills and infrastructures to deliver a range of research and development activities in collaboration with public and industrial partners of all sizes. These activities aim to result in technological and social innovations and system solutions that contribute to and mutually reinforce their economic, societal and policy impacts.
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