



MIRIS - Mobilizing Institutional Reforms for Research and Innovation Systems

A **support action** aiming at **identifying** the strengths and weaknesses of R&I performance in ERA and Framework Programmes of the EU13 and **proposing** solutions to improve performances and participation to H2020.

MIRIS is funded under FP7 SSH and is implemented by a consortium of 11 leading organizations under coordination of **META Group**.



Research,
Development & Innovation



Mobilising Institutional
Reforms in Research and
Innovation Systems

let's bridge the GAP

Target Countries

Bulgaria
Croatia
Cyprus
Czech Republic
Estonia
Hungary
Latvia
Lithuania
Malta
Poland
Romania
Slovakia
Slovenia



Partners



Widening participation of EU 13
countries in European research
funding programmes



www.mirris.eu

The research leading to these results has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement 101019150.

European Commissioner for Research, Science and Innovation Carlos Moedas said:

"To exit the crisis and build solid foundations for growth and jobs, all EU Member States face the task of reforming their research and innovation systems. We need to work together to best tackle the challenge of how to identify and implement those reforms that are key to achieving sustainable growth."



Research, Development & Innovation


Mirris

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The research leading to these results has received funding from the European Union Horizon Programme under grant agreement No 101019719.



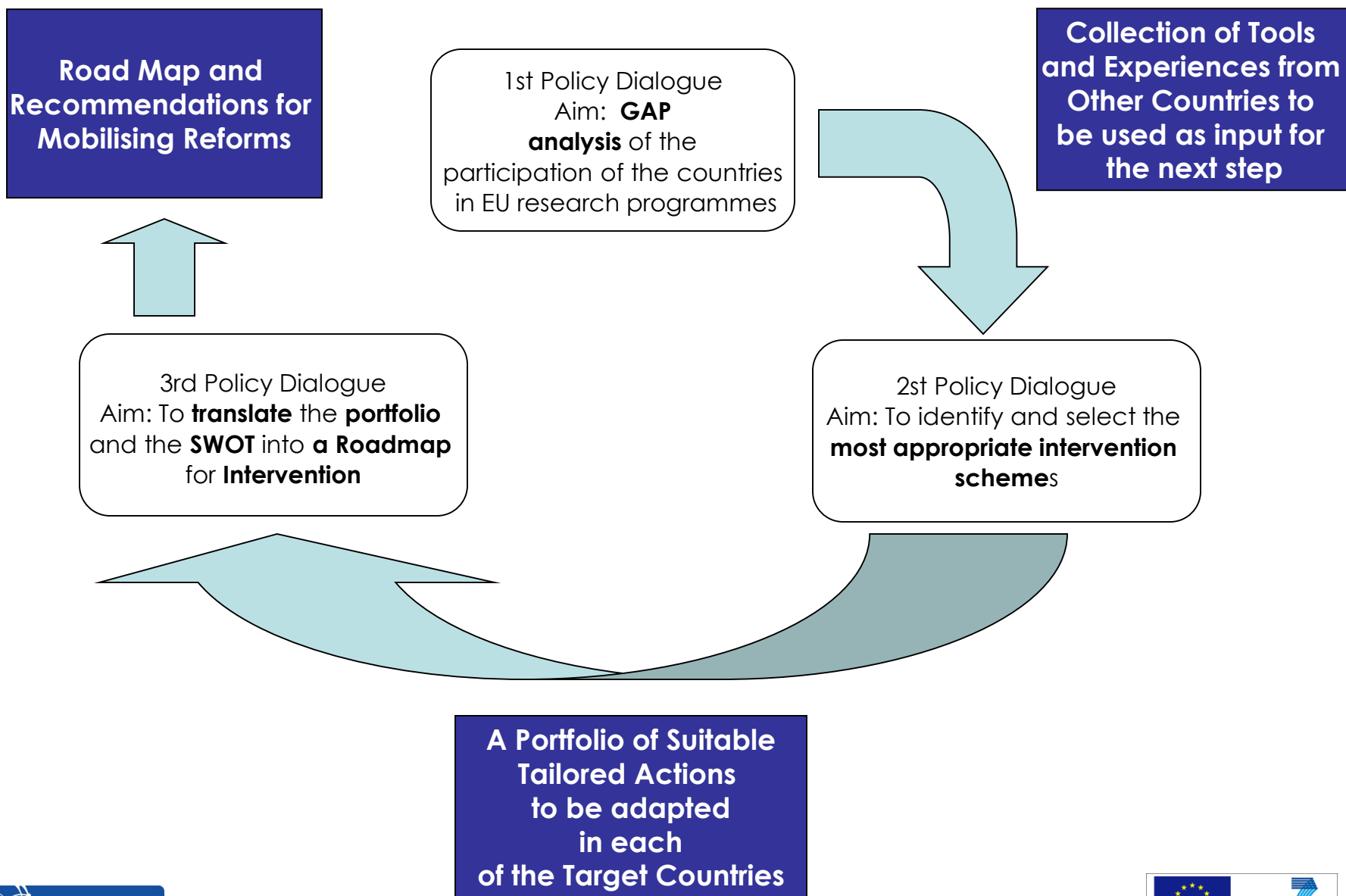
MIRRIS – WHERE WE ARE

- **1st round** of Policy Dialogues completed;
- More than **200** stakeholders involved;
- **More than 29** Good practices from **15** countries selected pursuant to MIRRIS' participation value chain approach;
- **MIRRIS Workshop** held on **29 October 2014**, per request of **European Commission** - presentation of preliminary results of MIRRIS of the 1st round of dialogues; 2nd **MIRRIS Workshop** tentatively scheduled for June or September 2015;
- **Policy brief** and other **MIRRIS material** and info available at **www.mirris.eu**
- **Decision makers:**
Representatives of Ministries of R&D and Enterprise, of Regional governments;
- **Implementation institutions:**
Academies of science, Universities, Research and technology organizations, National research councils, Funding bodies;
- **Support structures:** NCPs, RDA, Technology and science parks, Incubators, EEN, Technology transfers offices – TTOs, Clusters, SME associations.



MIRRIS CALENDAR-2nd round of Policy Dialogues

Date	Country	Hosting organization	META Group's presence
05 November 2014	Poland	PARP APRE	Anita Tregner-Mlinaric Andrea Ferrara
21 January 2015	Lithuania	National research council KU LEUVEN	Andrea Ferrara
23 January 2015	Latvia	National Research Council KU LEUVEN	Andrea Ferrara
10 February 2015	Cyprus	Directorate General for European Programmes UCL-ERIO	Anita Tregner-Mlinaric
03 March 2015	Hungary	National Innovation Office UCL-ERIO	Andrea Ferrara
05 March 2015	Estonia	National Research Council APRE, JOSEF STEFAN INSTITUTE	Anita Tregner-Mlinaric Andrea Ferrara
12 March 2015	Malta	Malta Council for Science and Technology JOSEF STEFAN INSTITUTE	Andrea Ferrara
17 March 2015	Romania	Ministry of National Education KU LEUVEN	Anita Tregner-Mlinaric Andrea Ferrara
19 March 2015	Bulgaria	Ministry of Education and Research KU LEUVEN	Anita Tregner-Mlinaric Andrea Ferrara
24 March 2015	Slovakia	NCP Slovakia INFO MURCIA	Anita Tregner-Mlinaric Andrea Ferrara
25 March 2015	Croatia	Ministry of Education, Science and Sports, APRE, OPERA	Anita Tregner-Mlinaric Andrea Ferrara
30 March 2015	Slovenia	Ministry of Education, Science and Sports OPERA	Anita Tregner-Mlinaric Andrea Ferrara
01 April 2015	Czech Republic	Technology Centre AS CR KU LEUVEN	Anita Tregner-Mlinaric Andrea Ferrara



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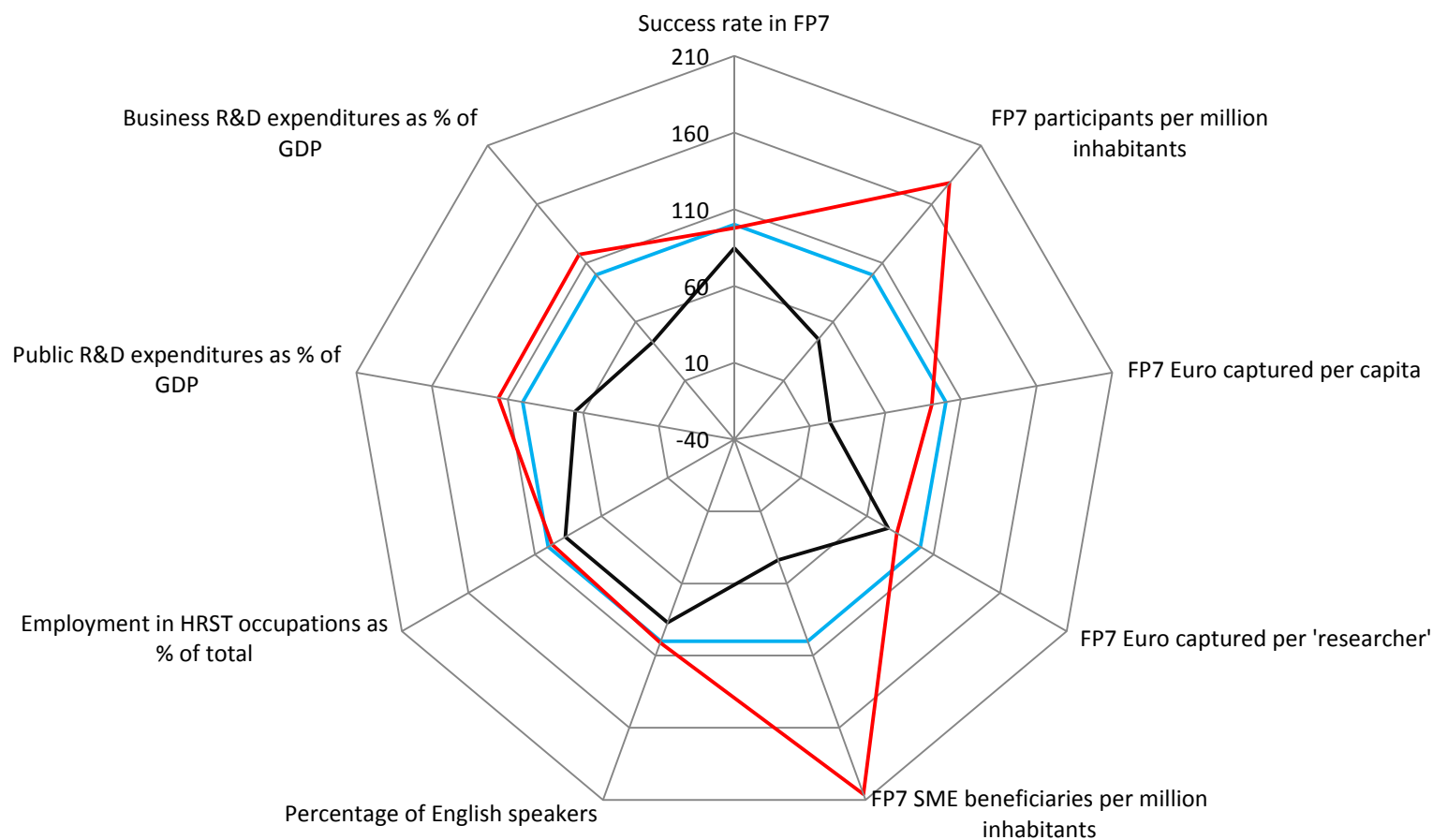
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Key findings of the 1st Policy Dialogue held on 17 June 2014





Spider graph – Participation of Estonia





Facts and Figures

- **Estonia's success rate in applying for FP7 funding is above the overall EU13 average.** Because Estonia has submitted a relatively high level of applications for its size, **it has one of the highest numbers of FP7 beneficiaries per head of population and one of the highest gains of FP7 funding per inhabitant, standing at €52.3;**
- Estonia's participation in the European Research Area is moderately strong, the most prominent thematic areas of participation being: **“Health” (47 participations), “ICT” (36 participations), and “Socioeconomics and humanities” (33)** (Eurada, 2014);
- **Estonia scores towards the upper range of the European Union's innovation scoreboard index. Particular strengths include: ‘Finance and support and ‘innovators’ (innovative activity among SMEs);** while ‘Research systems’ represent a notable weakness;
- In Estonia, **the level of English language competence** amongst the population is **in-line with the EU average;**
- **Estonia's success rate in FP7 is just above the average of the EU13 and roughly equivalent to that of the EU28. The number of FP7 participations per million inhabitants is about three times as many as the EU13 average,** and significantly **above that of the EU28.** Similarly, **Estonia very significantly out-performs compared to the EU13 and EU28 averages with regard to SME participations.;**
- **Public expenditure on R&D in Estonia is significantly higher than the EU13 average and also falls above the EU28 average.** The availability of skills and employment in science and technology occupations is roughly the same as the EU28 average. **Estonia out-performs next to the EU28 states in relation to private firm expenditure on R&D, and is very significantly above the EU13 average.**



Top 10 beneficiaries, EC financial contribution granted in FP7

Name	Number of Participants	EC financial contribution € million
TARTU ULIKOOL (UT)	101	22,06
TALLINNA TEHNIAULIKOOL	44	11,07
EESTI MAULIKOOL	12	3,49
SIHTASUTUSEESTI TEADUSAGENTUUR (ETAG)	32	3,20
TALLINN UNIVERSITY	14	2,27
SIHTASUTUS ARCHIMEDES (ARCHIMEDES)	27	2,14
ARDORAN OU (ARDORAN)	6	2,00
CYBERNETICA AS (CYBER)	6	1,98
TARTU OBSERVATORY - ESTONIAN MINISTRY OF EDUCATION AND RESEARCH (TARTU OBSERVATORY)	6	1,89
TALLINNA LINN	2	1,89

e-CORDA DATA update as of July 2014



	HR	BG	RO	SI	SK	CZ	HU	CY	MT	EE
FP7 - COH	1	3	2	3	1	2	1	2	11	2
FP7 - ENERGY	14	18	17	22	15	22	29	15	3	11
FP7 - ENVIRONMENT	23	44	86	67	19	63	71	21	9	21
FP7 - EURATOM - Fission	0	21	40	21	19	74	41	2	0	2
FP7 - EURATOM - Fusion	0	1	2	0	0	1	2	0	0	1
FP7 - GA	2	1	3	2	1	1	3	0	1	1
GP7 - HEALTH	27	23	48	51	18	85	114	11	4	54
FP7 - ICT	39	66	110	117	52	129	158	70	15	36
FP7 - IDEAS - ERC	3	4	1	3	1	15	42	10	1	5
FP7 - INCO	5	9	30	3	3	4	33	3	5	13
FP7 - INFRASTRUCTURE	17	49	58	37	24	69	80	32	14	20
FP7 - JTI	2	2	12	10	0	34	17	3	0	3
FP7 - KBBE	25	43	45	55	26	82	93	14	9	29
FP7 - NMP	9	19	90	78	52	117	79	13	5	13
FP7 - PEOPLE	62	109	129	120	74	321	331	163	24	86
FP7 - REGIONS	3	8	19	7	15	14	15	4	2	6
FP7 - REGPOT	71	70	50	18	11	41	25	16	1	65
FP7 - SECURITY	9	22	47	23	21	32	32	0	16	18
FP7 - SIS	4	18	20	27	27	34	35	0	10	25
FP7 - SME	54	62	113	77	25	102	173	86	58	131
FP7 - SPACE	5	14	19	17	3	26	28	8	5	19
FP7 - SSH	14	28	29	29	19	34	82	10	10	36
FP7 - TRANSPORT	23	25	63	28	21	86	100	19	7	11
TOTAL per country	412	659	1033	815	447	1388	1584	502	210	608



NL	EL	PT	IR	LU	FR	DE	UK	ES	IT
13	9	2	1	1	16	9	9	26	8
272	111	80	47	4	306	445	237	284	312
591	228	102	81	11	444	727	501	438	488
79	16	15	2	2	301	256	97	82	117
13	2	2	0	0	3	11	12	2	2
16	4	1	7	3	20	46	9	10	15
1020	191	73	217	19	1069	1553	1132	658	895
730	40	265	299	51	1152	1685	1350	1067	1202
419	40	40	44	1	630	696	1081	268	291
17	92	21	3	13	138	161	35	72	122
295	106	71	68	8	490	453	301	201	338
135	119	53	13	0	315	451	306	298	333
603	196	135	137	7	635	644	571	469	534
456	258	143	173	15	690	1275	683	875	855
2136	976	742	800	48	3995	3285	6807	3504	2369
51	9	6	23	0	65	46	41	81	70
0	247	16	11	0	50	29	5	58	46
161	119	68	66	24	302	355	307	240	303
108	63	37	38	3	126	226	192	103	244
254	301	203	232	21	443	816	1121	1311	773
138	53	69	27	3	385	325	222	246	259
232	56	51	32	7	246	299	309	145	242
391	222	184	54	11	804	946	594	486	627
8130	3458	2379	2375	252	12625	14739	15922	10924	10445



Innovation Output Indicator position	19 out of 28 (2014)
Innovation Union Scoreboard position	14 out of 28 (Innovation follower)
R&D intensity (% of GDP)	Current level (public and private sector, 2012): 2.18 Target: 3
Total number of participants, total EU financial contribution € million	540 participants receiving € 88,64 m in FP7
Total number of SME participants, total EC financial contribution € million	179 SMEs receiving € 27,90 m in FP7
Number of ERC Principal Investigators, total EC financial contribution € million	5 ERC grantees receiving € 6,99 m in FP7
Number of Marie Skłodowska-Curie Actions Fellows, total EC financial contribution € million	73 MSCA Fellows receiving € 57,02 m in FP7
Number of applicants	2.408 (0,46 % of EU-28)
Successrate (EU-28 = 20,5%)	20,6%
Rank in number of participants signed contracts (EU-28)	21
Rank in budget share (EU-28)	23
Top collaborative links	<ol style="list-style-type: none"> 1. DE - Germany (697) 2. UK - United Kingdom (678) 3. IT - Italy (502) 4. ES - Spain (461) 5. FR - France (442)
Total population & EU 28 population share (source: Eurostat)	1.320.174 (0.3 % of EU-28)

e-CORDA DATA update as of July 2014



Results-Teaming, Twinning, SME Instrument, ERC grants

- Twinning-there are no new projects awarded in 2014 that are including Estonia, last successful twinning projects date from 2010;
- Teaming-1 project awarded-Finest Twins-Tallinna Tehnikaülikool;
- SME Instrument (phase 2)-3 projects awarded;
- ERC Starting Grants 2014-0 projects awarded.





	Grant requested	Number of SMEs
UK	17	10
FR	14,9	9
NL	13,8	10
ES	13,4	12
SE	10,1	6
DE	9,1	6
EI	8,5	4
IT	3,3	3
FI	3	2
EE	2,7	3
DK	2,6	2
HU	2,4	2
BE	2,3	1
IL	2	1
SL	1,6	3
LU	0,7	1
PL	0,6	2
TK	0,2	1
Total	108,2	78
Tot EU 13 m €	7,3	10
Tot EU 13 %	6,75	12,82
Tot EU 15 m €	98,7	66
Tot EU 15 %	91,22	84,62
Non EU m €	2,2	2
Non EU %	2,03	2,56



Summary of findings of the 1st Policy Dialogue 2/3

- The two levels of lobbying were addressed: Getting info about what is going on and created (EU13) and deciding what is being created (e.g.: instruments) and what it addresses (e.g.: which contents and priorities) (EU 15).;
- Low presence in the expert groups advising the programme committees. In a dialogue with the Commission concerning a new topics or even the continuation of a certain instrument, there is the feeling that the say of Estonia has not the same power of other countries, resulting in mechanisms/instruments and priorities/contents that reflects other countries' excellences (e.g.: DE, FR...);
- Some instruments (e.g.: KICKS, Joint Technical Initiatives, etc...) have been designed by/for other countries. Little countries can therefore participate with difficulty, and more often are excluded. These instruments require, indeed, big industries and big research centres. Moreover, budget is often predefined;
- The work load in Brussels is such that shows that many more activities could be implemented;
- Getting insight on the building of processes such as Joint Programme Initiatives (JPI) or Joint Technical Initiatives (JTI), and on the way other countries are strategically organising their relationship with the EC. Impression is that funding regulation within the same instruments is not always transparent;
- In the IGLO coordination (Informal Group of RTD Liaison Offices) allows to access information in a more informal way;
- Being present and visible to other countries helps entering the "club" and thus taken into consideration e.g. during consultations. (e.g.: very good collaboration event was planned with the Netherland...).



Summary of findings of the 1st Policy Dialogue 2/3

- Concerning the total funding amount reached by Estonia, it has to be considered that there are such remuneration inequalities compared to western countries that the total funding figure related to Estonia makes Estonia appear lower in results and participation rating;
- The management part required by project is important and creates a significant overload, subtracting time to the proper research activities. Management share is getting bigger and bigger, and management weight is growing;
- What researches would need to be trained in is the capacity to get familiar with the “Brussels language” in terms of policy objectives: what the market needs in terms of market exploitability, societal needs, impact etc... Scientist should be trained in this way of thinking, to turn and to shape a scientific idea into a project;
- Reluctance in taking leader/coordination initiative. Few organisations are ready to take responsibility for being coordinator, due to the high legal risks connected to this role. Estonia participates but most of time without leading role or responsibilities;
- Need for a support office within each specific department or for the whole university. Often there is an office supporting applicants for structural funds, but this not always the case for FP7/H2020;
- The EU office helps the Estonian institutions with pre-call intelligence, but for what concerns single applicants might need to know better through other levels and institutions (e.g. associations). NCP organisation gives training on how to write successful proposal, proposal pre-screening and comment on impact issues.



Summary of findings of the 1st Policy Dialogue 3/3

- The last period of ERDF went to infrastructures. 75% of funding was for infrastructures and only the remaining was for HR (we did not have money to pay researchers to use it and make research, nor people who managed those services and machineries). All infrastructures built through ERDF helps Estonia attractive for H2020.;
- Lack of a long-term national policy strategy on research, and of plans to realise it. This lack of understanding on the strategic importance of a strategic view on research results also in a higher difficulty, for scientists, to understand how to think in terms of policy priorities. Projects have been done randomly so far, without connection between policy priorities, research and societal needs. Coordination level is missing;
- Estonian research funding system is project based: this means that it does not rely on fixed funding amounts from the ministries (at the national level no priority listing of money allocation for research), but financing from the ministry comes for about the 60% from projects awarded. A positive thing linked to this system, is that those countries not having national funding learn better how to write proposals;
- Research and development expenditure has very good statistics for private sector. This has followed a regular process without big fluctuations, neither during the economic crisis. In one year, there was 15% drop GDP, but in private sector R&D investment drop was only 3%, even if there is not continuity in institutional funding in R&D;
- Lack of leadership roles (coordinator, WP leader or task leader). In order to support more organisations going for high quality participation, the Estonian RC has provided under the FP7 preparation grants to all projects evaluated above threshold (even if not funded) wherever the organisation shows Task/ WP /leadership participation. This grant has still to be better promoted and re-organized under Horizon 2020. Baltic bonus.





Strengths

- Estonia is outperforming for the size of its research and development employment sector in FP7;
- Estonia scores towards the upper range of the European Union's innovation scoreboard index;
- The number of FP7 participations per million inhabitants is about three times as many as the EU13 average, and significantly above that of the EU28;
- Public expenditure on R&D in Estonia is significantly higher than the EU13 average and also falls above the EU28 average;
- Estonia has been very flexible, practical and proactive in terms of taking the opportunities and doing what is needed;
- Strong experience in ICT sector;
- R&D expenditure on average has very good performance for private sector (modernised environment; innovative society);
- RIS3 and upcoming RDI strategy.



Weaknesses

- Low presence in the expert groups advising the programme committees;
- Low FDI (foreign direct investment) used for R&D;
- Researchers on occasions lack knowledge of the “Brussels language” in terms of policy objectives;
- Low income level of the Estonian economy, low position of Estonia in international value chains;
- Uneven capacity in the management and coordination of field-specific research and development. Minor role of ministries in determining societal needs;
- Insufficient motivation and capacity for cooperation between universities and enterprises;
- Little interest among research-capable firms (mostly foreign-owned) in commissioning development projects in Estonia.



Opportunities

- All infrastructures built through ERDF make Estonia attractive for H2020;
- Estonian researchers, not having strong national funding, may lean towards writing of proposals;
- Estonian researchers and institutions in general have been perceived as good and reliable partners when participation to projects is in question as well as cooperation in general;
- Geographical proximity to Western and Eastern countries;
- Achieve critical mass and greater competence through international cooperation, incl. through the initiatives of the European Research Area and common research programmes and infrastructure of the Baltic countries;
- Implementation of new ways of research – e-infrastructure and dispersed infrastructure, use of open access research data and results.



Threats

- Salaries inequalities are creating internal conflicts among human resources (e.g. a young researcher paid by EC might earn twice as much as a senior officer);
- Lack of coordination among Ministries for H2020;
- Estonian research funding system is project based, thus instability of funding is of an issue (focussing of the research on public funding instead of making efforts towards attracting private funding);
- Brain drain.

GAPs & Recommendations



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Mobilising Institutional Reforms in Research and Innovation Systems



GAPs analysis-MIRRIS Participation Value Chain

Pre-call intelligence: Access to relevant information in advance and capability to influence the working programmes are perceived as key issues.

Applicant awareness: more opportunities to make researchers and research institutions aware of the potential routes for applying for funding should be sought.

Applicant readiness: there is a need for researchers to be equipped with appropriate skills and knowledge in order to understand the processes in place that can lead to successful project proposals.

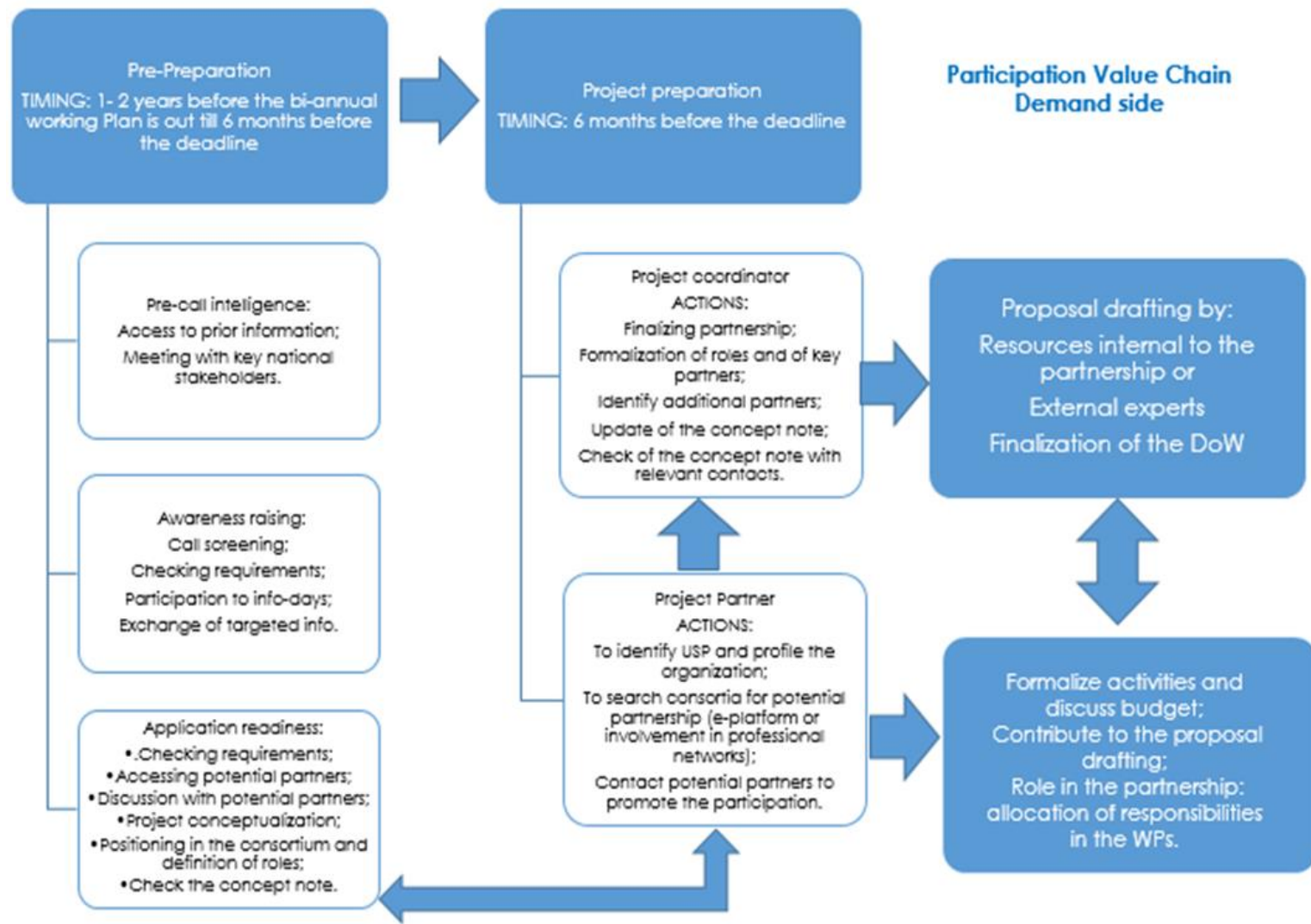
Targeted search: researchers and research institutions should be provided with support to encourage a more targeted search for suitable projects to participate in.

Proposal drafting: researchers should be provided with training opportunities to develop skills in developing successful proposals, including opportunities to understand examples of best practice.



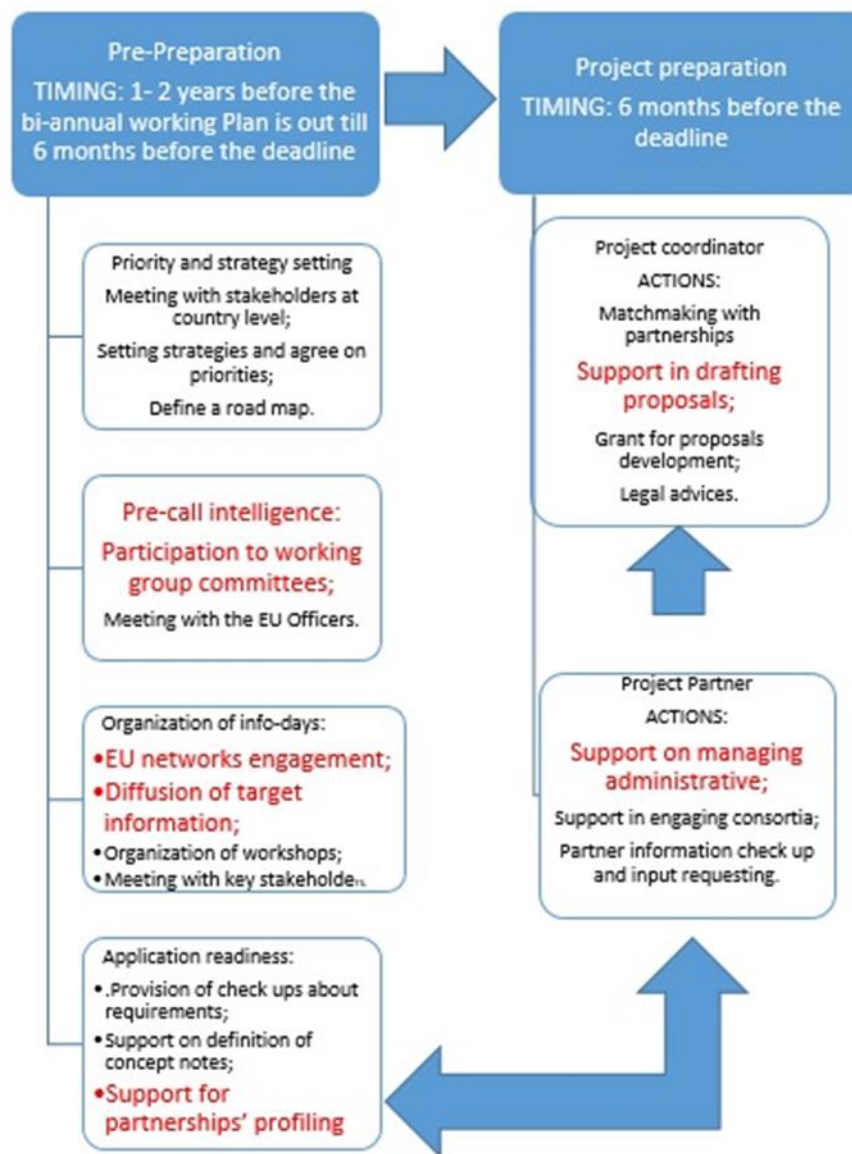
Decision Tree of participation to Horizon 2020







Participation Value Chain Supply Side





Identified barriers in Estonia

- Not clear national strategy that would be focusing on increase of FP7/H2020 participation highlighting the added value coming out of building international networks and cooperation, use of structural funds for increasing of FP7/H2020 participation;
- Low participation of Industries to FP7/H2020 programmes;
- Lack of knowledge of “Brussels language”, which is essential for preparation and submission of proposals;
- Access to pre- information still not fully effective; difficulties in partner search and building up of consortia;
- Lack of links between the research and industry;
- Lack of visibility of good R&D infrastructure abroad;
- Low presence in the expert groups advising the programme committees, resulting in mechanisms/instruments and priorities/contents that reflects other countries' excellences;
- Lack of mobility of researchers, tendency of working in „silos,” cultural barriers are obstacle for an international outreach.



Proposed recommendations 1/2

- Create more stable research funding;
- Leverage on previous ERDF investment in R&D **infrastructure** as flagships for marketing the capacity to be involved in H2020 projects as staircase to **excellence**;
- Clarify national strategy aiming at obtaining EU research funding, including supporting private sector participation (elements related to this measure had been passed in early 2014);
- Better exploitation of the presence of institutional stakeholders in Brussels to access to relevant pre information and engage the international dimension (access to partners);
- Promote more proactive approach making available specific training and education in accessing international grants and in promoting R&D offer;
- Design and implementation of measures towards mobility of researchers as an incentive and reward for their achievements (reward exchange of researchers for the purpose of increasing abilities of speaking foreign language(s) and build up relationships).



Proposed recommendations 2/2

- Capacity building measures for evaluators are needed and essential, thus trainers with such skills shall be endorsed in order to establish “the train the trainer scheme;”
- Improve the capability of ensuring a bi-directional flow of information both from Brussels to Estonia on opportunities of related to participation to EU programmes and from Estonia to other countries to promote excellence of the Estonian R&D System, and lobbying to include expert groups in committees;
- Establishment of project offices for the purpose of providing administrative support when participation to EU projects is in question;
- Involve successful teams and the diaspora to play a “role model” for first time applicants, etc.;
- Establish a **rewarding** system for researchers or teams winning (not participating) H2020 Grants (down-stream synergies, **grant for using R&D results**).

2nd MIRRIS Policy Dialogue in Estonia

Tallinn, 05 March 2015



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AGENDA

09.30 – 09.35

Welcome

ESTONIAN RESEARCH COUNCIL

09.35 – 09.45

Welcome and Introduction to the 2nd Policy Dialogue

Anita TREGNER-MLINARIC

09.45 – 10.10

Summary report – Presentation of the main findings of the report addressing Estonia

Anita TREGNER-MLINARIC – Andrea FERRARA

10.10 – 11.00

Presentation of GAPs, aligned recommendations and best practices

Anita TREGNER-MLINARIC – Andrea FERRARA

11.00 – 11.15

Coffee Break

11.15 – 12.15

Presentation of APRE, Case Study

Margot BEZZI

12.15 – 13.00

Presentation of Josef Stefan Institute, Case Study

Spela STRESS

13.00 – 14.30

Open discussion on activities to promote country's participation

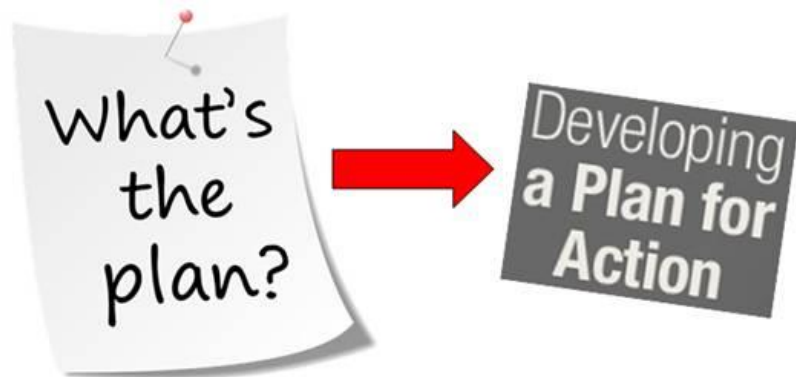
Anita TREGNER-MLINARIC – Andrea FERRARA

14.30 – 15.30

Working Lunch



MIRRIS Action plan related activities



To fine-tune and prepare the Action plan;
To set up favourable conditions for the take up of the recommended practices/solutions;
To facilitate transfer of tacit knowledge connected to implementation of operations through coaching activities provided to program owners and research managers.

- Based on the initiatives identified throughout the policy dialogue coaching will take place in the target countries to promote smooth take up of key discussion results;
- Coaching will address actors selected during the third policy dialogue round among relevant actors in the target country (program owners, research managers, institutional multipliers) in order to ensure the right level of adoption and foster cooperation throughout different intervention levels;
- A two days pilot coaching will take place in each of the target countries by engaging national, regional and transnational players;
- Target organizations and topics for the coaching will be selected at the end of the third policy dialogue among the ones that will be identified as organizations in charge of setting up and implementing novel intervention schemes to ensure better participation of national actors to EU programs.



MIRRIS Matrix 1/3

MIRRIS Matrix
Embedding factors
<ul style="list-style-type: none"> • Rewarding of successful applicants <ul style="list-style-type: none"> ◦ Wages ◦ Non-wages ◦ Sharing of the overheads of H2020 projects • Segmentation of capacities • Promotion of an image of excellence niches • Using of Brussels intelligence
Stairway to excellence
How do these tools contribute to strengthen the national R&D eco-system?
<ul style="list-style-type: none"> • Teaming • Twinning • ERA Chairs • Participation in COST projects • Policy support facility • EEN
Synergies ERDF-H2020
<ul style="list-style-type: none"> • How can R&D projects funded by ERDF become a stairway to excellence? • How to use ERDF to invest in human capacity to benefit from H2020? • How to use ERDF to invest in infrastructure to benefit from H2020? • How to ensure that ERDF can provide a second chance funding to good but not H2020 funded projects? • How to ensure that ERDF supports exploitation of R&D results stemming out from H2020 financed projects



MIRRIS Matrix 2/3

Readiness
• Mobility and fellowship programmes
• Capacity building in
○ Drafting proposals
○ Leading a consortium
○ Managing a project
• Intelligence about calls
• Proactivity in EU networks
• Presence in Brussels – Access to early stage information
• Networking at Info Days for calls
Ambassador clubs (as role model and e-mentor)
• Mobilisation of the diaspora
• Successful lead partner club (members should promise to give one hour per week of their time to guide potential first-time project leaders)
• Retired successful applicants club (members should promise to give two hours per week of their time to guide potential first-time project partners)
• ERC and SME instruments successful club (role model)
Intelligence
• Pre-information
• Detailed information about calls
• Search of potential partners
• Access to snapshot/summary of Info Days
• Proactivity in EU networks
• Presence in Brussels: interaction and networking to process information from Brussels



MIRRIS Matrix 3/3

Enabling
• Drafting advice
◦ Inside the applicants organization (project office)
◦ External consultancy
• Idea validation
• Pre-check of draft proposal
• Ambassador intervention
Debriefing
• Analysis of success and failure rate
• Analysis of response and success rate of the segmentation capacity
• Survey follow-up of first-time partners and leaders
• Survey of repetitive losers
• Second chance support for ERC and SME projects



New Opportunities within 2014-2020 EC Programmes 1/2

- The Teaming action (associating advanced research institutions to other institutions, agencies or regions for the creation or upgrade of existing centres of excellence) is a new feature under Horizon 2020. It will provide new opportunities to the parties involved, with real prospects for growth through tapping into new collaboration and development patterns, including the establishment of new scientific networks, links with local clusters and opening up access to new markets;
- Twinning will help strengthen a defined field of research in an institution through linking with at least two internationally-leading counterparts in Europe;
- The ERA Chairs scheme will provide support for universities and other research institutions to attract and maintain high quality human resources and implement the structural changes necessary to achieve excellence on a sustainable basis;
- The Policy Support Facility will aim to improve the design, implementation and evaluation of national/regional research and innovation policies. It will offer expert advice to public authorities at national or regional level on a voluntary basis, covering the needs to access the relevant body of knowledge, benefit from the insight of international experts, use state of the art methodologies and tools, and receive tailor-made advice;



New Opportunities within 2014-2020 EC Programmes 2/2

- Supporting access to international networks for excellent researchers and innovators who lack sufficient involvement in European and international networks. This will include support provided through COST;
- Strengthening the administrative and operational capacity of transnational networks of National Contact Points will allow financial and technical support and ensure the flow of information between them and the Horizon 2020 implementation bodies;
- Moreover, under H2020 on annual basis, there are numerous events organised aiming at showcasing excellence of European researchers, providing linkages with non-European countries, bridging business and research and other that provide opportunities for access to networks, partnerships as well as reaching out to different markets.;
- It is also important to point out the efforts European Commission is making towards diaspora engagement and in particular, scientific diaspora, by putting at focus the identified biggest challenge, in both research and practice, which is the heterogeneity of diaspora. Due to that fact, the EU-US Diaspora Conferences are organised and are supported by International Diaspora Engagement Alliance (IDEA), which is continually exploring the best methods to engage diaspora communities and peers in Europe.



2020 Vision of Estonia

The fast and flexible implementation of research results and knowledge for improving social and economic welfare in Estonia is accepted as being a natural and everyday activity;

Estonian researchers have achieved outstanding results globally, Estonian research is internationally competitive and a natural part of the Nordic and European Research Area;

Estonia has good conditions for the creation of entrepreneurship of high added value. Estonia is globally known and visible as the developer and implementer of new technological solutions;

Estonian society is innovative, understands the need for research and development, and values highly qualified research staff!



Knowledge to Market

www.meta-group.com

META Group

Mission

META Group is the premier international investment & advisory group, with pioneering integrated approach to foster knowledge-intensive entrepreneurship at macro & micro scale.

META Group addresses policy decision makers and civil servants, committed in fostering regional competitiveness leveraging on innovation and entrepreneurship; entrepreneurs keen to start up or further develop a new company; researchers, interested in exploiting their research results; and early stage investors looking for fresh and high potential deals.

The company's mission is to make the **Knowledge to Market** process effective and profitable!

Project Examples

Overview

META Group delivers international projects - both as consortium leader and partner - through:

- The EU FP7
- The CIP
- Ad hoc technical assistance
- The ACP

META Group can count on more than 20 years experience in:

- Designing and developing innovation policies (RIS, S3, Regional Innovation Strategies);
- Conceiving and providing innovation services for high growth startups, researchers and entrepreneurs (exploitation seminars, business planning, awareness raising initiatives);
- Dealing with early stage investors and equity based financial instruments (feasibility studies, investor readiness, matchmaking events)
- Managing large partnerships and coordinating international projects

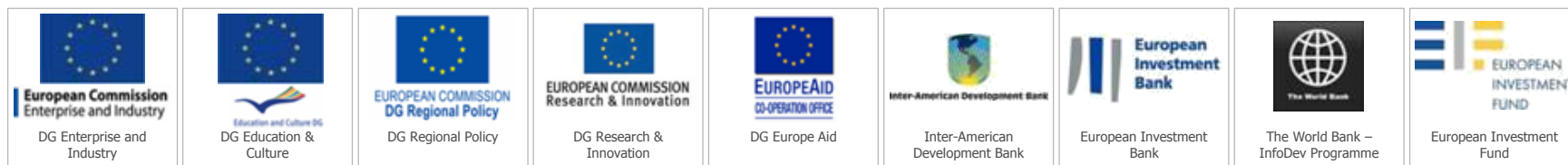
META Group is member of important international associations such as EURADA, TII, INSME, BAE, IASP



META Group

Main Clients

European Union / Institutions



Regional / National Organizations





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