



**Deliverable 3.1**

**Development of approaches for mutual learning events**

**Workpackage 3**

Issue Date	Version	Comments
Due date		30.09.2023
Delivery date		29.09.2023
Work Package		WP3
Lead Partner for deliverable		Romanian Ministry of Research, Innovation and Digitalization (MCID)
Author		Corina Dumitru (MCID)
Reviewers		Karolina Dutkiewicz-Garcia Grainne Ryan Jeannette Spühler Jonathan Nylander
Approved by		
Dissemination level		Int
Version		3.0

## Disclaimer

This document contains a description of the TRAMI project findings, work and products. Certain parts of it might be under partner Intellectual Property Right (IPR) rules so, prior to using its content please contact the consortium coordinator for approval.



In case you believe that this document harms in any way IPR held by you as a person or as a representative of an entity, please do notify us immediately.

The authors of this document have taken any available measure in order for its content to be accurate, consistent and lawful. However, neither the project consortium as a whole nor the individual partners that implicitly or explicitly participated in the creation and publication of this document hold any sort of responsibility that might occur as a result of using its content.

The content of this publication is the sole responsibility of TRAMI consortium and can in no way be taken to reflect the views of the European Union.

The European Union is established in accordance with the Treaty on European Union (Maastricht). There are currently 27 Member States of the Union. It is based on the European Communities and the member states cooperation in the fields of Common Foreign and Security Policy and Justice and Home Affairs. The five main institutions of the European Union are the European Parliament, the Council of Ministers, the European Commission, the Court of Justice and the Court of Auditors.

This project has received funding from the European Union's Horizon (call HORIZON-MISS-2021-COOR-01) Horizon Coordination and Support Actions under grant agreement No. 101056814.

## Table of Contents

<b>ABBREVIATIONS</b> .....	5
<b>1. INTRODUCTION</b> .....	7
1.1 TRAMI - Purpose & Objective.....	8
1.2 Work Package 3 - Purpose & Objectives .....	8
1.3 Task 3.1 - Purpose & Objectives.....	9
<b>2. WHY MISSIONS MUTUAL LEARNING EVENTS</b> .....	10
<b>3. HOW TO ORGANISE A SUCCESSFUL MUTUAL LEARNING EVENT (MLE) ON EU MISSIONS</b>	
3.1 Exploratory phase .....	12
3.2 Plan and coordinate the event.....	13
3.3 Follow-up.....	19
<b>4. KEY LESSONS FOR HOSTING TRAMI MLE'S</b> .....	21
<b>5. QUICK LIST:</b> .....	23
Annex 1 Translating EU Missions into regional policy.....	24
Annex 2 How do Swedish regions work with Missions and how can this work be supported? .....	27
Annex 3 How can innovation agencies support Missions? How to engage industry specifically? Suitable incentives and instruments.....	30

## ABBREVIATIONS

AC - Associated Countries

CSA - Coordination and Support Action

EC - European Commission

EIB – European Investment Bank

EIT – European Institute of Innovation and Technology

EMiN - European Mission Network

ERDF - European Regional Development Fund

EU – European Union

ERRIN - European Regions Research and Innovation Networks

MLE – Mutual Learning Event

MOIP – Mission Oriented Innovation Policy

MS - Member States

NGO – Non Governmental Organisation

NCP - National Contact Point

OECD – Organisation for Economic Cooperation and Development

R&I - Research and Innovation

SPC – Strategic Programme Committee

STI – Science Technology and Innovation

STIP – Science Technology and Innovation Policy

TRAMI - TRAnsnational cooperation on the Missions approach

WP – Work Package

## SUMMARY

The Deliverable Report on **Mutual Learning Events Toolkit** of the TRAMI project relates to the activities of "Task 3.1 Development of approaches for mutual learning events". The focus was on structured knowledge exchange and mutual learning around Missions and in particular their implementation at European, national, regional, and local level. For mission-oriented innovation to become reality, approaches and practices for implementation had to be able to effectively spread and evolve across a wide range of governance and policy levels (local/regional/national). To facilitate a broader ramp-up of these approaches and practices, WP3 generated suitable dissemination material, a shareable Toolkit – the present document and interactive learning events of different scales.

This document aims to support the Missions oriented mutual learning events, offering concrete examples, regardless of the national governance structure, providing the necessary “Tools” for designing, organizing and implementing a successful event. This Toolkit is an attempt at sharing and systematizing the knowledge gathered over the lifespan of TRAMI, in order to create useful guidance for a successful organization of a Missions related Mutual Learning Event (MLE).

## 1. INTRODUCTION

In September 2021, the Commission launched the **implementation of five EU Missions**<sup>1</sup> within the Horizon Europe programme<sup>2</sup>, accompanied by corresponding 5 implementation plans<sup>3</sup>. The 5 EU Missions are:

- **Adaptation to Climate Change:** support at least 150 European regions and communities to become climate resilient by 2030
- **Cancer:** working with Europe's Beating Cancer Plan to improve the lives of more than 3 million people by 2030 through prevention, cure and solutions to live longer and better
- **Restore our Ocean and Waters** by 2030
- **100 Climate-Neutral and Smart Cities** by 2030
- **A Soil Deal for Europe:** 100 living labs and lighthouses to lead the transition towards healthy soils by 2030<sup>4</sup>

In September 2023 the European Commission published the **EU Missions assessment**<sup>5</sup>. The conclusions of this report show that the 'societal relevance' of the five 'mission areas' is not contested as they address complex challenges facing the EU that require action on the part of governments, businesses, education and research institutions and civil society.

- The mission areas are, to a greater or less extent, interlinked and the review underlines the systemic nature of the challenges they address and the need for concerted action to optimise synergies in implementing Missions.
- The need for sustained R&I investment is evident for all five areas with differences in the extent to which weight is given to more 'research' (new discoveries) to more 'innovation' (implementation of existing or novel solutions).
- There is a need in all the mission areas for an increased focus on interdisciplinary R&I including a greater integration of social science and humanities. This includes R&I on inclusive governance and encouraging adoption of solutions by specific user groups.
- The scope of each area is sufficiently broad to stand the test of time to the 2030 horizon addressed by each respective mission.

In terms of policy recommendations, the assessment made the following suggestions:

---

<sup>1</sup> COM (2021) 609 final

<sup>2</sup> Horizon Europe is the EU's key funding programme for research and innovation until 2027

<sup>3</sup> Implementation Plans for EU Missions, [https://research-and-innovation.ec.europa.eu/knowledge-publications-tools-and-data/publications/all-publications/implementation-plans-eu-Missions\\_en](https://research-and-innovation.ec.europa.eu/knowledge-publications-tools-and-data/publications/all-publications/implementation-plans-eu-Missions_en)

<sup>4</sup> Implementation Plans for EU Missions, [https://research-and-innovation.ec.europa.eu/knowledge-publications-tools-and-data/publications/all-publications/implementation-plans-eu-Missions\\_en](https://research-and-innovation.ec.europa.eu/knowledge-publications-tools-and-data/publications/all-publications/implementation-plans-eu-Missions_en)

<sup>5</sup> [https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/eu-Missions-horizon-europe/eu-Missions-assessment-reports-and-mission-areas-review-report\\_en](https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/eu-Missions-horizon-europe/eu-Missions-assessment-reports-and-mission-areas-review-report_en)

- Define mission areas based on an objective evidence-base (including assessment of mega trends, foresight, etc.) and agree on criteria and the procedure for ranking alternative mission areas, giving sufficient time and means for citizens to propose ideas that feed into a high-level policy debate and final decision.
- The definition and selection of mission areas requires a deeper understanding of the social factors driving or hindering change and the social and systemic innovations required to address challenges.
- There should be a structured and on-going process of updating and anticipating the key trends and factors influencing the five mission areas (and pre-identification of future mission areas), for instance by making use of R&I foresight, citizen engagement, etc.

### 1.1 TRAMI - Purpose & Objective

The overall objective of the TRAMI project is to build and expand a network of organizations engaged in mission-oriented policies mainly at national level, but closely tied to engaged policy actors at regional, local or thematic policy levels, as well as the European Commission as an active partner. This shall be achieved by means of:

- establishing the European Mission Network (EMiN) as community of practice and as central information and exchange platform for the benefit of EU Mission actors across Europe and across EU Missions;
- mapping the existing governance structures, actors and instruments in place at the European level
- organizing mutual learning events, the tools, example of use cases and a Missions playbook;
- communication and dissemination of the project results;

The project aims to promote a common vision of mission-oriented policy, and enable knowledge exchange, mutual learning and the testing of mutually compatible practices of mission governance as well as establish partnerships and cooperation with regional and local actors in order to guide and frame the initiatives of targeted mission hubs. The project also aims to deliver a platform to facilitate sharing and learning among a wide range of stakeholders, how national, regional and local structures, instruments and activities can support the implementation of EU Missions. A clear focus of the TRAMI project is to establish links between the policy and the concrete implementation.

### 1.2 Work Package 3 - Purpose & Objectives

**Knowledge Exchange and Mutual Learning** is one of the 4 pillars of the TRAMI project, so that WP3 will contribute to establishing the building blocks of future “communities of practice” for European Missions, that can support implementation of Missions at various levels in member states and associated countries.

The main activities of WP3 are therefore:



- Developing a **Mutual-learning events Toolkit** in order to facilitate a “learning-by-doing-process” using the concepts of the mutual learning events, test them in the actual events,
- Organizing **Mutual learning events**, with different categories of participants and a range of focus that address different aspects of processes at national, regional and local level that may facilitate the implementation of Missions,
- Co-developing of **use cases on efficient implementation of Missions**, which exemplify and further develop the national, regional, or local Missions’ implementation, or the set-up of complementary Missions (engagement) actions at national, regional or local level,
- Drafting the **Missions playbook**, as a result from the knowledge exchange and mutual learning events, collected and synthesized into a digital “playbook”, which will articulate a diverse range of different approaches for implementation of Missions, each “tried and tested” in different mission-oriented innovation contexts,

Sharing the accumulated information and knowledge via the TRAMI website to be developed for this purpose and to be embedded in the online knowledge platform of TRAMI and by contributing to concepts and activities of other work packages, WP1 (EMiN), WP2 (Mapping) and WP4 (European Mission Forum, Meet and Monitor Events, Knowledge Platform).

### 1.3 Task 3.1 - Purpose & Objectives

Task 3.1 **Development of approaches for mutual learning events** aims to develop approaches for structured knowledge exchange and mutual learning events. The purpose is to create a generic **Mutual learning events Toolkit** that can be utilized in organizing various types of such events and other activities engaging national and regional actors during and after the lifespan of TRAMI.

Thus, T3.1 has a dynamic relationship with all the tasks in WP3:

- T3.2 (Mutual learning events) - supporting it to facilitate a “learning-by-doing-process”, developing the concepts of the mutual learning events, testing them in the actual events producing feedback for the development and update of the **Toolkit**.
- Builds on the exploratory processes in Task 3.3 (use cases on efficient implementation of Missions);
- The main aspects of the **Toolkit** will be included on the final deliverable of T3.4 (the Missions playbook)

Task 3.1 is also in close connection with:

- WP1 – Its main deliverable, European Missions’ Network (EMiN) is closely connected to the mutual learning events (MLE) insofar as the EMiN can suggest topics for MLEs and the “results” from the MLEs are in turn shared with the wider community of the EMiN. EMiN and its functioning are actors involved in the project’s MLE’s;
- WP2 – Its main deliverable is, by means of mapping and surveys, to increase the knowledge base on the structures, instruments and activities that are present at various levels, which will serve as

an input to topics that needs to be further explored in MLEs, as well as to which stakeholder groups, the MLEs should be addressed;

- WP4 - Its main deliverable is to “spread the word” about EU Missions by means of conferences, the TRAMI web page and other media, whereby the output from MLEs will be showcased.

#### 1.4 Target Groups

The TRAMI project and its Mutual Learning Events are aimed at a wide range of actors in the:

- TRAMI consortium
- Missions government structures (local, regional, national, European);
- Clusters;
- Missions hubs;
- Innovation ecosystems;
- Academia;
- Research institutions;
- Private sector;
- Brussels based offices;
- Civil Society Organisations;
- Other European Networks;

## 2. WHY MISSIONS MUTUAL LEARNING EVENTS

The EU Missions were launched in September 2021 and includes a very broad set of synergetic programs, projects, initiatives, stakeholders, government structures all over Europe. Their goal is to provide specific solutions to the to some of greatest societal challenges, in a specific time frame, by 2030.

Though very ambitious, the Missions concept remains vague and thus raises many practical questions. Although they are part of the Horizon Europe Programme, their purpose is very wide, extending over the R&I and involving wider the society as a whole, thus implicating various other programmes, government structures, financing sources and stakeholders.

A starting point can be a common framework and shared understanding of the main aspects of what Missions entails among the European countries. Establishing a common framework and a shared understanding is an important early step. By sharing and discussing the early work in Missions through Mutual Learning Events, Mutual Learning Exercises or Meet&Share sessions can clarity begin to emerge. These types of events provide an opportunity to share experiences, to learn from other stakeholders in different regions and countries and sets the conditions for a common understanding and practical approaches to Missions implementation. MLEs aim to find the best solutions that may support the development of governance structures, implementation strategies, integration approaches, and communication tools to enable the implementation of Missions at local, regional and national level across Europe.

Furthermore, a MLE is a type of event that offers extended added value to learning because it generates:

- **Interdisciplinary Collaboration:** Mutual learning events bring together stakeholders from different fields, fostering collaboration and innovation. This interdisciplinary approach can lead to more comprehensive and effective solutions to mission objectives.
- **Stakeholder Engagement:** These events promote active engagement with a wide range of stakeholders, including civil society organisations. Involving various perspectives ensures that the Missions are more representative of society's needs and concerns, increasing their legitimacy and relevance.
- **Policy Development:** Mutual learning events can inform the development and refinement of policies related to EU Missions. Policymakers can gather insights and recommendations from experts and stakeholders to shape mission strategies and action plans.
- **Problem Solving:** Participants can collectively identify challenges and obstacles that may hinder the progress of EU Missions and work together to find solutions. This problem-solving approach can accelerate mission implementation.
- **Innovation and Technology Transfer:** MLEs can serve as platforms for showcasing innovative technologies and solutions that can be applied to EU Missions. They facilitate the transfer of knowledge and technology from research institutions and industry to mission implementation.
- **Networking:** Participants can establish valuable professional connections and networks during these events, which can lead to future collaborations and partnerships that support the Missions' goals.
- **Inspiration and Motivation:** MLEs can inspire and motivate stakeholders by showcasing success stories, highlighting the impact of the Missions, and reinforcing the collective commitment to achieving their objectives.

### 3. HOW TO ORGANISE A SUCCESSFUL MUTUAL LEARNING EVENT (MLE) ON EU MISSIONS

The purpose of the current document is to showcase preparatory steps taken by the TRAMI consortium for setting up MLEs, as well as the design of the events themselves and the parts related to post event activities and reporting. The document offers generic tools that may be used in organizing a Missions MLE, regardless of the specific context in which the MLE is held (e.g. the national or regional governance structures, stakeholders or resources). This toolkit presents generic approaches and instruments that can be used by the experts involved in organisations and public institutions who are planning a MLE on different EU Missions topics.

The document and tools are developed using concrete examples from MLEs organized within the framework of the TRAMI project.

There are three main parts of the process of planning and conducting a MLE: exploratory phase – planning and coordinating the event – reporting & follow up.

### 3.1 Exploratory phase

- **Decide the main topic and most crucial questions**

EU Missions are a new way to bring concrete solutions to societal grand challenges which also require new ways of working together. They have ambitious goals and will deliver concrete results in health, climate and the environment by 2030.

Missions come in different shapes and sizes, but the EU Missions are defined to fulfil the following key criteria<sup>6</sup>:

1. Bold, inspirational with wide societal relevance;
2. A clear direction: targeted, measurable and time-bound;
3. Ambitious but realistic research & innovation actions;
4. Cross-disciplinary, cross-sectoral and cross-actor innovation;
5. Multiple, bottom-up solutions.

As Missions are a very broad multi-disciplinary concept, involving numerous stakeholders, it is advisable to choose a single, specific MLE theme. There are plenty of possible themes, such as:

- Debates about a specific Mission;
- Governance structures;
- Governance instruments;
- Communication with the stakeholders;
- Missions synergies;
- Missions partnerships;
- Missions funding etc;

After determining the main event theme, create 3-6 topics of discussions, relate to the theme, to which the participants can discuss and contribute. Consider questions related to the challenges, established good practices and solutions in EU Missions implementation.

Taking into consideration the Missions approach of multi stakeholder collaboration, it is valuable to verify the pre-selected theme with a 3<sup>rd</sup> party, a potential expert on the topic. It can be an institution or organisation such as a chamber of commerce, public agencies, or other expert entities or individuals such as a DG representative or a national expert on a specific Mission topic. An exploratory meeting with the third party experts can be useful to make sure that the chosen theme responds to the real needs and may provide some concrete solutions. Furthermore, given the expertise and already established network, the third party can be invited to collaborate throughout the entire preparation and organization of the MLE.

The Missions National Contact Points (NCP'S) may also be a valuable third party. They represent support structures who offer information and on-the ground advice to potential applicants and beneficiaries,

---

<sup>6</sup> Mission-oriented Research & Innovation in the European Union, Mariana Mazzucato (2018)

through the project life cycle, in their own language, and in a manner that would be impossible for the European Commission and its Agencies acting alone. They have a close connection with many potential stakeholders for one or all the Missions and they may extend the invitations to their data base networks.

- **Determine the scope**

Once the theme and the “expert” have been selected, you should decide the geographical scope. MLEs organized within TRAMI project (with consortium composed of 25 partners from 16 member states and associated countries), have European, national and regional dimension.

Before deciding the geographical scope, it is important to consider whether the participating stakeholders are experts involved in EU Mission implementation or experts in fields related to the Mission topic. If you won't find these experts at local level, you should consider the extended levels, because the purpose of the MLEs is to create a framework of mutual learning, where all the participants must contribute with suggestions and ideas from their direct experience.

- **Determine the target group**

It is recommended to decide on the target group once you have determined the theme, the “expert” and the geographical scope. Depending on the theme, possible target groups may be:

- Public local, regional, national, European institutions involved in Missions implementation (public authorities, funding agencies, development agencies, European Commission etc);
- Associations of municipalities, regions, health, climate, etc;
- Academia;
- Business sector (chambers of commerce, business associations, local investors);
- Civil society organisations involved in areas related to a specific EU Mission;
- National experts known for their public campaigns on EU Missions related topics;
- Beneficiaries of EU Missions projects;
- Missions hubs;
- Media and communication channels;

### 3.2 Plan and coordinate the event

- **Agree on event format**

During the TRAMI project, the majority of MLEs took place in person with only one event being hosted online. Even though nobody denies the efficiency and the cost effectiveness of the on-line events, the TRAMI team was determined to create a EU Missions oriented community, where people would get to directly interact with one-another, to share both professional and personal experiences, thus building sustainable professional networks. The events tended to have between 40 and 50 people participating. The event format used was as follows:

- A plenary session including: TRAMI presentation, MLE introduction and MLE's theme related interventions/ best practices;
- Breakout groups of 6-10 people, all debating the topics of discussion;

- A plenary/wrap up session where a representative of each groups presents the main ideas from the breakout session;

Depending on the target group, the format of the MLE may also include presentations from the experts, site visits to EU Missions beneficiaries, or informal “ice breaking” activities.

In case you wish to organise an on-site event, the topic paper together with foreseen discussion questions should be sent with the invitation so the participants would know beforehand what is expected of them.

Regardless the event format, you should consider using a collaborative application to gather the instant feedback from the participants.

- **Choose the speakers**

The speakers from your MLE should be experts in EU Missions related fields. They can be national experts within public authorities, professors from various universities who research mission related topics, civil society representatives who started bottom-up Mission related initiatives or experts involved in Mission related projects.

During TRAMI MLE’s, there was at least one expert from the implementation team who presented either the entire project, or specific activity relevant to the general MLE theme (the results of the mapping activity or the EMiN set-up and results).

Choosing the speakers and their interventions is a very important step in the organisation of an MLE because it will set-up the entire agenda. There are many cases when a specific date is chosen upon the availability of the speakers, and the organisation team should do an extensive communication and negotiation work to align the agendas of all the speakers involved.

- **Establish the location, date and agenda**

In order to create a MLE agenda you should choose an adequate location and a date. When choosing the venue, make sure it has enough rooms to hold both the plenary and the brake-out sessions (more about the location requirements is described below on the *Set-up the meeting location* section).

The event date should also be carefully chosen. It’s best to decide the date and the time first so that the MLE won’t coincide to other important events. You may also take into consideration to organise the MLE back-to-back with other related event, to ensure the participation and to add value to the main event. Secondly you should negotiate several dates with the speakers, so you may align the agenda with their availability.

The agenda should include the location, the date and the starting time. In addition, it must include details about the speakers and their presentations, the main theme and the questions for the breakout sessions. Don’t forget to include coffee breaks and informal networking activities, so that the participants would get the most from attending the MLE.

Together with the agenda you should also prepare a topic paper, related to the main theme of discussion, as well as a document with all the logistic aspects (where in the location, how to reach it, main contact for organisational aspects).

Last but not least, don't forget to ask for confirmation or to ask the participants to confirm in an application that would be easy to monitor. If you plan to take photos and record the session, you should also prepare GDPR forms for the participants;

- **Identify the best event coordinator's team**

During a mutual learning event, the moderator/ facilitator (may be the same person or 2 individual ones) and rapporteurs for the break-out sessions play a crucial role in facilitating the discussion, ensuring that the event runs smoothly, and fostering an environment conducive to productive and collaborative learning among participants. This team will have to facilitate the discussions, to ensure that the conversation stays focused on the intended learning objectives, to settle the round rules, to manage time, to encourage participation, to mediate disagreements, to summarize and synthesize, to manage the technologies and to constantly adapt to the participants needs.

A MLE may have one or several moderators – one for the plenary session and more for the breakout sessions that will also play the roles of rapporteurs, the persons who might gather all the participant's inputs and synthesize them for the plenary wrap-up session.

If you decide to include informal networking activities, a special facilitator would be a great addition to the event's coordination team, due to its experience in creating fast and fun interactions between the participants. On the other hand, if your MLE is a formal one, with a target group of governmental officials and Academia, a NCP for a specific EU Mission or an academia expert would be a better choice.

- **Decide upon the materials to be disseminated**

The materials distributed in a Missions MLE should support the main theme, the learning objectives and enhance participants' understanding of the topics being discussed. The specific materials you distribute will depend on the nature of the event, the subject matter and the format of the event. Some of the materials that may be disseminated may include:

- Breakout group questions: Concept note of the MLE together with the foreseen questions, are **highly recommended** to be send out at least a week in advance, in order to ensure a valuable discussion;
- **Agenda or Schedule:** Provide participants with a clear agenda or schedule that outlines the topics to be covered, the timing of each session, and any breaks or activities planned throughout the event;
- **Handouts:** Prepare handouts or worksheets that contain key information, summaries of Missions concepts, exercises, or discussion prompts related to the event's content. These can be used during the event for reference or as part of group activities;
- **Slides or Presentations:** If your MLE includes presentations, slides or visual aids can be distributed to participants in advance or during the event to follow along and refer to later;

- **Readings and Reference Materials:** You may also consider sharing relevant articles, reports, research papers, or other reference materials that participants can review before the event to familiarize themselves with the subject matter;
- **Case Studies:** A case study is always a good lesson for the participants. It offers a concrete example of a success in Mission implementation that participants can analyse and discuss during the event to apply their learning to practical situations;
- **Group Activity Instructions:** For collaborative activities or group discussions, provide clear instructions and materials needed for participants to complete these activities successfully;
- **Resource Lists:** Compile a list of additional resources, recommended readings, websites, or tools that participants can explore after the event for further learning and exploration;
- **Feedback Forms or Surveys:** Distribute feedback forms or surveys at the end of the event to gather participants' opinions and suggestions for improvement;
- **Digital Materials:** In virtual or online mutual learning events, provide links to digital resources, online documents, or collaborative platforms where participants can access and share materials.
- **Name Tags and Materials for Icebreakers:** If participants are not familiar with each other, provide name tags and materials for icebreaker activities to help everyone get to know each other;

It's important to tailor the materials to the specific goals and structure of Missions MLE, ensuring that they enhance the learning experience and facilitate meaningful discussions and interactions among participants. Additionally, consider the preferences and needs of your audience when selecting and distributing materials.

- **Identify the good practices examples to fit the profile**

Case studies/practical examples/good practices a.s.o. play a crucial role in mutual learning events related to EU Missions because they provide a tangible and practical lens through which participants can explore and understand the challenges, solutions, and impacts of these Missions. They enhance the learning experience, foster meaningful discussions, and contribute to the overall effectiveness of the learning event.

Practical examples provide tested practices of how EU Missions are implemented in real-world situations. They allow participants to see how the mission's goals and objectives are translated into practical actions and solutions. They also offer a deeper understanding of the specific challenges and opportunities associated with a particular EU Mission.

Presenting a case study during a MLE can incorporate multiple stakeholder perspectives, showing how different groups, such as policymakers, researchers, businesses, and civil society, collaborate or interact in the context of a mission. The successful case studies can inspire participants by showcasing innovative approaches and solutions and can spark creativity and encourage participants to think outside the box when addressing similar challenges.

Case studies are often interactive and promote active participation. Participants can analyse, discuss, and debate the various aspects of the case, encouraging engagement and knowledge sharing. Furthermore, lessons learned from case studies can inform the adaptation and replication of successful strategies in different contexts or for other EU Missions.



It is also recommended to involve the experts presenting case studies into the breakout groups, to further share their expertise and support the interactions.

TRAMI project also organises 3 – 4 Use Cases. The Use Cases complement mutual learning in TRAMI through focused mini studies with co-development aspect. The Use Cases identify already successful national/regional initiatives that are interesting in view of developing EU Missions and the mission approach in general. They study the initiatives more closely, and learn and share info about the experiences, both good and bad. Important is to provide feedback to further improve the example initiatives.

If you consider to create a case study for your MLE you should be aware of some noteworthy particularities:

- The case has to some extent proven success or at least shows features of European interest;
  - There is a co-development aspect meaning potential win-win situation for the case and for the conductors of the study;
  - Allow time, i.e. 2 – 3 months to carry out the Use Case exercise;
  - The format is very much case dependent and may vary significantly. There is no one-size standard.
- 
- **Determine/explore additional synergies**

EU Missions are wide, ambitious goals that stretch far beyond the R&I framework programmes. Thus exploring synergies during a MLE is essential and aims to identify and leverage opportunities for collaboration and cooperation among various stakeholders, initiatives, and projects related to EU Missions. The goal is to uncover areas where different efforts can complement each other, share resources, and achieve more significant impact collectively.

Inserting a topic about synergies in your MLE may help participants in identifying complementary efforts, knowledge sharing and finding collaborative opportunities. It may also help policy alignment and cross-sectoral engagement between research, industry, government, and civil society. Exploring synergies involves engaging stakeholders from these diverse sectors to identify ways they can collaborate and contribute to mission success.

Synergy exploration may also uncover opportunities for technology transfer and innovation diffusion between Missions. For example, a breakthrough in one mission's research may have applications in another mission's objectives.

- **Disseminate the information about the event to all available communication channels**

Your communication and dissemination strategy depends on your target audience. It is better to start the promotion a month before the event and right after you have settled the theme, location and timing. Develop engaging and informative content that highlights the significance of the MLE and its relevance to EU Missions and craft clear and concise messages that resonate with your target audience and use visually appealing graphics, videos and infographics to convey key messages and attract attention. Visual content tends to be more shareable on social media.

You may use a variety of communication channels to reach your audience effectively:

- **Website:** Create a dedicated event webpage with detailed information, registration instructions, and updates.
- **Social Media:** Use platforms like Twitter, LinkedIn, Facebook, and Instagram to share event announcements, teasers, and updates. Create event-specific hashtags for easy tracking.
- **Email Marketing:** Send personalized invitations and updates to your email list. Use visually appealing templates and compelling content.
- **Press Releases:** Prepare press releases and distribute them to relevant media outlets and industry publications.
- **Partner Collaboration:** Collaborate with partners, sponsors, and relevant organizations to co-promote the event and reach a broader audience.
- **Online Event Platforms:** If the event is virtual, utilize platforms like Eventbrite, Zoom, or specialized virtual event platforms for registration and promotion.

If you organise the MLE in collaboration with a 3<sup>rd</sup> party, you should ask the organisation and/or the key note speaker to extend the invitation to its network of communication channel, so the message may have a broader distribution.

Don't forget to send regular reminders to the registered participants about the event, share updates, and provide logistical information to keep them engaged and informed.

- **Set-up the meeting location**

The chosen location should be one easy to reach by the majority of participants. Plan the layout of the venue based on the event format and consider a combination of layouts to accommodate different session types.

You should also make sure that the venue has:

- Audiovisual Equipment – to be tested before the event;
- Internet Connectivity – to be tested before the event;
- Accessibility and inclusivity (wheelchair ramps, accessible restrooms etc);
- Dedicated spaces for the breakout activities;
- Registration and welcome area;
- Visual branding and signage;
- Tech support and on-site event team;
- Dedicated spaced for coffee breaks and lunch;

If the budget allows, your MLE should provide coffee break and lunch for the participants, as well as different event materials such as agendas, program booklets, name badges and notepads. The moderator and the speakers may also receive small gifts.

- **Breakout groups pre-assignment**

In order to guarantee the best interaction during the breakout groups, the pre-assignment of the participants into the groups is highly recommended. As the optimal number for a breakout group is 6-8 people, the organizer should ensure an equal institutional and geographical balance (e.g. it's better not to have 2 persons from the same country/ institution in the same group). As explained above, it's advisable to also assign a moderator/rapporteur for each group, whose role would be to moderate the discussions, to summarise the conclusions and to present them during the wrap-up session.

- **Communicate**

Communication is essential before, during and after the MLE. You and your team should constantly and proactively keep all the communication channels opened for all the actors involved in setting up the event:

- The participants;
- The partners;
- The moderator;
- The speakers;
- The venue administrator;
- The event team;

Formulate clear request for each of the above and be prepared to address their particular needs. If working in a team, delegate a specific group to a team member.

### 3.3 Follow-up

- **Draft the report**

Writing a report for a Missions MLE is important not only for documenting event activities but also for sharing knowledge, promoting transparency, informing decision-making and guiding future actions. It plays a vital role in the ongoing development and success of EU Missions and ensures that the insights and outcomes of these events have a lasting impact.

Writing a report about a Mutual Learning Event (MLE) related to EU Missions involves a structured and comprehensive approach to effectively capture the event's objectives, proceedings, key insights, and recommendations.

Your MLE report should describe the following:

- The events objectives and the agenda;
- Overview of the MLE, including details about the venue, format (in-person, virtual, or hybrid), number of participants, and any unique features or challenges;
- Methodology;
- Highlights and takeaways from the MLE;
- Summaries of each major session, including key discussion points, major findings, and notable recommendations;
- Recommendations and lesson learned;

- **Conclusions**

MLE reports contribute to accountability and transparency in the context of EU Missions. They demonstrate that the event's organizers are committed to open and accountable processes by sharing the event's proceedings and outcomes. Policymakers and stakeholders can use MLE reports as references to inform decision-making processes related to EU Missions. The report's findings and recommendations can influence policy direction and the allocation of resources. The report serves as a knowledge transfer tool, allowing individuals who did not attend the event to benefit from the information and discussions that took place thus broadening the reach of the event's impact.

- **Send thank you letters and feedback surveys to the participants**

A thank you letter is always welcomed. It is a confirmation for the participant that his/her time was appreciated. Send the letters right after the event and don't forget to include the presentations, the general MLE conclusions, pictures and a link for the feedback survey.

Creating a feedback survey for a Mutual Learning Event (MLE) related to EU Missions may be helpful for gathering insights from participants. This feedback can help organizers understand what worked well and where there's room for improvement in planning future events. The surveys can be distributed during the event, together with all the other materials or created on-line (Google Forms, SurveyMonkey, Typeform) and incorporate the link in a "thank you" e-mail for the participants.

Before creating the survey, you should clarify the goals of the survey. What specific aspects of the Missions MLE do you want to assess? Or what other information would you like to gather you're your participants? Common objectives include evaluating overall satisfaction, gauging the effectiveness of sessions, identifying areas for improvement or suggestions for other MLEs themes.

TRAMI MLE experts recommend that the feedback surveys to concentrate on the speaker's presentations and the facilitation services and to include especially open questions.

- **Disseminate the conclusions**

The conclusions of the MLE on Missions should be disseminated both horizontally, to the participants, researchers, stakeholders and the public who were not able to attend the event, and vertically to the policymakers and decision-makers who can access the MLE's findings and recommendations, which may inform policy development and implementation related to EU Missions

Making the conclusions public demonstrates transparency in the MLE process. It holds organizers accountable for their efforts, decisions, and outcomes, as stakeholders can review and assess the event's proceedings.

Sharing conclusions encourages continued engagement with stakeholders and fosters ongoing dialogue and collaboration among participants and interested parties, helping to sustain the momentum generated by the MLE. It can also inspire individuals and organizations to take action, innovate, and contribute to

the objectives of EU Missions. It showcases successful approaches and encourages the adoption of innovative solutions.

Conclusions dissemination can facilitate networking and collaboration among participants and stakeholders and can encourage citizens to participate in related activities and provide valuable perspectives.

- **Update your data-base**

You may decide to update your data base with the participant's contacts after the event is concluded, so you can keep them in the communication loop for the future events you are planning to organise on EU Missions. This is a great opportunity to expand your network, but be sure to ask their permission beforehand, throughout a GDPR form.

#### 4. KEY LESSONS FOR HOSTING TRAMI MLE'S

Until the end of September 2023, six Mutual Learning Events within the TRAMI project have taken place<sup>7</sup>. Organized on local, regional, national and European levels, they focused on the following topics:

- Translating EU Missions into regional policy. (Oct. 2022)
- How do Swedish regions work with Missions and how can this work be supported? (Nov. 2022)
- How can national governance structures and instruments support the implementation of EU Missions? (Jan. 2023)
- EU Missions creating new markets: the crucial role of the triple helix collaboration (May 2023)
- How can innovation agencies support Missions? How to engage industry specifically? Suitable incentives and instruments. (June 2023)
- Highlighting the essence of the Missions initiatives, explore their characteristics and constraints. (April 2023)

This experience has shown that the key elements for an organization of a successful MLE are:

##### **Co-creation**

Depending on a topic, an involvement of experts or "third" party might be of crucial importance for the entire process of MLE preparation, organization and also for the follow-up. Experts can help, not only to define the main topic, but also to further understand the background and challenges around it. Furthermore, they can support the formulation of the key questions that should be answered during the event and engagement with the adequate stakeholders from the sector (by inviting their members, partners etc.).

---

<sup>7</sup> Three reports of the TRAMI MLE are presented in the annexes. All the TRAMI MLE reports can be found here [https://www.trami5missions.eu/events\\_trami](https://www.trami5missions.eu/events_trami)

Benefits of the co-creation process are mutual and numerous. A part from the already mentioned above, a greater visibility, promotion and distribution of results/ reports should be highlighted.

### **Engagement**

Simplifying, EU Missions are all about the *multi-stakeholder* collaboration and approach. However, as last years of the implementation have shown, there are stakeholders that are less interested or engaged in the EU Missions. What TRAMI experience in organizing MLEs has demonstrated, is that if you manage to engage one or two representatives from the sector, they can cause the “snowball” effect, bringing others on board or at least making them join the MLE and support the discussion.

### **Preparation and facilitation**

A good preparation is key for any successful event. In case of a MLE, is also the design and distribution of the questions/ challenges that will be discussed ahead of the event, so the participants can prepare to actively take part in the sessions. The material should not be long, but it should clearly state the purpose of the MLE and the main themes to be covered.

Equally important is the facilitation of the workshop/ breakout groups, where the questions are to be answered. Therefore, the role of facilitator/rapporteur should be given to people who are familiar with the topic and can timely guide the group in responding all the questions asked.

## 5. QUICK LIST:

Quick list for MLE	
<p><b>Description of work methodology</b></p>	<p><b>1. Exploratory phase:</b></p> <ul style="list-style-type: none"> <li>• Decide the main topic and most crucial questions</li> <li>• Determine the scope</li> <li>• Determine the target group</li> <li>• Chose a third party to support your efforts</li> </ul> <p><b>2. Planning and coordinating phase:</b></p> <ul style="list-style-type: none"> <li>• Agree on event format</li> <li>• Chose the speakers</li> <li>• Establish the location, date and agenda</li> <li>• Identify the best event coordinator's team</li> <li>• Decide upon the materials to be disseminated</li> <li>• Identify the good practices examples to fit the profile</li> <li>• Determine/explore additional synergies</li> <li>• Disseminate the information about the event to all available communication channels</li> <li>• Set-up the meeting location</li> <li>• Breakout groups pre-assignment</li> <li>• Communicate</li> </ul> <p><b>3. Follow-up</b></p> <ul style="list-style-type: none"> <li>• Draft the report;</li> <li>• Send thank you letters and feedback surveys to the participants</li> <li>• Disseminate the conclusions;</li> <li>• Update your data-base;</li> </ul>

## Annex 1

### Translating EU Missions into regional policy

---

**ORGANISERS:** TRAMI (WP3) and ERRIN

**VENUE:** NCBR Brussels Office Rue Belliard 40, 1040 Brussels, 5<sup>th</sup> Floor

**DATE:** 18 October 2022 10h00 to 13h00, in person

---

**Introduction** – TRAMI’s mutual learning events provide an opportunity to share experiences, learn from other stakeholders in different regions, and countries. It supports the development of governance structures, implementation strategies and integration approaches to enable the implementation of the Missions at regional and national level across Europe. Regions are a key stakeholder in the implementation of many of the Missions, and ERRIN representing 120 regional organizations from 20 European countries is a vital link between the Missions and the regions. TRAMI and ERRIN (WP3) co-created the mutual learning event titled “Translating EU Missions into regional policy”.

**Objectives of event** – to facilitate the development and spreading of good practice and approaches in relation to the implementation of the EU Missions at regional level and the integration into regional policy.

**Attendees** – Approx. 50 people - Primarily ERRIN members, representing 35 different regions. TRAMI consortium members and ERRIN secretariat facilitated and documented the discussions.

**Methodology** – Working in collaboration with ERRIN, they identified a select group of their members who they invited to the event. An overview of the TRAMI project was provided, followed by four presentations of examples of integrating Missions into regional operations. After the presentations the participants were allocated to breakout groups to address a series of key questions, these groups were moderated. The summary below details the output of the groups.

- **TRAMI overview** – Wolfgang Polt - Joanneum Research, Austria, and Lisa Almesjö - Vinnova, Sweden
- **Presentations** -
  - Daniel Sköld, Region Blekinge, Sweden
  - Françoise Guaspere, Region Île-de-France, France
  - Bogdan Chelariu, North-East Romania Regional Development Agency, Romania
  - Miia Paananen, Turku-Southwest Finland European Office, Finland

#### **Summary – outputs of breakout groups.**

The key outputs from the four breakout groups are collectively set out below under each question. Overall, there were many similarities in the opportunities and challenges identified by the different groups. Where there were new ideas, insights, and general comments, these are also captured below.



**Question 1 Is your region working with EU-Missions? Which Missions**

The majority of the participating regions, are in various ways, working on EU Missions. In some cases, it is the regional administrations themselves who are participating, while in other cases, there are other regional actors (i.e., universities or other regional stakeholders). The Missions that most regions are involved in are the Climate adaptation mission and the Cities mission. The cancer mission was identified as being considered different to the others, along with oceans and soil Missions too where the links to the regions are generally not well established.

**Question 2 What opportunities do you see for the region if involved in the EU-Missions?**

Main areas where opportunities were identified include:

- Opportunities for making long-term targets, providing direction, structure, and shared goals. Missions also provide an opportunity for improved governance, and to accelerate regional strategies, policy making, and the connection to European policy.
- Opportunities for co-creation and cooperation. Engagement of different actors, stakeholders, citizens, and young people at local, European, and global level to the betterment of society through tackling of large challenges. Missions have the potential to promote regions internationally. Missions provide new hope to change the society e.g., for young people – philosophical idea based on concrete action.
- Access to funding and other resources at regional, national, and European level, and an opportunity to get more involved in Horizon Europe and other programmes, which increases visibility and connects with new stakeholders.
- Opportunity to discover and develop new methods / frameworks for innovation, boost and motivate local innovation ecosystems to address regional issues.

**Question 3 How are the EU-Missions integrated into your work (strategies, policies, projects, etc.)?**

- In some cases, the priorities of the region can correspond to the mission’s objectives on a topical level, but they have not, on an operational level, been integrated into the strategies and policies.
- In other cases (e.g., Blekinge in Sweden), the Missions have been integrated into the RIS3 and the regional funding programmes, creating a structure for the Missions on the regional level. Blekinge has also developed trainings (learning forums, learning packages) on how to use S3 and the Missions in your work. These are being delivered to the local innovation ecosystem.
- In some cases, Missions are more used as a framework to mobilize key stakeholders, for framing regional activities, local action plans and regional sustainability plans, and to create visibility.
- People are often working on initiatives related to the Missions, but don’t see the big picture, do not make the link to the relevant mission.
- The cancer mission seems to be, in general, more difficult to integrate in regions, due to the competences of the region, while the cities and climate adaptation Missions seem to be easier to link with regional strategies.

**Questions 4 Who takes part in the work (e.g., local/regional partnership, academia, business, NGOs)?**

Many actors were mentioned however so also were the challenges:

- Many actors were mentioned - municipalities, transport authority, cities, citizens, industry, clusters, local innovation ecosystem, Brussels based offices of the regions, those involved directly in Missions. It was mentioned that academics and research centers can be

problematic to engage with at a regional level as they are already involved with Horizon Europe.

- Challenges include – stakeholders focus is on their city not Europe, lack of political longer-term vision.
- Lack of national support and lack of interest awareness from business, citizens, and private sector.

**Question 5 What challenges / main obstacles have you encountered when working with / trying to work with Missions?**

- Its new approach – accessibility of information, stakeholders are not aware about benefits, misalignment of EU and regional policies, reluctance of some to adopt new approaches and innovative ideas, lack of inter-institutional and political engagement, local policies and regulations can also be obstacles. Tension between Missions and smart specialization.
- In some areas there is a problem with language skills – limited knowledge of English of public administrators but also citizens (potential problems with their engagement).
- There is a need to strengthen synergies between different authority levels (local, regional, national).
- Resources needed - new human and financial resources to implement Missions are lacking, not enough funding available. Discrepancies between level of EU ambition and tools available.
- Missions are seen as abstract, general, and long-term, stakeholders find there are more urgent priorities to focus on, need to understand what's in it for me / us, need concrete actions, next steps (e.g., cities charter). Also, too much focus on research and innovation.
- Citizen engagement is a challenge, new innovative methods on how to involve citizens are lacking, Missions not known at local level.

**Question 6 What kind of support would your region need?**

- Peer to peer meetings / information sharing / knowledge sharing / best practice between cities and regions. Smaller regions may require more support. Twinning or coaching regions / cities.
- Concrete coordination and governance models at city and regional level – practical support
- Assistance in promoting / marketing the benefits of the Missions in an inclusive and understandable way for all possible stakeholders e.g., industry
- How can TRAMI help navigate the 5 Missions?

**Other ideas / comments**

- Mentoring learning programmes
- Citizen information events
- Identify clear steps to get involved and what to do e.g., mission charter
- Need for a simple guide “how to participate” in different Missions. A clear pathway is required

## Annex 2

# How do Swedish regions work with Missions and how can this work be supported?

---

**ORGANISERS:** Vinnova, SE (TRAMI WP3 lead)

**VENUE:** Vinnova, Mäster Samuelsgatan 56, Stockholm, Sweden

**DATE:** 16 November 2022, 12:30 – 14:30, in person

---

**Introduction** – TRAMI’s mutual learning events provide an opportunity for different stakeholders to share experiences and learn from each other. This relates both to knowledge sharing and learning between stakeholders across Europe, and stakeholders within a country, or within a regional or local context. The aim is to support the development of suitable governance structures, implementation strategies and integration approaches to enable the implementation of the Missions at national, regional, and local level across Europe. Regions are identified as a key stakeholder in the implementation of many of the EU-Missions. The MLE at hand was carried out in a national – regional setting, inviting all (NUTS 3) regions in Sweden to discuss together with representatives of national agencies and the Ministry of Climate and Enterprise (former Ministry of Enterprise and Innovation).

**Objectives of event** – to facilitate knowledge sharing and learning across Swedish regions with a view to spreading of inspiration, good practice, and approaches in relation to the implementation of the EU Missions at regional level and the integration into regional policy.

**Attendees** – Representatives from 19 out of 21 Swedish NUTS 3 regions, as well as representatives from Vinnova (Sweden’s innovation agency), The Swedish Agency for Economic and Regional Growth, and the Ministry of Climate and Enterprise.

**Methodology** – After introduction, the participants were discussing three main questions, including sub-questions at three different “stations”. All participants discussed and provided input to all questions in different group constellations. A presentation of the conclusions of each main question was presented to the entire participants group by the station rapporteurs, followed by a general discussion. The summary below details the conclusions to each of the three questions.

Please note that the mutual learning event was held in Swedish, which means that this report provides a translated interpretation of the discussions and conclusions made at the event itself.

**Question 1: Is your region or other regional actors (e.g., municipality, city, academia, research institutes) involved in EU Missions today? If yes – which ones?**

None of the regions participating in the mutual learning event were themselves (as organisation) involved in any of the Missions, but they identified other actors at regional level (e.g., municipalities, cities,

academia, hospitals) that are involved in the EU-Missions (i.e., participate in projects funded by Horizon Europe) . The four Missions *cities, climate adaptation, cancer, and oceans* all had other regional actors involved. There was no knowledge of participation in the soils mission.

There were a lot of other projects and initiatives mentioned that are related to the Missions' topical areas. Especially when it comes to climate adaptation, there is a multitude of regional projects and initiatives that share the goals with the mission, but they are not formally connected. These include “smart industry”, “green steel”, and “the energy solutions of tomorrow” where several regions collaborate in strategic partnerships. Also, the cancer mission was identified as having several relevant links with ongoing regional projects and activities. To conclude, there is a lot of resources and competences at the regional level that could potentially contribute to the fulfilment of the goals established within each mission.

There was also a general discussion around the five EU-Missions – around the process of deciding on these five and whether the five are the most suitable ones. Several of the regional representatives voiced the opinion that the topics and goals formulated in the five EU-Missions are in some cases not perceived as the most urgent or suitable ones from the regional perspective.

**Q2: (How) can the mission goals be connected to other strategies or instruments? E.g., smart specialization, partnerships for regional innovation, regional development strategies? Which opportunities and challenges exist?**

It was a general conception that the Missions are too broad and not sharp enough. The concept of Missions sometimes “collides” with the general task of the (Swedish) regions who are responsible for development and growth, while the Missions are aiming at solving societal challenges. There is a level in between that needs to be worked on – how the overall mission goals translate to the regional reality. The Missions are also perceived as requiring a different working method that the regions are not really prepared for. The support/vision from the political levels is also to a large degree missing.

While there were a lot of challenges mentioned around Missions *per se*, the participants also articulated that they provide several opportunities. These include Missions as an instrument to connect areas of smart specialization to contribute to greater achievements. They can act as lighthouses, increase engagement from new actors and citizens, and pool resources from different fields, e.g., funding, competence, ownership, governance, regulations, and leadership.

In conclusion, the EU-Missions bring a lot of opportunities, especially for creating greater visions, gathering projects, competences, and activities to a greater whole. There is, however, a slight hesitation to whether the Missions provide the most relevant and useful goals. Are the EU-Missions THE Missions? There is also a great need for better understanding of the possible pathways, and how different other instruments and tools already in place (like S3, PRI, regional development strategies, other regional projects, etc.) can be or should be linked or connected with the Missions.

**Q3: How can the national level support, create relevant structures and/or instruments?**

The participants identified a lot of areas where the national level (i.e., national funding and support agencies, as well as the Ministries) have an important role to play and provide support to the regions and to the ecosystems relevant for Missions.

First and foremost, the national level should provide the overview and systems perspective. It was perceived by many that the structure of national agencies and ministries, and their respective areas of

responsibility is unclear from the regional viewpoint. Thus, the national agencies themselves need to collaborate better and provide more unity and connectivity.

The second area for national support is to help “translate” the EU-Missions to the regional level, to divide the processes in more easily understandable steps and to provide concrete examples, or at least provide fora where concrete examples can be shared. More concrete goals and clear definitions were perceived as helpful in gaining a better understanding of what Missions aims to do and how it can be done.

The third area for national support was to provide fora for forming larger and new networks. Several participants voiced that “*Missions are not business as usual*”, which means that not only new ways of working are required, but also that new networks and constellations need to be formed. Typically, these require actors from many different fields and levels, which might be challenging from a regional or local setting.

## Annex 3

# How can innovation agencies support Missions? How to engage industry specifically? Suitable incentives and instruments.

---

**ORGANISERS:** TRAMI (WP3) and Taftie

**VENUE:** Amadria Park Hotel Jure, Šibenik, Croatia

**DATE:** 15 June 2023

---

**Introduction:** TRAMI in collaboration with Taftie, the European Network of Innovation Agencies Taftie - The European Network of Innovation Agencies ran a mutual learning event (MLE) to explore the role of innovation agencies in engaging industry in the five EU Missions. It provided an opportunity for the participants to hear an update on the Missions and the TRAMI project, along with examples from several countries.

**Objectives of event:** The objective was to provide an opportunity explore how innovation agencies can engage companies in the EU Missions. Innovation agencies are a critical link between EC, national governments and businesses in their respective countries.

**Attendees:** There were 23 participants taking part in the event, they represented 14 innovation agencies from 14 countries. This was an excellent representation of European agencies working directly with industry in their own countries.

**Methodology:** The event took the format of presentations and group discussions. The first two presentations focused on the Missions and TRAMI project, followed by presentations from three countries.

### Presenters

- Matti Hiltunen, Business Finland, provided an overview of the TRAMI project, its objectives, and the activities that have taken place to date.
- Wolfgang Polt, Joanneum Research, spoke about the EU Missions, addressing the background to the Missions, the current progress and the challenges involved.
- Engaging companies' country examples.
  - Gráinne Ryan, Enterprise Ireland
  - Matti Hiltunen, Business Finland
  - Saske Hoving, RVO Netherlands

After the presentations the participants took part in a “brain walk” in three groups. This was an opportunity to address three key questions (Appendix 1), which the participants were provided with in advance of the event. Below please find a summary of the group’s outputs.

## Summary of outputs of breakout groups

### General Observations

- It is more difficult to involve industry in the Missions than in other EU programmes.
- Awareness and an understanding of the concept of Missions is key. Introduce industry mission ambassadors from both large companies and SMEs
- It is much easier to find obstacles and challenges than to find solutions, however the obstacles are often also the main benefits if they are overcome.

### Question 1: As an innovation agency what do you see as the major benefits / opportunities to engaging companies / industry in EU Missions?

- The most important benefit/opportunity/motivation for companies was seen as the market potential. This especially by accessing correct networks and value chains and, in some cases, getting into collaboration relationships with potential customers.
- It is an opportunity to align with new business opportunities, have a global outlook, and marketing opportunities.
- Also, R&D benefits were raised up meaning mainly the possibility to work with the best in the field and getting into a consortium carrying out huge R&D investments, far beyond what is done nationally.
- It can provide an opportunity for industry to influence the mission they are involved in.
- In general, collaboration benefits being the key gains, more important than the money.
- It could be a feather in the cap of a mission, if they manage to attract a famous company, who in turn can attract other companies.

### Question 2: As an innovation agency what do you see as the major challenges / obstacles to engaging companies / industry in EU Missions?

- The biggest obstacle is the lack of awareness or a misunderstanding among companies of the Missions and what they do and offer. The Missions are not a known concept.
- Often innovative companies identify interesting, attractive topics in the calls but are not ready to make the required level of commitment and get engaged. This is particularly true regarding the coordination roles. Putting in money / resources can be a challenge.
- The complexity and difficulty of it all, or at least a perception of complexity. This includes the risk and uncertainty, consortium, compliance etc.
- The national Horizon Europe support structures like NCPs are not themselves well enough informed to offer sufficient advice and coaching to mission participants. Also, often agencies cannot communicate the concept properly to industry.
- Other challenges include.
  - o Communication is key, particularly the benefits,
  - o Tangible profits are not obvious.

- Easier with a role in an advisory capacity
- IP can be an issue.
- Different implementation in different countries
- Long-term approach is difficult for some companies.
- There is not always a good relationship between business and politics.

**Question 3: How to exploit the benefits and overcome the obstacles? With what kind of incentives / messages? Does your agency already have or plan concrete means to engage companies in EU Missions? E.g., financial, and non-financial support.**

- All starts with raising awareness. Awareness raising requires that support structures have sufficient know-how, resources and continues effort. It also takes time.
- Identifying and exploiting social influencers/respected forerunners. Meaning companies who do participate to Missions and can act as magnets or ambassadors to attract others to follow.
- Bring together different actors and perspectives.
- Financial incentives help but are not enough, the business case is the main driver.
- Introduce Mission Ambassadors from industry (from large corporations as well as from SMEs) to promote the concept and hopefully share their success stories.