NearUS

Network for European Research
and Innovation acceleration in the US

Offer Analysis

Mapping of existing tools and services as well as service providers

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Abstract: This report comprehends the stocktaking and analysis of existing tools, services, and service providers for European research and innovation actors in the United States or seeking to internationalise in the US. To reach this goal a mixture of methods has been used: a literature review, combined with a quantitative analysis from an online survey of European stakeholders, as well as a mapping through desktop research; and a qualitative examination has been undertaken through telephone interviews with service providers. This offer analysis will be combined with the NearUS report “Mapping of potential clients and their demands” for a NearUS gap analysis to develop a demand-driven set of services for European research and innovation actors.

Keywords: analysis, survey, mapping, services, offer, service providers, internationalisation, support, research and innovation, entrepreneurs, EU, European Member States, United States of America

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Disclaimer

Executive Summary

The NearUS project is an initiative funded by the European Commission and initiated on the 1st of April 2017. NearUS will establish a Network of Centres of European Research and Innovation as a central contact point for the support of European research and innovation actors (individuals from universities, start-ups, small and medium enterprises, etc.) seeking collaboration with and/or other professional exposure opportunities in the United States.

This report is part of the initial phase of NearUS and provides the foundation for the initiative's programmatic elements/offerings. The offer analysis contains information and data on service providers, existing tools and services for internationalisation support for the European Research and Innovation community. It targets primarily other service providers; clients interested in the service providers' landscape and the availability and provision of support services for internalisation; EU MS/AC funding agencies and policy makers; EU MS/AC science counsellors in the US; and the NearUS Consortium Partners for tailoring the services accordingly to avoid overlap and exploit synergies, and especially to advance with the gap analysis. The analysis offers insights on the nature of service providers from the EU as well as from the US.

The sources used in this analysis were (1) reports from existing initiatives such as the JELO study and BILAT USA, (2) the NearUS survey launched towards respondents potentially interested in NearUS activities, (3) interviews with EU and US service providers and (4) mapping of service providers and services offered by desktop research.

561 service providers are identified throughout the report, headquartered in either Europe or the United States. The service providers from the European Union Member States and Associated Countries (identified through the survey) and from the United States (identified through the mapping) are diverse, being both research-related and institutions associated with entrepreneurs – accelerators, incubators, etc. The European entities identified in the mapping are also diverse, but special attention was given to the liaison offices, embassies and the bilateral Chambers of Commerce.

As for the services that are offered by these providers, networking, organisation of activities / events and education / training are the most provided ones. Matchmaking, exploration trips and market research are more offered by European service providers. Meanwhile, provision of co-working space, venture capital/angel investment/financial support, mentoring and incubation are more commonly provided by the US entities.

The NearUS Project

Network for European Research and Innovation acceleration in the US

The NearUS initiative will establish a Network of European Research and Innovation Centres throughout the United States. It will act as a central contact point for European research and innovation actors seeking to grow and reinforce collaboration across the Atlantic. The mission of the Network is to provide standardised as well as tailor-made, research & innovation internationalisation support services to European researchers and innovators, to accelerate access to the US market, and maximise chances of success. The initiative started in April 2017.

NearUS targets to serve the following actors:

- Accelerators
- Businesses
- Clusters
- Entrepreneurs
- Funding Agencies
- Incubators
- Networks
- R&D institutes and labs
- Research managers and administrators
- Research Parks
- SME's
- Start-ups
- Universities
- University Associations

The NearUS Network will include the following entities:

- **One "Coordination Node" in Europe** (at EBN, Brussels)
- **One "Coordination Node" in the US** (at InBIA)
- **Two physical "Landing Hubs":**
  - **San Francisco Centre**: NearUS West Coast Landing Hub (managed by EAEC)
  - **Boston Centre**: NearUS East Coast Landing Hub (managed by InBIA)
- **Five Associate Hubs across the US**, and plans to expand the NearUS Network beyond these first five Hubs, over four years.

The NearUS Network is built on local US experience and strong existing ties between the EU and US, while providing new researcher- and entrepreneur-serving capabilities which address the resource gaps necessary to enable access for all EU Member States and Associated Countries, as well as every state in the US.

A variety of services are proposed for researchers and entrepreneurs engaged by the Network during the pilot phase, then the Centres' pilot activities will be evaluated to inevitably retain the initiative's most successful components to ensure a sustainable plan for NearUS in the future.

Services will target various, commercially viable technology maturity levels (**Research2Research**, **Research2Market** and **Business2Business** stages) and will include research connection symposia, business matchmaking opportunities, working visits and innovation tours to US organisations to explore technology/product partnerships and/or business development middle / long term opportunities, pitching to potential investors, entrepreneurial bootcamps, work space access, hands on business acceleration

programmes, and more. As the NearUS initiative is highly competitive to best serve the strongest researchers and entrepreneurs, all services must be applied for through an open and transparent selective mechanism.

60 associated partners in the EU and US support the NearUS Network, with more associated partners expected in the future.

NearUS Consortium:

Coordinator: German Aerospace Center (DLR), Germany

Partners:

> inno TSD, France
> European Business and Innovation Centre Network (EBN), Belgium
> International Business Innovation Association (InBIA), USA
> European American Enterprise Council (EAEC), USA
> INTRASOFT International (INTRA), Luxembourg
> Sociedade Portuguesa de Inovação (SPI), Portugal
> Regional Centre for Information and Scientific Development (RCISD), Hungary
> National Council of University Research Administrators (NCURA), USA

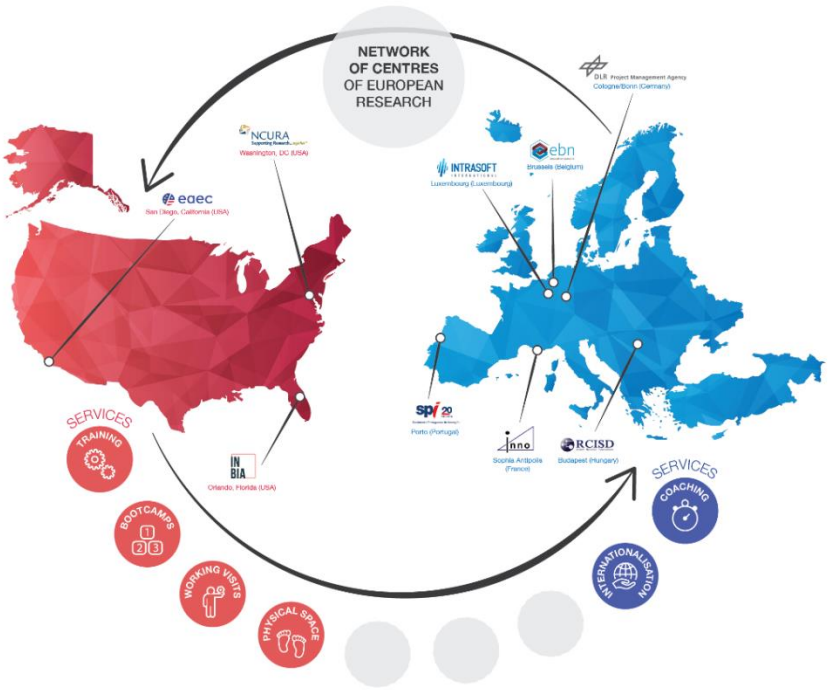

Figure 1: NearUS Network

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List of Abbreviations

Abbreviation	Explanation
AC	Associated Countries
AUTM	Association of University Technology Members
B2B	Business to Business
BAIA	Business Association Italy America
BMBF	German Federal Ministry for Education and Research
CDTI	Centre for Development of Industrial Technology
CFDA	Catalog of Federal Domestic Assistance
DOE	US Department of Energy
DOS	US Department of State
EABO	European-American Business Organization
EBN	European Business and Innovation Centres Network
EC	European Commission
ECCP	European Cluster Collaboration Platform
EEN	Enterprise Europe Network
EU	European Union
GCRI	German Centre for Research and Innovation
H2020	Horizon 2020
ICT	Information and Communication Technology
InBIA	International Business Innovation Association
JELOs	Joint European Liaison Offices
JIP	Joint Programming Initiatives
MINECO	Spanish Ministry of Economy and Competitiveness
MIT	Massachusetts Institute of Technology

MS	Member States
NearUS	Network for European Research and Innovation acceleration in the US
NIH	National Institutes of Health
NOAA	National Oceanic and Atmospheric Administration
NMP	Nanosciences, Nanotechnologies, Materials and New Production Technologies
NOW	The Netherlands Organisation for Scientific Research
NSF	National Science Foundation
NY	New York
PAII	Polish-American Internship Initiative
R&D	Research and Development
R&I	Research and Innovation
R2M	Research to Market
R2R	Research to Research
RCN	Research Council of Norway
RINA	Research and Innovation Network Austria
SBDC	Small Business Development Center
SFIC	Strategic Forum for International Cooperation
SME	Small and Medium Enterprises
STI	Science, Technology and Innovation
UK	United Kingdom
US	United States of America
VC	Venture Capital

1 Introduction

Context

The United States (US) is one of the most innovative economies in the world and a country where the start-up scene is very vibrant[1]. This is the reason for the interest from European organisations to develop partnerships with and internationalise to the US. The objective of the project "Network for European Research and Innovation acceleration in the US" (NearUS) is to establish a self-sustaining **Network of Centres** connecting and supporting European researchers and innovators to succeed in the US market and, as a result, to strengthen the position of the European Union (EU) as a world leader in Science, Technology and Innovation (STI). The mission of the Network is to provide tailor-made research and innovation (R&I) internationalisation support services to European researchers and innovators, in particular small and medium enterprises (SMEs), to accelerate their access to the US market and maximise their chances of success there.

There are many institutions offering services to EU R&I actors. However, the different players offering services are very fragmented and they offer a wide variety of services in a variety of sectors. Most of the service providers are EU MS/AC national initiatives and are focused in sub regions or countries of origin – there are only a few European providers that serve Europe as a single entity, such as the European Delegation in Washington D.C. and the EU Chamber of Commerce. The European R&I community needs access to a **more coordinated**, less fragmented **support network** in the US, building on already existing initiatives to avoid overlap and exploit synergies for the benefit of common target groups and clients. The aim of NearUS is not to compete but to collaborate.

In order to be able to provide the support needed, the offer analysis aims to study the already existing offer of services for European R&I stakeholders and who are the service providers. In parallel, NearUS has deployed an analysis of the demand and latent needs of potential NearUS stakeholders from the R&I community, quantifying their demand for support and the potential market for the planned activities in the NearUS **demand analysis**. This will enable NearUS to identify gaps in the provision of services as well as potential synergies with existing service providers, and aggregate them in a third report. Within this context, the three deliverables will culminate in the development of a concept of the Network/Centres and its operational roadmap that will include a business and governance model, stakeholders' engagement plan, legal entity matters, initial financial draft and the Associated Centre.

The choice of the location for launch of operations and collaboration in the US is crucial. Thus, the report will also examine **locations of the service providers**. It is anticipated that most service providers are represented in the "hotspots" of the US: San Francisco, California and especially the Silicon Valley is a "hotspot" for Information and Communication Technology (ICT) related research organisations and industry and is thus a big magnet for EU actors in this field. California is also a world class leading hub for Energy R&I: one of the five "Energy Innovation Hubs" financed through the US Department of Energy is located in California[2]. In addition, Boston, Massachusetts and its surroundings is considered the main hub for health and medical research throughout the US[3], gathering the 10 largest global

[1] https://startupgenome.com/report2017/

[2] http://energy.gov/articles/energy-innovation-hubs-achieving-our-energy-goals-science

[3] http://medcitynews.com/2011/11/new-report-the-nations-top-10-life-sciences-clusters/

pharmaceutical companies in its territory, as well as the highest concentration of biotechnology companies in the world (600 companies are registered in the city). The Boston area has over 100 leading research institutions such as the Massachusetts Institute of Technology (MIT) and Harvard University, a strong technology corporation concentration including EMC, Nuance, Microsoft, Google, Amazon, IBM, etc., and a well-established entrepreneurial eco-system. Main Nanotech hubs are both in the North East (Massachusetts and its surroundings states) and California[4]. Although not as populated but rising in these trends, are Seattle, Washington and Austin, Texas[5]. There are other important criteria that enter in the decision process of European R&I actors when internationalising with the US. Nearly 60% of US venture capital (VC) is spent each year in the San Francisco Bay Area and Boston is the #2 VC hub in the US. Boston and New York (NY) offer manageable flight-times and time zones for Europeans and a concentration of potential partners and customers. Many US locations provide significant tax and other incentives to entice high-growth businesses. We assume the decision factors to be proximity to customers, suppliers and investors, ease of management, availability of talent, and costs of operation – and having the necessary support onsite to get access to the local eco-system.

Goals and Target Groups

The offer analysis contains information and data on service providers, existing tools and services for internationalisation support for the EU Member States (MS) / Associated Countries (AC)[6] R&I community. It targets primarily other service providers; clients interested in the service providers' landscape and the availability and provision of support services for internalisation; EU MS/AC funding agencies and policy makers; EU MS/AC science counsellors in the US; and the NearUS Consortium Partners for tailoring the services accordingly to avoid overlap and exploit synergies, and especially to advance with the gap analysis. The analysis offers insights on the nature of service providers from the EU as well as from the US.

We **define service providers** as organisations that offer services for internationalisation towards the US in STI and business, targeting researchers, research institutions, entrepreneurs, SME's, start-ups and/or businesses. Service providers can be seen as one of the following entities: accelerators, incubators, research parks, businesses, networks, SME's, clusters, Research and Development (R&D) institutes and labs, start-ups, entrepreneurs, research managers and administrators, universities, funding agencies, university associations, embassies, chambers of commerce, governmental representations, private entities.

The report is a deliverable and part of the initial phase of NearUS as introduced in the preceding section. The results will thus be used to identify gaps, add-ons and duplications of services, thus identifying the market gap of the future Network of Centres in the US, and possible thematic foci of the services. This report is to provide the foundation for the

[4] www.nanotechproject.org/inventories/map

[5] "America's Biotech and Life Science Clusters" by Ross DeVol, Perry Wong, Junghoon Ki, Armen Bedroussian and Rob Koepp, June 2004

[6] EU MS/AC are the Member States of the European Union and the Associated Countries to H2020. The list of MS can be found in https://europa.eu/european-union/about-eu/countries_en and the list of AC in http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/3cpart/h2020-hi-list-ac_en.pdf.

upcoming activities. Combined with the mapping of clients and their demands, it will be the basis for the NearUS gap analysis and identification of synergies, from which NearUS will develop the operational project roadmap and decide on the services to be offered. This activity shares NearUS' overall goal of creating synergies with existing services in both the US and Europe, and to add value to them. In addition, it would identify service gaps that are currently not being met by available service providers. This would be key to long-term sustainability as these would be the services that clients will potentially be willing to pay for in the future.

Approach

It is challenging to map the service providers and the tools, which they provide EU R&I actors to support internationalisation towards the US. To accomplish these goals, various different sources have been used and their results have been analysed to bring together the pieces of the puzzle. One important source has been the Feasibility Study for Joint European Liaison Offices (JELOs), a joint survey, conducted by twelve BILAT-projects[7] examining the interest about establishing STI Joint European Liaison Offices of European research organisations in targeted third countries, amongst others the US. The BILAT USA 4.0[8] project aims to enhance, support and further develop the research and innovation cooperation between the EU and the US. A particular focus of the project is the provision of analyses for delivering a sound base for decision making and an enhanced coordination and synergies between different EU MS/AC and US policies and programmes. Thus reports and deliverables prepared under the BILAT USA 4.0 have been an important source to analyse service providers and their tools. NearUS and its two sister projects[9], CEBRABIC and ERICENA, launched a survey (referred to as 'online survey for European stakeholders') to map what services are already offered, who are the service providers and what are the demanded services from EU organisations that aim to internationalise to these countries. The survey results for the US's service providers and their services will be outlined in this report on the offer analysis, while the demand side is be presented in a second NearUS report "Mapping of clients and their demands". The survey results for the offer analysis have been complemented with desktop research to further identify service providers and their tools. All analysed sources of information, the online survey for European stakeholders and the mapping, show aggregated results. To give a more detailed picture, six telephone interviews were conducted and three written interviews was received by e-mail. Throughout the report, interview boxes can be found to underline the views of these service providers and to showcase parts of their portfolio.

[7] BILAT-projects were EU-funded projects under FP7 with the aim to enhance and further develop the research and innovation cooperation between the EU and an international partner country. One of the tasks each participating BILAT-project had to perform was the conduction of a survey assessing the feasibility of an STI Joint European Liaison Office (STI JELO) - requirement within the Working Programme of 2012.

[8] The BILAT USA 4.0 project is funded by the European Union. It started on 1 February 2016 and continues activities started by the predecessor project BILAT USA 2.0. For more information: www.euussciencetechnology.eu

[9] For more information on the coordinated efforts of the three projects for establishing European Research and Innovation Centres in the US, Brazil and China, please see: http://eucentres.eu/

Limitations

The report only discloses aggregated results from its sources, which cannot be traced back to individual entries, except where indefinite consent has been provided in a written consent form (e.g. for the interviews).

Further limits of the report are that it cannot give detailed information on how actors can access the services that have been reviewed. In the mapping, it is not possible to trace the individual services that are offered to each individual strand. Moreover, information on the financing scenario could not be retrieved through desktop research.

Content

Following this introduction, the next chapter is dedicated to the methodology, where our approach and the sources used to achieve the report's objectives are presented. In the third chapter, service providers from the EU and the US that are relevant for supporting internationalisation interests of European researchers and entrepreneurs are identified. In the third chapter, the types of services for Europeans are assessed. The last chapter concludes the results of the offer analysis and provides indications for next steps, especially for the NearUS gap analysis. The gap analysis will assemble the offer analysis and the demand analysis and consolidate their results in order to identify gaps and potential synergies and lead to a list of demand-driven tools and services.

2 Methodology

The offer analysis is a joint analysis undertaken by NearUS. In order to identify the relevant service providers and their tools, to progress significantly in understanding the mechanisms of EU-US service relations in STI, a variety of resources has been used:

- Results from previous studies
- Online survey for European stakeholders
- Mapping through Desktop Research
- Telephone Interviews with selected service providers

As previously mentioned, one important source of information has been the **Feasibility Study for Joint European Liaison Offices** (JELO study), a joint survey conducted by twelve BILAT-projects. The study mainly examined the interest and demand of 94 European research organisations to establish JELOs in targeted third countries, amongst others the US. In 2015, the study revealed that interest for a JELO was given for 67 per cent of the survey participants and that the US, China and Brazil are the top target countries of interest for a JELO. However, some survey results are also of interest when analysing the landscape of service providers and their services (though in a limited way). The study included a list of existing representations of European research organisations in the US, the services provided by the existing representation offices in the US as well as the collaboration of these representations with EU research organisations. The results for the service providers are showcased in section 3.1, the results for their services are presented in section 3.1.2.

Another important source for previous studies with insights on service providers and their offers for internationalisation towards the US is the European Commission (EC) funded project **BILAT USA 4.0**. The project aims to enhance, support and further develop the research and innovation cooperation between the EU and the US. A particular focus of the project is the provision of analyses for delivering a sound base for decision making and an enhanced coordination and synergies between different EU MS/AC and US policies and programmes. Thus reports and deliverables prepared by BILAT USA 4.0 have been an important source to analyse service providers and their tools. The results are presented in section 3.2.

The **three 'sister' projects - NearUS, CEBRABIC & ERICENA** - for establishing a European Research and Innovation Centre in the countries of most interest for a so called JELO, namely the US, China and Brazil, were launched by the EC in the beginning of the year 2017. The three projects jointly launched an **online survey for European stakeholders** to map what services are already offered, who are the service providers and what are the demanded services from EU organisations that aim to internationalise towards these countries. The survey results for the US on service providers and their services will be outlined in this report on the offer analysis, while the demand side will be presented in a second NearUS report "Mapping of clients and their demands". The results for service providers from the online survey for European stakeholders are presented in section 4.2; the results for their offered services are showcased in section 5.2.

The results of the online survey for the offer analysis have been complemented with a **mapping** through desktop research to further identify service providers and their tools. The analysed sources of information this far - results from previous studies, online survey for European stakeholders, mapping through desktop research - show aggregated results. In order to give a more detailed picture on existent service providers and their services, six **telephone interviews** were additionally conducted with important service providers with a

qualitative questionnaire; one service provider, who had not been able to provide a telephone interview, answered the questionnaire by e-mail. Throughout the report, interview boxes can be found to underline the views of these service providers and to showcase parts of their portfolio.

2.1 Online survey – European stakeholders

The three 'sister' projects - NearUS, CEBRABIC and ERICENA - agreed on sharing efforts on the online survey. Thus, the survey was common to all three projects, the differentiation per target country at its start enabling a division of responses and separate analyses. This method also enabled NearUS, CEBRABIC and ERICENA consortiums to combine their dissemination activities thus reaching as many stakeholders as possible and avoiding common stakeholders to be contacted with separate surveys within a short timeframe. This approach also strengthens the collaborative aspect between the three projects and makes the initiatives appear within a joint strategy – the one of establishing a Network of Centres of European Research and Innovation in three countries of strategic relevance for international collaboration.

The aim of this survey was to gain a better understanding of service provision, the needs of prospective European customers and ecosystem stakeholders when collaborating or partnering with research, innovation and entrepreneurial support organisations from Brazil, China and/or the US. The survey is an important source of information for the offer analysis, the demand analysis and for understanding which services would be the most interesting to provide, considering that there should not be overlaps or duplication of services that are already provided. This will enable the Centres to offer an efficient set of tailor-made services.

The survey was available from March 2nd to May 30th 2017. It compiled a total of 1551 responses, from which 688 were "Uncompleted or not displayed". The 863 remaining respondents reached the first key question of the survey addressing where, if anywhere, they would be interested for their R&I activities, and answered as shown in table 1 (multiple answers possible).

Table 1: Respondents' countries of interest (including China, Brazil and other non-European countries – multiple answers possible)

In which country (countries) are you interested for your R&I activities?		
United States of America	558	65%
China	475	55%
Brazil	556	64%
None of these 3 countries	47	5%
Total Respondents	**863**	**100%**

Out of the overall 863 respondents who reached question B2 "In which country (countries) are you interested for your Research & innovation (R&I) activities?", 558 selected for the US. From the 558 respondents that expressed interested in the US, 214 (38%) identified themselves as service providers. These specific answers to the survey are a part of this report as a source of **identification of the services that are already offered and who are the providers**.

NearUS online survey structure

The NearUS online survey was designed to gather information from service providers, potential end-users and validate hypotheses for NearUS services with quantitative data. NearUS has identified in advance a multitude of support activities for EU-US connections across three categories of collaboration and bundled these into three strands: Research to Research (R2R), Research to Market (R2M) and Business to Business (B2B).

- R2R: Services that introduce EU researchers to the US research landscape and establish EU-US long-term scientific collaborations. It fosters connections between outstanding EU and US researchers, research organisations and universities.
- R2M: Services that support target spin-out company founder, as well as innovators considering starting a company, in commercialising their technologies in the US and finding strategic partners (incl. investment partners) to pitch their initial stage.
- B2B: Services that provide European start-ups and SMEs with support for establishing their products in the US market and seeking new business opportunities in the US.

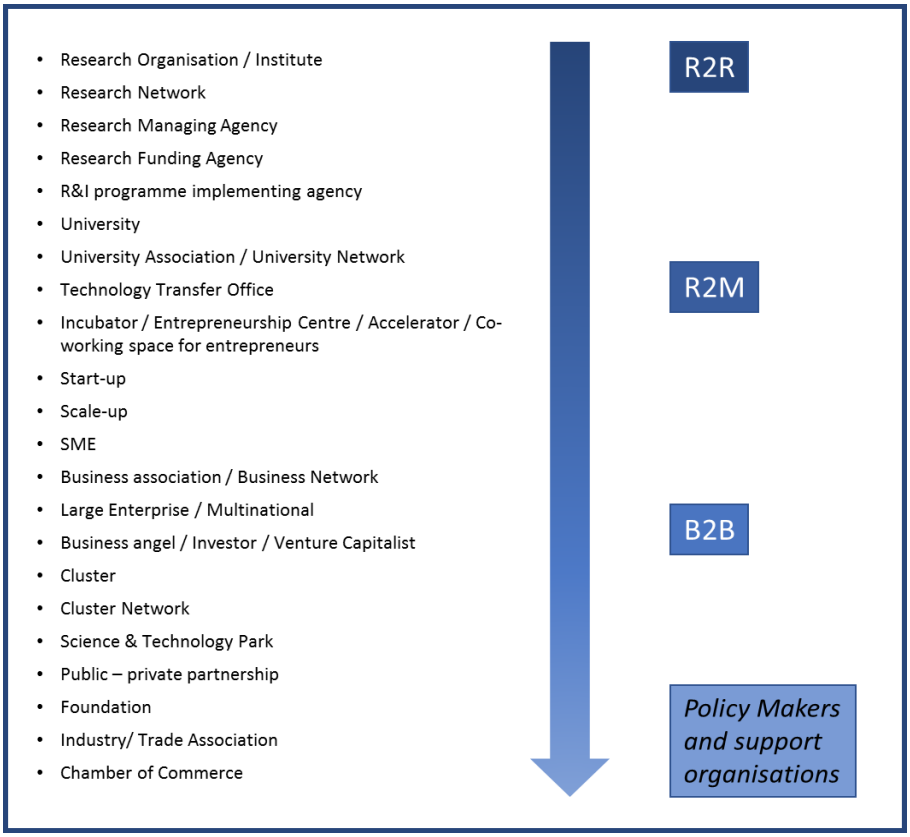

Figure 2: Organisations targeted per strands

The 'Offer side' of the NearUS survey was designed as a dynamic questionnaire, focusing on service providers and their offered services and including a specific set of questions adapted to the 3 strands defined above: R2R, R2M and B2B, each of them addressing specific target groups as presented in figure 2.

Table 2 shows an overview of the NearUS overall questionnaire structure, the section on the service providers is highlighted in orange.

Table 2: NearUS survey structure definition

Structure	Content	Remark
A: YOUR ORGANISATION	Basic description of the respondent Organisation.	*See data privacy management section*
B: YOUR THEMATIC and GEOGRAPHICAL AREA(S) OF INTEREST	Framing of the geographical (US; Brazil; China) area of interest of the respondent. Framing of the theme / sector of interest of the respondent (ICT, health, environment, etc.).	This section was added for dividing / identifying the respondents between the 3 projects for data processing
C: YOUR FIELDS OF ACTIVITIES	Framing of the type of respondent between a service seeker (thus a potential NearUS customer) and a service provider (then being a NearUS potential "competitor" or "collaborator")	This section was added for dividing / identifying the respondents relevant to the "demand" and "offer" analyses
D: YOUR NEED(S) FOR SUPPORT	Section dedicated to the "demand analysis"	Section only open to respondents who identified them before as "service seeker"
D – PRIME: YOUR NEED(S) FOR SUPPORT	Section dedicated to the "demand analysis" – focus being set on the monetization of the services potentially provided	
E: YOUR SERVICE OFFER	Section dedicated to the "offer analysis"	Section only open to respondents who identified themselves before as "service provider". This section was added for input to the offer analysis
F: YOUR CURRENT ACTIVITIES and SUPPORT	Framing the existing supporter(s) of the respondent in its activities with the US	
G: DO YOU WANT US TO KEEP IN TOUCH	*Optional* contact details enabling the respondent to be informed of next NearUS (and other) project activities	The EU rules regarding data privacy were applied

A special attention was given to respondents' data confidentiality, as described in Annex 1.

The survey's dissemination strategy was designed in parallel to the survey's setup, jointly with the two others 'sister projects'. A wide array of dissemination channels, such as: mass-mailing, web-news, social networks, newsletters and more were displayed. An overview of the NearUS online survey dissemination by its partners is available in Annex 2. These dissemination efforts took place during the entire duration of the survey.

Table 3: Survey Section E: US – Your Service Offer

Question	Possible Answers	
F1: Which service(s) does your organisation offer or plan to offer in the US?	R2R: Key services supporting research relations between individuals from at least two research organisations	
	R2M: Key services supporting relations between individuals from research organisations and companies	
	B2B: Key services supporting business relations between at least two companies	
F2. In the Research to Research (R2R) area: Do you offer or plan to offer the following services and if yes, how?	Host Research Conference	> Free-of-charge; > Fee-for-service; > Other.
	Host sabbaticals/visiting lecturer/research working visits for specialists who are highly interested in establishing a long-term collaboration with the US	
	Networking: primary contacts, communication, information exchange, structural access to relevant data, etc.	
	Provide matchmaking events with corporate sponsors, research organisations, industry experts	
	Legal support	
	Provide research funding (grants, loans, seed funds, etc.)	
	Research organisation interested in collaborating on joint research projects, joint proposals, etc.	
	Advocacy on Responsible Research and Innovation	
	Advice and support on internationalisation: guiding material, events, understanding the respective R&I&B landscape	
	Opportunities for workplace, secondment and staff exchange	
	Providing work space	
	Media Promotion Service	
	In-residence Programmes	
	Other	
If "Other" is selected above, please specify		
F3. In the Research to Market (R2M) area: Do you offer or plan to offer the following services and if	Exploration Tours- hosting group visits to your city, entrepreneurship centre or research institution	> Free-of-charge; > Fee-for-service; > Other.
	R2M Boot Camps- hosting cohort of EU researchers or entrepreneurs interested in expanding their connections and business into the US	
	Advice and support on internationalization: mentoring and training to assist EU participants in	

yes, how?	understanding the US commercialisation and business landscape	
	Networking: connections with industry experts/research collaborators, investors	
	Communication and information exchange	
	Matchmaking/Pitching events	
	Legal and regulatory support	
	Visibility: joint activities/exhibitions, awareness raising	
	Advocacy on Responsible Research and Innovation	
	Providing work space for visiting EU researchers and entrepreneurs	
	Media Promotion Service	
	Pilot projects or product testing	
	Project review by advisory/expert board	
	Showroom	
	Other	
If "Other" is selected above, please specify		
F4. In the Business to Business (B2B) area: Do you offer or plan to offer the following services and if yes, how?	B2B Boot Camps	> Free-of-charge; > Fee-for-service; > Other.
	Visibility: joint activities/exhibitions, promotion, awareness raising etc.	
	Legal support	
	Business Acceleration Programme	
	Matchmaking and Venture Capital Pitching Events	
	Business development and sales/marketing plan	
	Product management requirements documents (Market Requirements Document, Product Requirements Document)	
	Organisations' collaterals (including website)	
	Introduction to the local community, strategic partners, events and law firms (concerning incorporation and IP protection), business angel networks, venture capital firms	
	Introduction to end-clients for Proofs of Concept and Pilots	
	Advisory Sessions with industry experts	
	Providing work space	
	Media Promotion Service	
	Field sales support Recruitment services	

	Showroom	
	Other	
If "Other" is selected above, please specify		

2.2 Mapping

An additional mapping through desktop research was undertaken to further complement the online survey results in two ways:

- As the online survey targeted European stakeholders and was mostly distributed among networks of European researchers, only three US service providers that took part in the initiative, thus they needed to be identified through different means.
- Though 214 stakeholders identified themselves as service providers in the online survey, the subsequent questions (section F: your current activities and support) were optional and an insufficient response rate for questions F.1 – F.4 was reached. Only 146 (68%) answered question F1 specifying their targeted strand and not all of them identified what type of services they provide.

Therefore, an additional mapping through desktop research was undertaken to identify further service providers. In the end, 354 could be identified in total, counting 45 embassies, 129 Chambers of Commerce and further 97 EU MS/AC and 83 US service providers. The mapping resulted in the different groups of service providers which will be presented in chapter 4 and their services, in chapter 5. The list of EU MS/AC and US service providers identified can be found in Annex 5, the Embassies in Annex 6 and the Chambers of Commerce in Annex 7.

The mapping is meant to complement the results of previous studies and the online survey for European stakeholders. It was not meant to include all other sources (previous studies and survey) as this would have been beyond the scope and working effort for this report. NearUS will however continue to collect and update the dataset on service providers and their services and may be able to provide an updated reported during the life-time of the project. It would be desirable to then feature all identified service providers (including from other sources) in one cohesive mapping and to analyse these.

The organisations were divided between EU and US service providers, being considered where they are originated or whom they are representing. In many cases EU entities have a representation office in the US, however they are still originated in or directly linked with Europe and therefore considered a EU service provider. In case of organisations that have offices in more than one location, each office counted as a service provider.

The service providers listed in Annex 5 have been identified via different networks including support organizations', peer interviews, feedbacks from European entrepreneurs, researchers and companies (word-of-mouth), presence at key events (validated in person or via internet research), and online presence. **The list is none-exhaustive and considered work-in-progress (i.e. it is expected to discover/uncover more entities and initiatives);** the research has been focused on the most populous and active states or cities recognized by EU MS/AC, and collaborating with European countries (e.g. with bi-national chambers, with consulate or honorary consulate).

Annex 5 gives a detailed overview of the identified service providers. It specifies which services are provided by each organizations and the targeted strand of these organizations (R2R, R2M and B2B).

2.3 Interviews

To deepen and expand the results from the online survey for European stakeholders, telephone interviews were conducted with service providers from the US and the EU. While the online survey presented quantitative information, the interviews provided qualitative results.

The interviews collect contextual content regarding the overall position of the interviewed stakeholder, as well as insight about their practices in the field of EU-US research and innovation collaboration. The major focus of the interviews is on the offer of services. The questions for the telephone interviews are displayed in table 4. Please refer to Annex 3 for the whole interview guidelines.

Table 4: Questionnaire for telephone interviews

Questions	
1.	Which services does your organisation offer or plan to offer?
2.	Who is your target group (R2R, R2M, B2B)?
3.	How often does your organisation provide such services?
4.	How does your organisation find its clients? Is there an intermediator?
5.	Do you adjust the services to meet a client's need or do you have a portfolio of services?
6.	Do you charge for these services? If so, is it fee-or-service, a membership fee or another type of charge?
7.	Do you get public funding or another type of government support for your activities?
8.	How many organisations do your services attend at a time? Is it one on one or a group?
9.	What are the key barriers for your services offer?
10.	Could you imagine working with NearUS in a complementary way to provide the services?

When possible the telephone interviews were conducted with NearUS Associated Partners in order to understand their needs further and deepen collaboration potential with them. The list of 60 current Associated Partners of NearUS includes many well-known service providers. More organisations are expected to become Associated Partners throughout the time of the project. The role of the NearUS Associated Partners is to support the Network/Centre of European Research and Innovation in the US. Please refer to Annex 4 for the full list of NearUS Associated Partners.

The telephone interviews were conducted with the following organisations:

- **Association of University Technology Managers** (AUTM): A non-profit organisation dedicated to bringing research to life by supporting and enhancing the

global academic technology transfer profession through education, professional development, partnering and advocacy.[10]

- **European-American Business Organization** (EABO): A consulting firm specializing in transatlantic business development and international tax services for SMEs and government agencies. It offers a multitude of services such as market entry and expansion strategy, strategic partner search, international trade show planning, public relations strategies, and legal assistance.[11]
- **Innovation Centre Denmark Silicon Valley**: A partnership between the Ministry of Higher Education and Science and the Ministry of Foreign Affairs of Denmark. The mission of Innovation Center Denmark is to build bridges between research institutions, companies and capital in Denmark and Silicon Valley; accelerate the entry of Danish companies into Silicon Valley; promote US investments in Denmark; and facilitate research cooperation and provide inspiration to help drive innovation in Denmark.[12]
- **INTellexi**: A private Hungarian SME providing a wide range of innovation management, business development, entrepreneurship and internationalisation support activities.[13]
- **swissnex Boston**: An initiative by Switzerland's State Secretariat for Education, Research and Innovation, managed in cooperation with the Department of Foreign Affairs. A nexus for knowledge exchange, devoted to connecting Switzerland and North America in science, education, art and innovation.[14]
- **swissnex San Francisco**: in San Francisco, swissnex is an annex of the Consulate General of Switzerland. Vital financial support is provided by partners, sponsors, and donors sharing swissnex San Francisco's commitment to connect Switzerland and North America.[15]
- **The University City Science Center** (UCSC): The Science Center is a mission-driven nonprofit organization that helps innovators and entrepreneurs bring world-changing technologies to market. We provide innovators, entrepreneurs and companies at any stage of the business lifecycle with support and access to resources, programming, capital, and space – helping move innovation from idea to IPO, and beyond.
- The **Welcoming Center for New Pennsylvanians (WCNP):** in Philadelphia, this InBia soft-landing accredited none-profit organization launched in January 2014 the Global Access Soft Landing program in partnership with the French-American Chamber of Commerce, Philadelphia Chapter to support foreign companies,

[10] www.autm.net/autm-info/about-autm

[11] www.eabo.biz/aboutus.html

[12] http://icdk.um.dk/en/innovationcentres/siliconvalley

[13] www.intellexi.hu/introduction-and-services

[14] http://www.swissnexboston.org/about/

[15] www.swissnexsanfrancisco.org/about/aboutus

entrepreneurial individuals, Researchers and International Graduate students in their US venture.[16]

Also, the following organizations answered to the questionnaire of the telephone interviews in the written form via e-mail:

> **French Tech Hub**: A growth accelerator for French High Tech Companies in the US[17].
> **Virtual Incubator**: An educational program for start-ups that go to Silicon Valley[18].
> **German American Business Association**[19] of California: A member-driven non-profit organization that fosters transatlantic knowledge-sharing and networking among German-American and Californian business and tech communities.

Relevant information from the interviews is distributed in this report through textboxes, testimonials and quotations, with the proper consent of the interviewees.

[16] http://welcomingcenter.org/global-access-program/

[17] http://frenchtechhub.com/about

[18] www.virtualincubator.us

[19] www.gaba-network.org

3 Results of previous studies

3.1 Feasibility Study for Joint European Liaison Offices

The Feasibility Study for Joint European Liaison Offices[20] (JELOs) for European Research Organisations was a joint survey conducted by twelve BILAT-projects examining the interest about establishing STI Joint European Liaison Offices of European research organisations in Argentina, Australia, Brazil, Canada, China, Japan, Korea, Mexico, New Zealand, Russia, South Africa and the US[21]. The joint activity was coordinated by BILAT USA 2.0[22] and the survey was launched and made accessible online from September 1st to October 31st, 2014. In October 2015 the overall results were presented to the EC.

The target group of survey respondents included European research organisations, research funding agencies, universities, university associations, SMEs, Clusters, and/or Technology Transfer Offices. Approximately 400 organisations in 42 EU MS/AC were contacted via e-mail to fill in the online survey. In countries where the response rate was low, organisations were additionally contacted directly via telephone to encourage further participation in the online survey. The survey reached a response rate of about 25%, a total number of 94 responses. Figure 3 shows the country distribution of participating organisations in the survey.

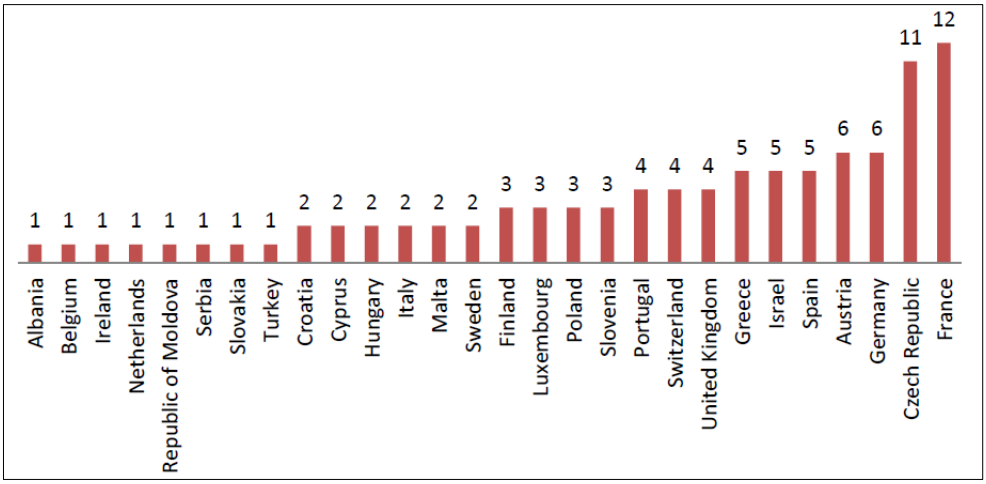

Figure 3: Country distribution of participating organisations in the survey (extract from JELO study)

[20] Operational Feasibility Study for STI Joint European Liaison Offices (STI JELOs) for European Research Organizations in in the United States of America, October 2015, accessible under http://v2.euussciencetechnology.eu/sites/default/files/Del_1_5%20STI%20JELO_FINAL.pdf (accessed on 13.07.2017)

[21] The twelve BILAT-projects conducting the survey were ABEST III (Argentina), CAESIE (Australia), B.BICE+ (Brazil), ERA-CAN+ (Canada), DRAGON STAR (China), JEUPISTE (Japan), KONNECT (Korea), EU-MEX INNOVA (Mexico), FRIENZ (New Zealand), BILAT RUS Advanced (Russia), ESASTAP PLUS (South Africa), BILAT USA 2.0 (USA).

[22] BILAT USA 2.0 was the predecessor of BILAT USA 4.0 running from 01/11/2012 until 31/10/2015.

Research organisations, research funding agencies and universities account for about 80% of the participating organisations. With 13% (12) representing Other organisations, the rest, i.e. SMEs, SME associations, Technology clusters and Technology transfer offices do not have a representative voice in this survey, accounting only for about 6% (6) all together. 67 of the 94 participating organizations are involved in applied research, 59 of them in basic research. 53 of the organizations are engaged in innovation activities and 34 of them in experimental development.

Though the study mainly targeted to examine the interest of European stakeholders in establishing a joint liaison office in the US, some survey results are also of interest when analysing the landscape of service providers and their services. The study included a list of existing representations of European research organisations in the US, the collaboration of these US representations with EU research organisations as well as the services provided by these existing representation offices. 65% (41/63) of the respondents who are in general interested in an STI JELO outside of Europe are interested in an STI JELO in the US. The following map (figure 4) shows the country distribution of organisations interested in an STI JELO in the US in comparison to organisations interested in an STI JELO in general.

Figure 4: Organisations interested in an STI JELO in the US (distributed by country) (Extract from survey study)

It becomes noticeable in the map and one might conclude, that **populous countries,** such as Poland (0/2), Germany (0/1), France (2/9) or Spain (0/2) are **less interested** in an STI JELO in the US, compared to less populous countries, such as Serbia, Croatia, Slovenia, Hungary, Slovakia, Luxembourg or the Czech Republic (7/8). The interest of the latter gives good evidence, since the sample is bigger than that of the rest of the countries, that the establishment of an STI JELO in the US would be very welcome for a 'small' country such as the Czech Republic.

In addition, only **three geographical preferences** towards a US city, country or region have been indicated, i.e. **NY** and **Washington DC** on the East coast, and **San Francisco** on the West coast.

3.1.1 Existing Representations in the US

Eight organisations of the total survey participants acknowledged that they have already existing representations in the US. These organisations originate from France (two; one of them being a public research organisation, one an 'other' organisation), Germany (two; one of them being a private research organisation, one a public government funded organisation), Israel (two; one of them a private research organisation, one a public university), Greece (one private SME), and Spain (one public research funding agency).

Table 5: Origins of existing representations in the US

	Public organisation	Private	Other organisation
France	Research organisation		Other organisation
Germany	Government funded organisation	Research organization	
Israel	University	Research organization	
Greece		SME	
Spain	Research funding agency		

When putting this outcome into relation to the distribution of countries interested in an STI JELO in the US, BILAT USA 2.0 draw the conclusion, that the **'big' countries, such as France, Germany, and Spain do already have their national representations** and, hence, **do not need any further joint European STI JELOs in the US**. They also argue, taking the example of Israel, that although some organisations might have national representations, the interest of having a joint European STI Liaison Office in the US also exists. Eight of total 94 organisations that have a representation office in the US is not a representative number. We can only conclude that there are not many representation offices in the US amongst the JELO survey participants.

It is at least noticeable that the relation between private and public organisations already having a representation in the US is balanced. Financing the existing representation in the US was taken over either by the government or the organisation itself (self-financing) or effected in a combination of both. Notably, none of the eight organisations having already established a representation in the US stated any obstacle during the process of setting up a representation and its operation in the US, neither cultural nor administrative, neither legal, nor financial.

Main reasons among the eight organisations for having a representation in the US were to:

- Link with the US innovation ecosystem
- Foster STI collaboration with excellent scientists and innovators in the US
- Identify bilateral R&D Programmes for supporting national companies
- Promote partnerships between national and US researchers
- Get access to potential US investors

3.1.2 Services provided

The services which existing representations in the US offer to their research organisations are mainly networking activities, representation of services and products, facilitating conferences, exchange of experts and staff, and organising workshops.

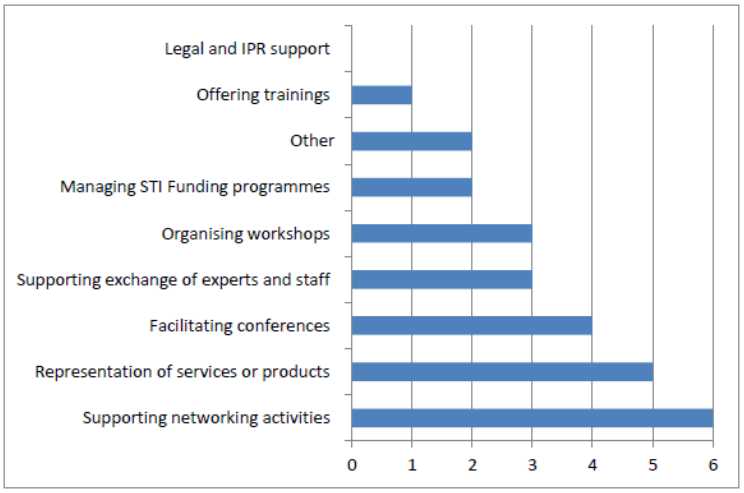

Figure 5: Services provided by existing representation offices in the US (multiple answers possible)

Figure 6 shows the collaboration and relation between, on the one hand European organisations having a representation in the US (blue) and, on the other hand, European organisations not having a representation in the US (red) with the listed structures and organisations in the US.

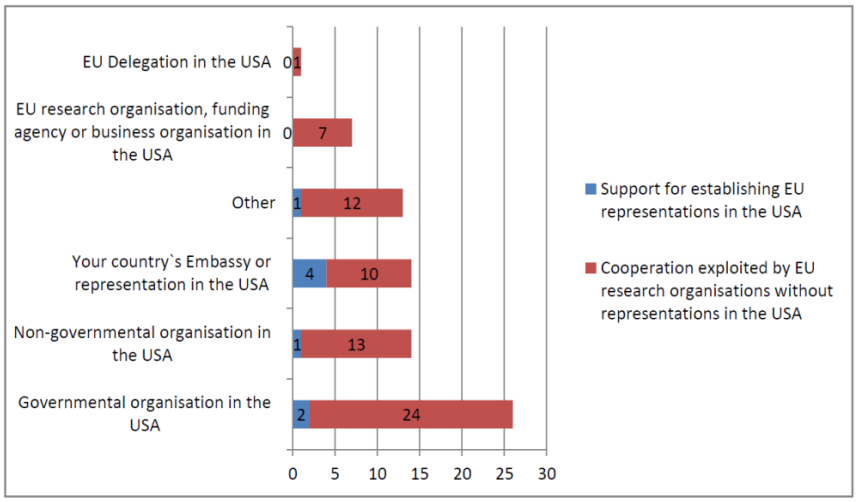

Figure 6: Collaboration of US representations with EU research organisations

US and EU organisations and structures, such as US governmental and non-governmental organisations and European embassies in the US, are the main cooperation partners for European research organisations without representations in the US and also facilitate the establishment of representations overseas.

Figure 7 shows the services offered by existing organisations and structures in the US to European research organisations. Hereafter, European research organisations mostly benefit from the support for networking and exchange of experts and staff as well as organising joint workshops, trainings and conferences.

Figure 7: Services provided by organisations present in the US

3.1.3 Recommendations from the JELO study:

Recommendation: The focus on joining forces and representing 'small' European countries, such as Croatia, Hungary, Luxembourg, Serbia, Slovenia, or Slovakia might give a positive impetus for these innovation followers and moderate innovators in Europe in order to counteract the innovation gap between the European Member States and foster STI cooperate with the US as worldwide important performance leader[23].

Recommendation: The results show that 63% of the organisations interested in an STI JELO in the US are engaged in ICT and/or Nanosciences, Nanotechnologies, Materials and New Production Technologies (NMP). US participation in ICT research projects under FP7 ranked second, after US participation in Health. US participation in Health is specifically supported by a National Institutes of Health (NIH)-EC reciprocity agreement (BILAT USA 2.0 Report on US FP7[24] participation in collaborative research projects and support actions). Therefore it might be beneficial for a potential STI JELO in the US to have a specific focus on either ICT or Nanotechnology or both, in order to meet the needs of the majority of European research organisations and universities being interested in an STI JELO in the US.

Recommendation: According to the results US and EU organisations and structures, such as US governmental and non-governmental organisations and European embassies in the US, are the main cooperation partners for European research organisations without

[23] Innovation Union Scoreboard 2015 http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item_id=8264&lang=en

[24] The European Commission's 7th Framework Programme for Research and Technological Development (FP7) lasted for seven years from 2007until 2013 and is the predecessor of Horizon 2020. The programme had a total budget of over € 50 billion.

representations in the US. It is advisable to take advantage of these existing structures for setting up an STI JELO in the US.

Recommendation: Most European organisations in the survey have the same needs when going international, i.e. the access to information about STI communities, joint funding programmes and investors, as well as support in networking, exchange of experts and staff as well as organising joint workshops, trainings and conferences. An STI JELO in the US, representing the European interests and meeting the overall European needs would on the one hand foster STI cooperation coordinating European goals as well as enhance transatlantic STI cooperation speaking with one (European) voice.

3.2 Reports from BILAT USA 4.0

The BILAT USA 4.0 project is a Coordination and Support Action funded under H2020. It started on 1 February 2016. BILAT USA 4.0 continues activities started by the predecessor project BILAT USA 2.0 with the overall aim to enhance, support and further develop the research and innovation cooperation between the EU and the US. A particular focus of the project activities is put among others on an intensification of interactions between EU and US researchers and innovators, the support for the improvement of research and innovation framework conditions, the provision of analyses delivering a sound base for decision making and an enhanced coordination and synergies between different EU MS/AC and US policies and programmes.

BILAT USA 4.0 has published analyses about the EU-US research landscape, among others the Report on US funding opportunities for European researchers and the Analysing Report on Consultation Process with Funders and Policymakers which provide valuable sources of information on service providers and service provisions.

3.2.1 Analysing Report on Consultation Process with Funders and Policymakers

The report[25] analysed a consultation with funders and policy-makers through 51 interviews and surveys. The aim was to identify new thematic areas for expanded EU-US STI cooperation. These areas were further explored and vetted through a follow-up consultation with top researchers, and through a series of thematic workshops bringing together researchers, funders, and policy-makers.

The consultation process was launched by partners of the BILAT consortium on both sides of the Atlantic. On the EU side, the consultation targeted the European Commission (through the project's Programme Officer; Directorate-Generals in Research and Innovation; and, through the EU delegation in Washington, DC) as well as funders and policy-makers from EU MS/AC. On the US side, federal funders and policymakers were primary targets for the consultation, though outreach extended to private foundations as well. In total, the report includes the opinions of 51 individuals from the EC, EU MS and the US.

[25] Analysing Report on Consultation Process with Funders and Policymakers, BILAT USA 2.0, November 2016: http://www.euussciencetechnology.eu/documents/33/analyzing-report-on-consultation-process-with-funders-and-policymakers

Figure 8: Three step consultation process (extract from BILAT USA 4.0 Analysing Report on Consultation Process with Funders and Policymakers)

The report focuses mainly on the identification of EU-US cooperation means as well as (new) thematic areas for bilateral STI cooperation, however the report also contains valuable information on service providers from the US and EU MS and in some parts their offered portfolio.

The BILAT was able to conduct in person, phone, or email interviews based on the availability of funding agencies from Austria, Denmark, France, Norway, Spain, Sweden, and the United Kingdom in order to have a broader picture on the European landscape, in addition to the Strategic Forum for International Cooperation (SFIC)-consultation process. Given information was complemented via desk research. The interviews showed the status-quo of bilateral cooperation and a number of existing EU MS cooperation means with the US, some identifying further service providers. Please see table 6.

"…There is a need for a more strategic and inclusive approach to international co-operation within the Framework Programme. This does not mean a rigid plan imposed by the Commission or standalone groups with limited membership such as SFIC, but a more coherent framework under which international cooperation activities can thrive and feed back into the Commission's activities. Funding for third country participation should continue to be available from within each sub/thematic programme" – Research Council of UK (extract from BILAT USA 4.0 report "Analyzing Report on Consultation Process with Funders and Policymakers")

The report shows that EU researchers are supported mainly through cooperation in existing funding programmes, e.g. H2020, EUREKA[26] or NSF's "PIRE program"[27], where the Research Council Norway (RCN) is a partner, or NSF's "PECTI program"[28], where the Spanish Ministry of Economy and Competitiveness (MINECO) in Spain is a partner.

[26] An intergovernmental network established in 1985, Eureka promotes and supports market-oriented international R&D&I project generation in the EU and Kanada: www.eurekanetwork.org

[27] PIRE Program: NSF-wide program supporting international activities across all NSF-supported disciplines. The primary goal is to support high quality projects with international collaboration. PIRE catalyses a higher level of international engagement in the US science and engineering community.

[28] PECTI Program: Promotion of R&I towards societal challenges. This programme includes among its objectives the 'articulation of R&I activities and funding mechanisms with other regional and international actors (especially European ones) to properly develop joint programming actions'.

Table 6: EU MS country's means of cooperation (reported via interviews during August – September 2016)

Country	Means of cooperation
Austria	Agency for Applied Science and Agency for Basic Science have had no agreement with US agencies.
	Launched Beyond Europe Programme[29], designed to support the internationalisation of Austrian STI.
France	STI cooperation is mainly implemented through bilateral agreements, as well as H2020, ERA-Net co-fund actions, Joint Programming Initiatives (JPIs) and public-private partnerships.
	No cooperation between the French Public Investment Bank (the innovation support agency in France) and a US funding body.
Denmark	International cooperation through bilateral agreements, joint EU programmes, and innovation centres located abroad.
	Denmark Agency of Science and Technology Innovation has bilateral agreements with MIT, University of Stanford and UC-Berkeley.
	Establishment of the Denmark Innovation Center in the Silicon Valley[30].
Norway	Research Council of Norway (RCN) has Memorandum of Understanding with the National Science Foundation (NSF) and the National Oceanic and Atmospheric Administration (NOAA).
	Partner in the Belmont Forum, an international funding network chartered to address environmental challenges.
	RCN has a Letter of Intent with the NIH, as well as guarantees arrangements with it in three health programmes.
	Graduate students are supported for short-term exchange through the "GROW Program"[31].
	Nordic Centre at Stanford and Harvard Universities, which consists of a consortium of 8 Norwegian Institutions.
Spain	In 2014, the Ministry of Economy and Competitiveness (MINECO) signed a collaboration agreement with the National Science Foundation for R&I collaboration projects within the PECTI framework.
	The Centre for the Development of Industrial Technology (CDTI) has no formal collaboration or agreement with a US partner, but offers funding to support companies who cooperate with US firms on R&D projects.
	Innovation agencies support companies and especially SMEs; however, because the technology level is generally lower in Spain than in the US, establishing R&D cooperation is difficult.
Sweden	International cooperation is often undertaken by bilateral agreements as well as through H2020 Programme and Eureka.
	STI cooperation with US is mostly based on researcher-to-researcher relations rather than agency agreements.
	Establishment of the Vinnova Silicon Valley Office, located at Stanford University, to facilitate connections between the Swedish innovation system

[29] "Beyond Europe—The Programme," Austrian Research Promotion Agency, https://www.ffg.at/en/programme/beyond-europe

[30] The Denmark innovation Center has been amongst telephone interviews, please see section 1.3.

[31] https://www.nsf.gov/od/oise/grow-country-details-norway.jsp

	and the ecosystem of Silicon Valley.[32]
United Kingdom (UK)	Ample collaboration between the Research Council and US Federal agencies in the field of basic science. In the field of applied science or innovation partnerships, the UK does not yet have a formal agreement with a US partner.
	Although UK is very active in Joint Programming Initaitves (JPIs) within the EU, this is not seen as a potential instrument for innovation partnerships with US funders.
	The first challenge to expanding cooperation with the US is to identify a suitable partner, which is difficult due to a heterogeneous funding structure with many funding bodies.

Through the interviews, BILAT USA 4.0 was also able to target existing **EU MS/AC service providers in the US**: **The Denmark Innovation Center in Silicon Valley,** the **Nordic Innovation House at Stanford and Harvard University**, the **Vinnova Center for Innovation in the Silicon Valley.** Please see section 4.3.1.1 on EU MS/AC representation offices and 5.3.3 on their service offers.

The report also identified US institutions as service providers for European researchers. Table 7 shows the US organisations and their means of cooperation.

Table 7: US organisations' means of cooperation

US Organisation	Means of cooperation
DOE[33]	> Successful collaborations around the Hydrogen Economy between DOE and JRC[34], as well as between DOE and individual MS, particularly on methodologies for safety standards and building stacks of fuel cells and to jointly organise conferences and coordinate work programmes
	> DOE characterizes most existing cooperation as bottom-up, where EU researchers elect to travel to DOE labs on short visits, sabbaticals, and research agreements > DOE hosts European researchers for visits and to use lab facilities, e.g. 10,000 European visits in 2016) > For DOE cooperation needs to be driven by the needs of transatlantic markets and the researchers that support these markets

[32] The goals of this office are to conduct trend spotting and benchmarking; leverage and add value to present Vinnova investments, for instance by facilitating access for Swedish Startups to Silicon Valley; and, increasing awareness of Sweden as a dynamic innovative region.

[33] The US Department of Energy (DOE)'s mission is to advance energy technology and promote related innovation in the United States. DOE's FY 2017 budget totals $32.5 billion, including $30.2 billion in discretionary funding and $2.3 billion in new direct spending authority. This funding supports R&D activities in the areas of nuclear security; clean energy; environmental clean-up; climate change; and, other science and innovation. https://energy.gov/

[34] The Joint Research Centre (JRC) is the EC's science and knowledge service which employs scientists to carry out research in order to provide independent scientific advice and support to EU policy. https://ec.europa.eu/jrc/en

	> Putting centre directors in close contact to agree on key methodologies and the structure of a lab, hence two centres evolve as mirrors of one another, which facilitates cooperation > DOE is not interested in joint calls, but is open to considering mirrored programmes, as much as mutually beneficial or legally possible
DOS[35]	> Bilateral agreements, including the "Agreement for Scientific and Technological Cooperation". > Science Envoys: Independent researchers agreed to travel abroad and advise the State Department about insights gleaned from meetings with foreign counterparts in the STI community
	> H2020 makes cooperation increasingly difficult for US researchers, universities and government bodies (some US researchers have been discouraged by their own institutions to join H2020 grant agreement)
NIH[36]	> The Fogarty International Center[37] is devoted to advancing NIH's mission by facilitating global research on health science and convening international partners through direct grants or other collaborative activities (e.g. 2,700 active merit-reviewed proposals with European members, amounting to $181 million in investments in 2016)
	> Compared to the MS, NIH's collaboration with the EC through the H2020 program is less established. The grant agreement was a significant barrier[38]
	> In the past, there has been some success with mirrored calls. For example, NIH and the EC are both members of the Global Alliance for Chronic Disease. NIH believes that mirrored calls for applications could enhance coordination between EU and US researchers
	> NIH notes that working with the EU affords closer access to the market for product development, which is an added value of

[35] The US Department of State (DOS) is responsible for implementing the US foreign policy and diplomatic strategy. During FY 2016, DOS awarded $1.6 billion in grants, and nearly $5 billion in contracts. RFPs are issued under sub-offices of the DOS, e.g. the Bureau of Public Affairs, or the Bureau of Democracy, Human Rights, and Labor. The DOS' established a programme specifically for global collaboration on STI: the Global Innovation Through Science and Technology Initiative. DOS also maintains an Office of the Science and Technology Advisor to the Secretary of State. www.state.gov

[36] NIH is the largest public funder of biomedical research in the world, and actively engages with Europe and the EU. www.nih.gov

[37] NIH supports the Fogarty International Center, housing the Division of International Science Policy, Planning, and Evaluation; Division of International Relations; and, Division of International Training and Research. Fogarty is devoted to advancing NIH's mission by facilitating global research on health science and convening international partners. In 2016, Fogarty had 2,700 active merit-reviewed proposals with European members, amounting to $181 mio. in investments. Some of these activities are direct grants, while others are collaborative activities on specific topics. www.fic.nih.gov

[38] "Newly signed EU-US agreement offers new opportunities for STI cooperation," BILAT, www.euussciencetechnology.eu/news/28

	cooperation. Intellectual property laws are comparatively less stringent, and corporate entities in the EU are more likely to collaborate with American entities. Working with MS individually also does not afford the same ease of single market access that working with the EC affords
NOAA[39]	> Agreement with JRC to strengthen scientific cooperation on climate, weather, oceans and coasts (including the exchange of personnel, shared use of scientific infrastructure, support for joint research, access to laboratory facilities, scientific training and information exchange)
	> Provision of funding to some foreign groups through grants (primarily international government associations, including the United Nations, and international NGOs)
	> At this stage, NOAA's preference for cooperation with the EU is to attend joint workshops and other meetings
NSF[40]	> Partner in the ERA-NET for the safe implementation of innovative nanoscience and nanotechnology
	> Cooperation with the EC brings an added value when new geographies can be reached, for example countries that are not located in the northwest of Europe
	> From NSF's perspective, mobility should be supported from graduate students, to postdocs, to faculty. Unfortunately, US graduate student mobility is also hampered by advisors and faculty who see little incentive in allowing their students to travel abroad
	> According to NSF, the best mechanisms to promote cooperation are workshops and compatible or mirrored calls. In both cases, pre-existing relationships between researchers and funders are a necessary pre-condition. Joint calls with the EC are not a possibility for a number of reasons

Through the report, Fogarty International Center and NOAA itself, who both provide funding to some foreign groups, could be identified as service providers offering funding to Europeans. NSF states the interest of the US to work with new geographies that do not belong to the "usual suspects" of EU-US cooperation by stating that cooperation with the EC brings added value when countries are supported outside of the northwest of Europe. This

[39] The National Oceanic and Atmospheric Administration (NOAA)'s mission is to understand and predict changes in climate, weather, oceans, and coasts, in order to share information with partners in the US and abroad, and to conserve and manage coastal and marine ecosystems and resources. In addition to internal research and management activities, NOAA supports external R&D through the office of Oceanic and Atmospheric Research (OAR). NOAA has requested $5.8 billion in FY 2017, including $520 million for OAR: "President's FY 2017 Budget Request," NOAA, http://research.noaa.gov

[40] The National Science Foundation (NSF) is a government agency whose mission is to advance the progress of science through funding proposals for research and education made by scientists and engineers. NSF exclusively funds basic research. With an annual budget of $7.5 billion in FY 2016, NSF supports approximately 24% of all federally supported basic research at US colleges and universities. NSF is organised around directorates, who write and release individual grant solicitations.

reflects the interest of smaller/less populous countries which are interested in establishing an STI JELO in the US to bring cooperation further with the US. According to NSF, the best mechanisms to promote cooperation are workshops and compatible or mirrored calls. In both cases, pre-existing relationships between researchers and funders are a necessary pre-condition for cooperation between the EU and the US. No insight is given that the pre-existing cooperation ties are made or supported through NSF. This would state that there is a need to bring these cooperation ties together.

> "At the same time, cooperation with the EC brings an added value when new geographies can be reached, for example when the EC supports activities in countries that are not located in the northwest of Europe." – National Science Foundation (extract from BILAT USA 4.0 report "Analyzing Report on Consultation Process with Funders and Policymakers")

Evaluation of Mechanisms for EU-US Cooperation

In the majority of European funding agencies, international cooperation is handled through bilateral agreements as well as European and transnational programmes and initiatives such as H2020, JPIs, and similar. In contrast, bilateral agreements with US agencies are available mostly in the area of basic science, and are usually very broadly written to avoid focusing on or indicating specific thematic areas.

Funding is provided by respective national agencies to researchers directly. One reason for the lack of joint funding agreements may be that there are immediate economic outcomes where the US has a competitive advantage compared to the EU in the areas of technology levels, entrepreneurship, supporting start-ups, and venture capital. It is thus easier to cooperate on basic research than on applied research, which may be closer to the market.

A second issue limiting EU-US STI cooperation is the tendency for jurisdictions to exclude international stakeholders in defining STI priorities together. The recent Implementing Arrangement[41] between the European Commission and the US will undoubtedly go a long way towards improving the framework conditions for STI cooperation — in part because it shows a willingness to truly consider and concretely advance the priorities of the other side.

While joint calls with the EC are generally considered undesirable, for many agencies — including NSF and NIH — there is the **opportunity to produce mirrored calls.** Participants do note that it can be difficult to coordinate budgeting cycles and planning cycles. Still, for some agencies mirrored calls are an ideal cooperation mechanism because these allow granting agencies to bring more scientists into the field without having shared agreements.

Finally, for the EU researcher mobility is still one of the most important instruments used widely in cooperation with the US. Participants in the consultation process in the EU and the US alike suggest that **steps taken to enhanced US researcher mobility to the EU should also be encouraged.**

Additional Opportunities for Expanded EU-US Cooperation

[41] The EU-US Implementing Arrangement is available under: http://ec.europa.eu/research/iscp/pdf/policy/eu-usa_implementing_arrangement_2016.pdf

In addition to the areas described above, the report identifies one direction that is too often neglected, and thus provides an opportunity for expansion, which is “From Innovation to Market” (e.g., STI developments closer to market applications but still upstream market). The challenge here is for the US administration to set up clear topics for cooperation where industrial competition may be less of an issue. This would jumpstart an interesting area for collaboration with companies in areas such as the life sciences across the two continents.

3.2.2 Report on US Funding Opportunities for European Researchers

The report on US Funding Opportunities for European Researchers is a product of the BILAT USA 4.0 project. The report aims to increase awareness about which US sources are appropriate and viable to EU researchers. BILAT USA 4.0 commissioned this report and its accompanying database to provide researchers within the EU with a list of potential funding sources in the US that accept applications and/or collaborations from foreign applicants for sponsored projects. It is also intended to help EU researchers understand the US federal and non-federal funding landscape for research projects across various academic disciplines.

Opportunities for EU researchers to obtain US funding for their projects are limited. Most federal organisations provide grants only to researchers at US institutions (e.g., colleges, universities, corporations) or require US citizenship for the Principal Investigator and project staff. Since US taxpayer dollars primarily support federal organisations, the federal government aligns grant-making priorities with those that benefit the nation and its people. Recent global events, particularly outbreaks of the Ebola and Zika viruses, are having an impact on the federal funding landscape. Some federal organisations, such as the NIH, do allow international researchers to serve as Principal Investigators and/or have specific programmes that even require an international collaborator.

The first section of the report provides a summary of each federal organisation that may provide grants or sub awards to EU and/or other international researchers. Currently there are **26 US federal organisations** that provide grants for scientific research, education programmes, and artistic works across a range of disciplines and fields of study. Of the total 26 organisations, the report provides summaries for 14 US federal organisations that have demonstrated grant-making to international universities and/or researchers regardless of the type of funding mechanism. Also included are federal organisations that publicly state on their websites or in programme solicitations that international researchers are eligible to apply for grants.

The second section provides summaries for various non-federal organisations that may also do the same. Foundations and non-profits are financially supported in a variety of ways, such as with private contributions, government grants, fees for services, tax revenue, and interest from investments. According to a Foundation Centre’s “2014 Key Facts on US Foundations Report”[42], in 2012 the US had more than 86,192 foundations with $715 billion in assets and $52 billion in giving. Although most US foundations support efforts in their local communities, there are foundations that support international work. Top funding categories for such international work are health, international development/relief, and protecting the environment and animals.

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http://foundationcenter.org/gainknowledge/research/keyfacts2014/pdfs/Key_Facts_on_US_Foundations_2014.pdf

Each summary contains the following information on the organisations:

- Sponsor name
- Sponsor type (federal/non-federal)
- Foreign research allowance
- Relevant academic disciplines
- Organisation mission statement
- Focus of organisation and/or grant-making activities
- Organisational structure
- Funding mechanisms (e.g., grants, cooperative agreements)
- Recommendations for searching sponsor grant information and obtaining additional information

Each summary includes links to the sponsor's website and to specific sections of their sites as needed for additional information and reference.

The report also contains information on databases such as the Catalog of Federal Domestic Assistance (CFDA) or grants.gov, which provide further sources of information on sponsors and available grants as well as other useful links to additional information to access a wide range of US federal and non-federal funding opportunities by subscribing to newsletters etc.

Some of the institutions which offer grants to Europeans are the National Institutes for Health, National Oceanic and Atmospheric Administration, Department of Energy, Department of State, National Science Foundation, Department of the Interior, Department of Justice, US Department of Labor, US Environmental Protection Agency, National Aeronautics and Space Administration and the US Department of Agriculture.

Some non-federal organisations where Europeans can apply for funding are mainly in the health area. These are among others Alzheimer's Drug Discovery Foundation, American Brain Tumor Association, American Association for Cancer Research, Children's Prize Foundation and Council for International Exchange of Scholars.

4 Service Providers

This chapter provides an overview of the identified service providers. It is divided into four subsections: the first one is the identification of service providers through previous studies; then the identification of service providers via the results of the survey; then those identified in the mapping exercise; and, finally, the conclusions reached from the previous inputs.

4.1 Service Providers identified through previous studies

In the JELO Study eight EU R&I organisations out of 94 total participants acknowledged that they have already existing representations in the US[43]:

- Two from **France** (a public research organisation, one an 'other' organisation)
- Two from **Germany** (one private research organisation, one public government funded organisation)
- Two from **Israel** (one private research organisation, one public university)
- One from **Greece** (private SME)
- One from **Spain** (public research funding agency)

Main reasons among the eight organisations for having a representation in the US were to:

- Link with the US innovation ecosystem
- Foster STI collaboration with excellent scientists and innovators in the US
- Identify bilateral R&D Programmes for supporting national companies
- Promote partnerships between national and US researchers
- Get access to potential US investors

The BILAT USA 4.0 was also able to target existing EU MS service providers in the US through the "Analysing Report on Consultation Process with Funders and Policymakers": The **Denmark Innovation Center** in Silicon Valley, the **Nordic Innovation House** at Stanford and Harvard University, the **Vinnova Center for Innovation** in the Silicon Valley.

Potential interest for further collaboration on support measures came from Spain and the UK (Analysing Report on Consultation Process with Funders and Policymakers). The CDTI, the Spanish innovation support agency, has no formal collaboration with the US or agreement with a US partner. They stated that it would be very valuable to support company-to-company collaborations in EU-US innovation partnerships. Innovate UK, the innovation support agency of UK, is eager to expand bilateral relations. So far the UK does not yet have a formal agreement with a US partner in the field of applied science or innovation partnerships.

> "It would be very valuable to support company-to-company collaborations in EU-US innovation partnerships." – The Spanish Centre for the Development of Industrial Technology (extract from BILAT USA 4.0 report "Analyzing Report on Consultation Process with Funders and Policymakers")

[43] The names of the organizations are not displayed in the report due to data privacy requirements.

4.2 Service Providers identified through the survey for European Stakeholders

In the survey introduced in section 2.2, 214 organisations among the 558 respondents identified themselves as service providers for European researchers, entrepreneurs or small businesses that aim to collaborate on research, innovation or business activities with US-based stakeholders. 161 out of 214 are European service providers, 3 are US service providers and 50 are from other countries. The EU MS/AC service providers are very different organisations in nature as shown in Figure 9. Most of the responding service providers are research organisations/institutes (18%) and universities, followed by Incubators / Entrepreneurship Centres / Accelerators / Co-working space for entrepreneurs (7%) and SMEs (7%), then Other (6%), Research Funding Agencies (5%) and Cluster (5%).

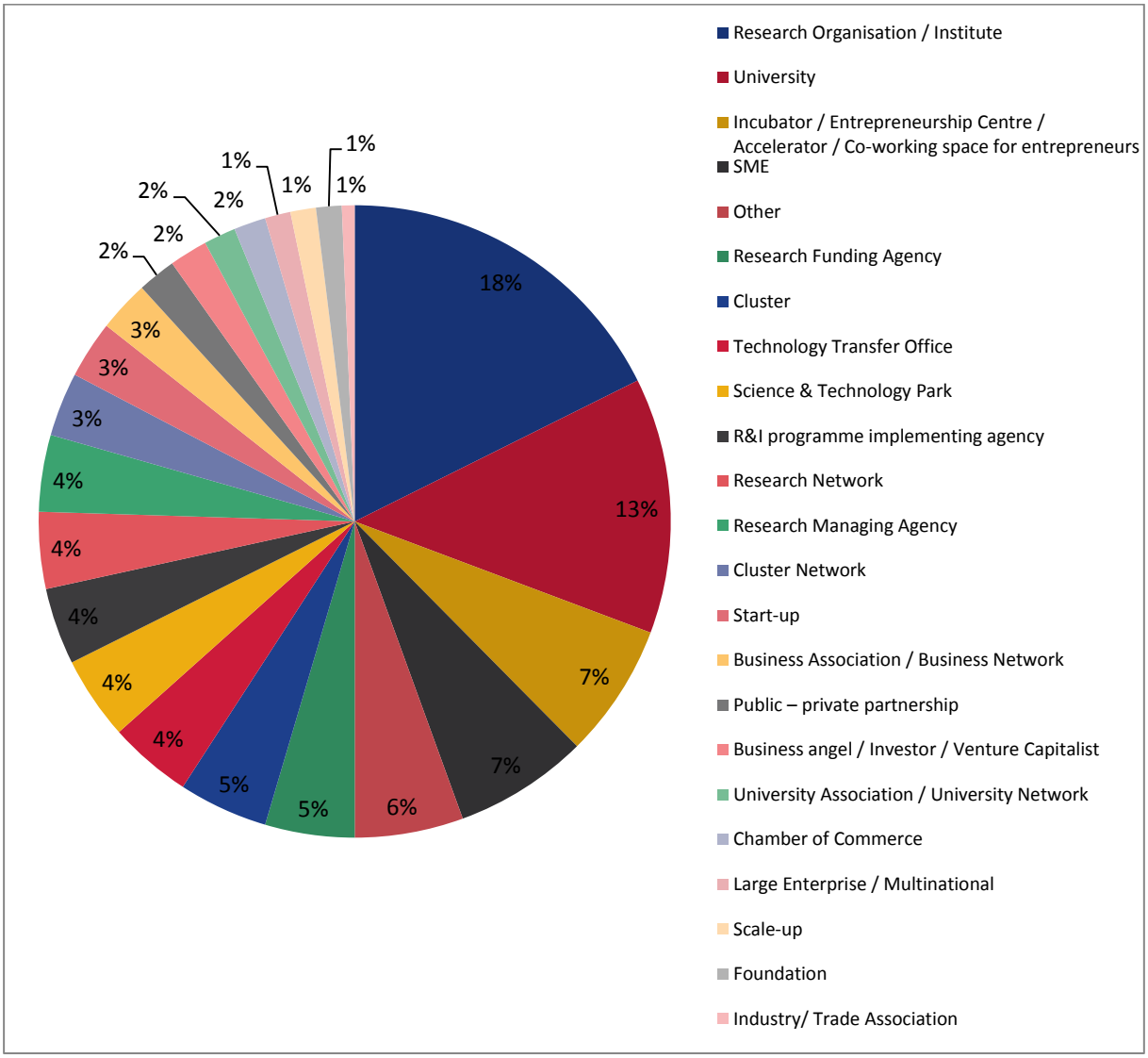

Figure 9: EU MS/AC Service Providers by Type of Organisation (in percentage)

The survey included a question to all respondents – whether service provider or service seeker – if they have already activities in the US. 102 (31%) out of 329 respondents stated that they are already active in collaborating with the US. Figure 10 gives insight about the

type of organisation(s) that provides the respondents with already existing activities in the US with support for these activities in their home country: Research funding agencies and universities or university associations are named as the top service providers for these activities. These two are followed by research organisations, other and government trade focus organisations or Industry trade organisations.

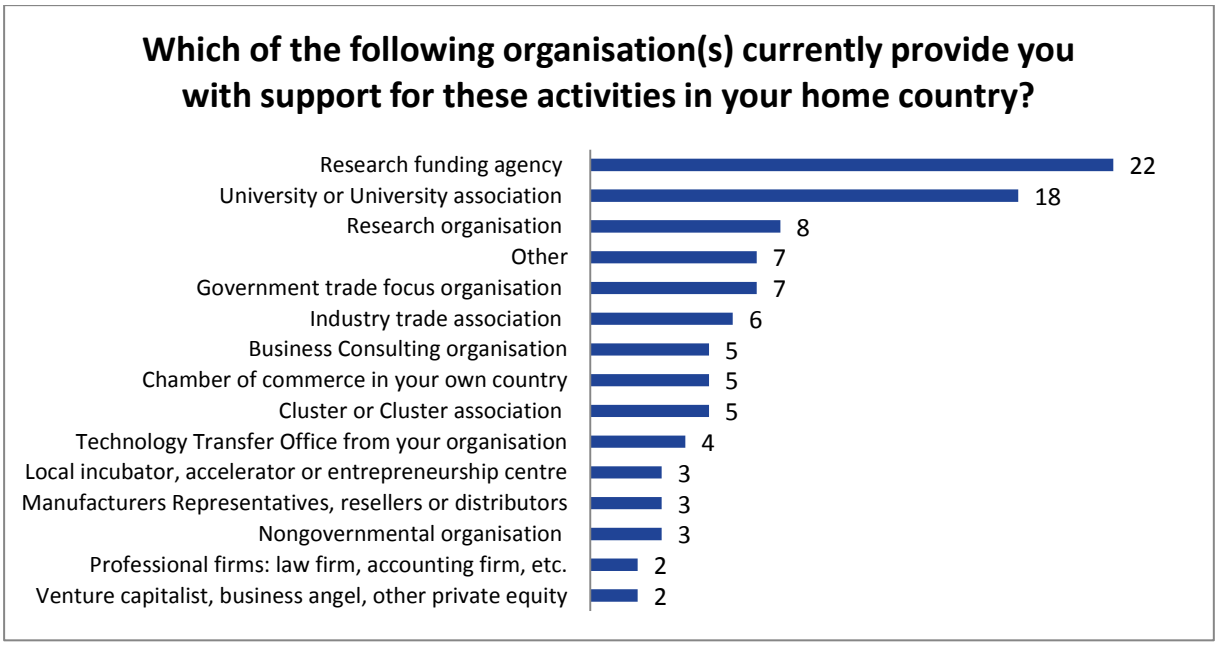

Figure 10: Who provides support in home country (multiple answers possible)

As for support provided in the US, the results were not much different. In general, there is less support being provided in the US than in the home country. However, the organisations that provide the most support are the same: research funding agencies, research organisations and universities or university associations.

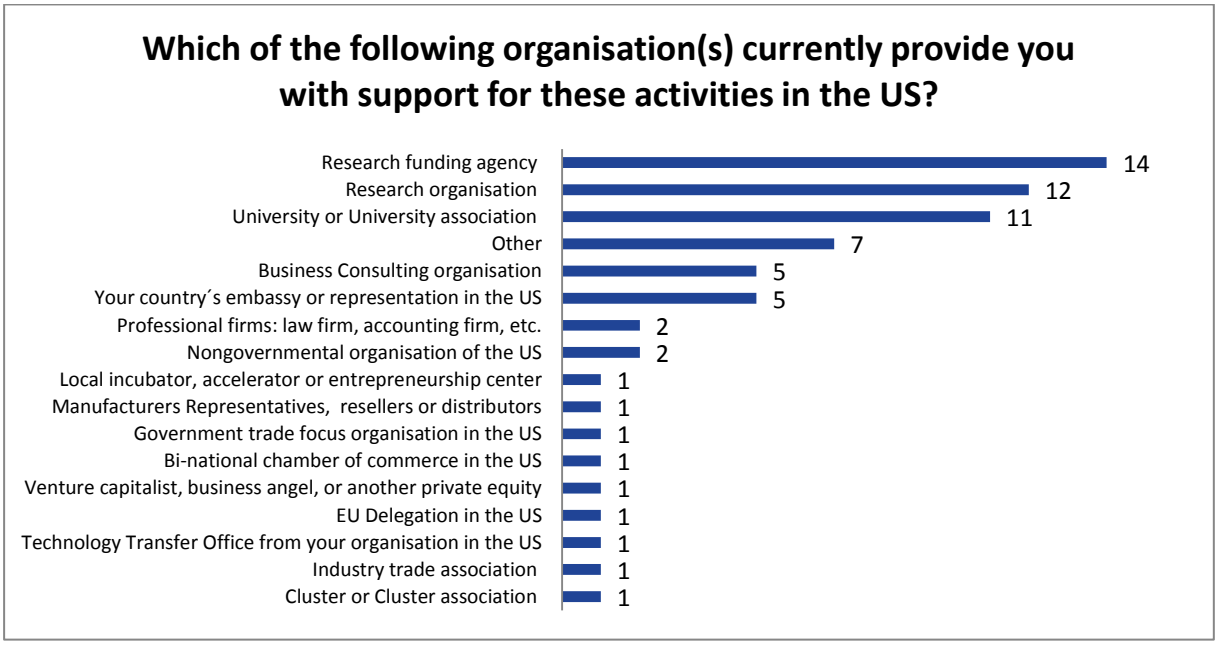

Figure 11: Who provides support in the US (multiple answers possible)

4.3 Service Providers identified through the Mapping

An additional mapping through desktop research was undertaken to identify further service providers. In the end, 354 could be identified in total, counting 45 embassies, 129 Bilateral Chambers of Commerce and further 97 EU MS/AC and 83 US service providers. The list of EU MS/AC and US service providers identified can be found in Annex 5, the Embassies in Annex 6 and the Chambers of Commerce in Annex 7. In case of organisations that have offices in more than one location, each one counted as a service provider.

Where the Service Providers are located in the US

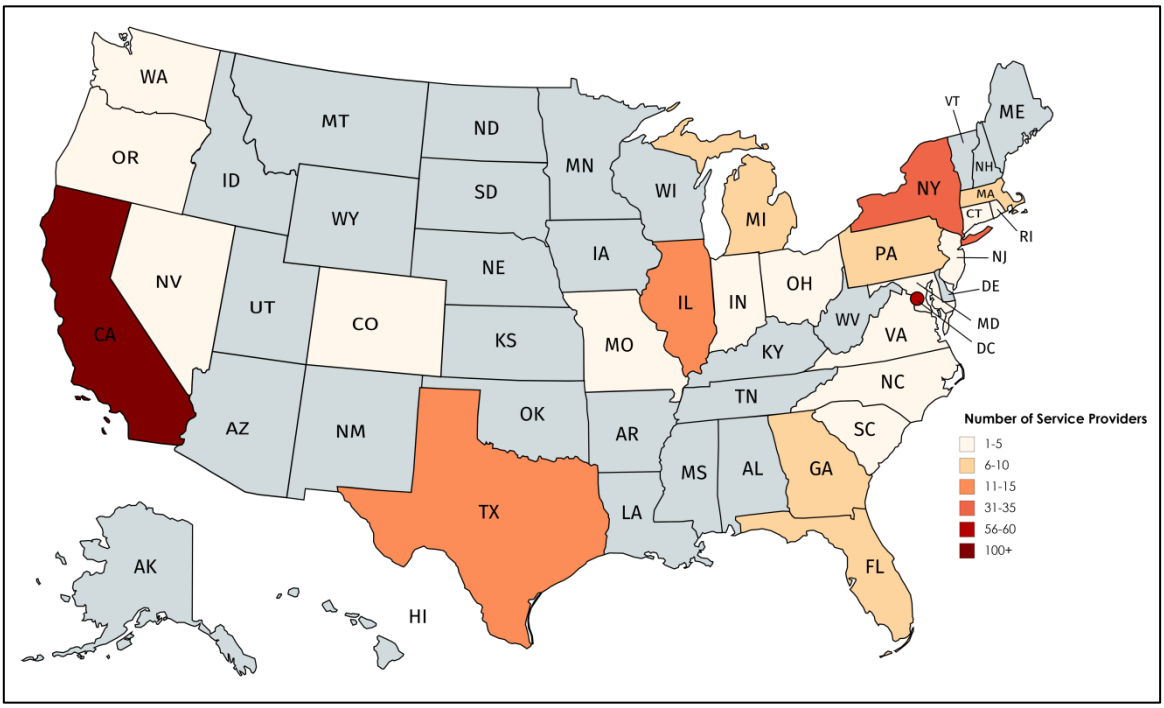

Figure 12: Location of identified Service Providers in the US

Figure 12 shows where the service providers are located in the US. 289 service providers having locations in the US were identified. Among them are EU MS/AC organisations as well as US organisations.

Some EU service providers hold a **subsidiary in the US** to facilitate the access of EU businesses to the US market. This is the case, for example, for Portugal Ventures from Portugal who holds a physical space in San Francisco and Boston that can be used by its members, Portuguese start-ups, to facilitate the establishment of collaborations with US businesses based in these two regions[44].

> "Since we focus on Denmark and the Danish society, the distance from Denmark and the corresponding time difference and flight distance could be described as one of the key barriers as it makes communication rather difficult. When the Danish working day ends we usually just started here in Silicon Valley."
>
> – Thomas W. Poulsen, Deputy Director of Innovation Centre Denmark Silicon Valley

[44] http://www.portugalventures.pt/en/content/global-connections

Emphasis during the desktop research has been set on the most populous and active states or cities recognized by the Europeans, and collaborating with European countries. Therefore, it can be seen that almost half of the organisations providing activities, services and/or support, are located in California; the next important areas being the Northeast, namely Washington DC, NY, Maine and Pennsylvania.

The US states of California, Washington DC and NY show the highest concentration of service providers. In California 102 organisations that provide services were identified. For about half of the US states we could not identify a single service provider (grey colour) (which does not mean, there are none), whereas quite a lot of states have 1 – 5 service providers. In Washington DC most service providers are the EU MS/AC embassies located there. Although Boston is an important city for STI, we could not identify many service providers in the state of Massachusetts.

It was found through the JELO Study that the three geographical preferences for an EU representation in the US were New York and Washington DC on the East Coast and California on the West Coast. This means that, even though these are the states with most service providers, there is still something missing. One assumption is that there is a lack of information about these services providers, or possibly the services offered do not match entirely the necessities of the European community.

4.3.1 Service Providers from the EU MS/AC

Where the EU MS/AC Service Providers come from

Through the mapping 97 service providers from the EU could be identified, plus 81 Chambers of Commerce and 45 Embassies. Figure 13 shows how many service providers come from which EU MS/AC.

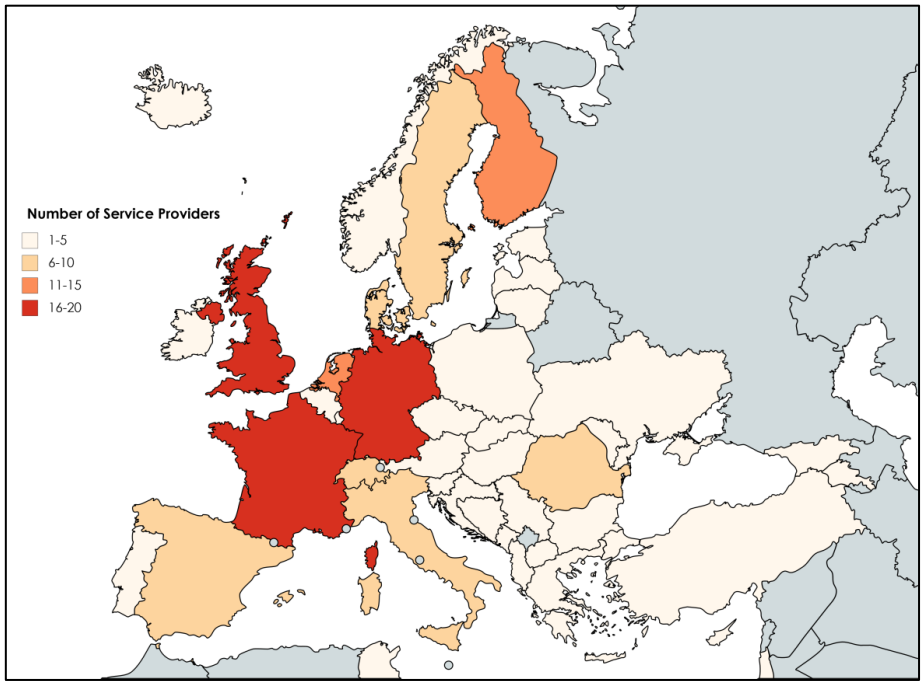

Figure 13: Origin of EU Service Providers

When looking at the map it becomes clear that Germany, France and the UK have a great number of service providers – each one counts with more than 15 options. The Netherlands and the Scandinavian countries, especially Finland, are also well presented.

However, once you look at smaller economies, especially the ones in Eastern Europe, there are usually only one or two representations – in most cases the embassy and/or one Chamber of Commerce. The one exception to this case is Romania, which is represented by 6 Chambers of Commerce in the US, spread throughout the country[45].

This underlines the assumptions that a European representation would be particularly beneficial to the smaller European States when internationalising to the US.

4.3.1.1 EU MS/AC representation offices in the US

An important point of reference for European institutions when seeking support in EU-US STI relations are the government supported EU MS/AC representation offices in the US.

> "We don't work in isolation and I am sure that, if we find synergies, we could work with NearUS in the future."
>
> - Christian Simm, Founder & CEO swissnex San Francisco

As the JELO study showed, some EU MS/AC have already existing governmental representations in the US – which is the case for Germany and France. Through the BILAT USA 4.0 "Analysing Report on Consultation Process with Funders and Policymakers" three additional governmental supported representation offices could be identified: The Denmark Innovation Center in Silicon Valley, the Nordic Innovation House at Stanford and Harvard University, the Vinnova Center for Innovation in the Silicon Valley. Desktop research was conducted to identify more of these organisations and the results are shown in table 8. Through this process the Nordic Innovation House could be targeted for the Silicon Valley and the Scancor initiative to be located at Stanford and Harvard Universities. Since these representation offices are often first gate openers for the national organisations that want to internationalise to the US, we reached out to them and were able to conduct interviews with swissnex and the Denmark Innovation Centre.

Table 8: EU MS/AC Liaison Offices in the US

EU MS/AC		Location
Denmark	Innovation Centre Denmark Silicon Valley	> Silicon Valley
Finland	Team Finland / FinNode	> Houston (Finpro partner office) > Los Angeles(Consulate General) > New York (Consulate General) > Silicon Valley (Finpro, Tekes) > Washington DC (Embassy of Finland, Finpro, Tekes, Finnish Defense Attaché)
Germany	German House for Research and Innovation	> New York

[45] www.racc.ro/chapters.html

Denmark, Finland, Norway and Sweden	Scancor	> Stanford and Harvard Universities
Denmark, Finland, Iceland, Norway and Sweden	Nordic Innovation House	> Silicon Valley
Sweden	The VINNOVA Silicon Valley Office	> Stanford University, Silicon Valley
Switzerland	swissnex	> Boston > Silicon Valley
France	CNRS Offices Abroad	> Washington DC

This report was able to target eight European representation offices in the US and their country of origin can be seen on figure 14. Once we look again at the results from the JELO Study (figure 4), it is clear that the countries that already have such representations are the ones that were less interested in a pan-European liaison office in the US. This means that these service providers already meet the basic demands from their countries.

"Our target group is government agencies, NGO's, Interest groups and all other kinds of stakeholders. Basically our target group is everyone who has a special interest towards Denmark and Danish companies wanting to set foot to the US."

– Thomas W. Poulsen, Deputy Director of Innovation Centre Denmark Silicon Valley

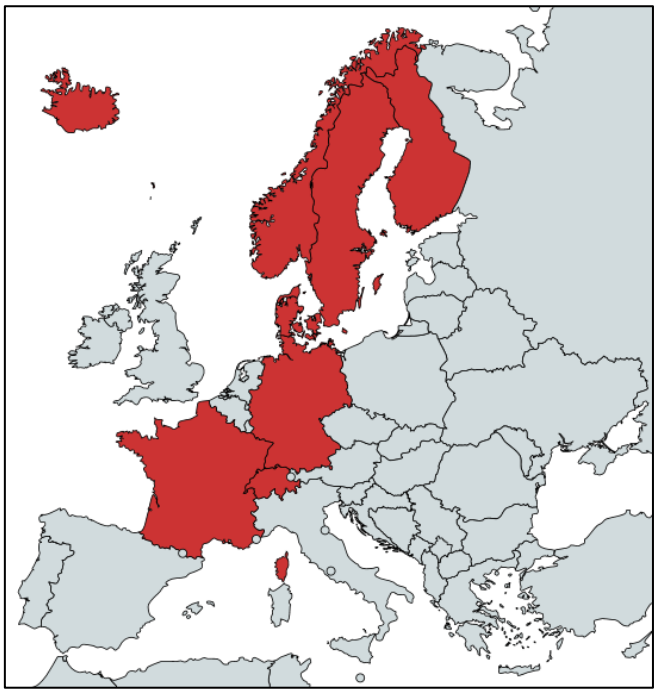

Figure 14: Countries with Representation Offices in the US

4.3.1.2 Embassies of EU MS/AC in the US

Embassies interact with institutions in the host country such as governments, local businesses and educational institutions in the name of their home country. According to the findings of the JELO Study, the embassies are the 3rd most important cooperation partners to facilitate the establishment of representations overseas.

Some embassies of EU MS/AC in the US have departments focused on STI and dedicated science counsellors that facilitate exchanges in these areas between the countries. One example is the Swedish Office of Science and Innovation, a section of the Embassy in the US that is responsible to facilitate research and development cooperation and other exchanges of knowledge between Sweden and the US. The European Delegation in Washington DC also has a dedicated science counsellor.

All of the EU MS/AC Embassies are located in Washington DC, however some countries also have consulates in other cities to expand their reach, e.g. France has consulates in eleven American cities, such as NY, San Francisco, Florida, Chicago, etc. As it is in general with the service providers, most of the smaller countries do not have STI departments and their embassies only provide services related to visas and local support to citizens.

The Embassies of EU MS/AC in the US and such STI departments are listed in Annex 6.

4.3.2 Service Providers from the US

As only three US service providers answered to the survey, the source of information used to identify these organisations was the mapping. The complete list of all the service providers identified can be found in Annex 5.

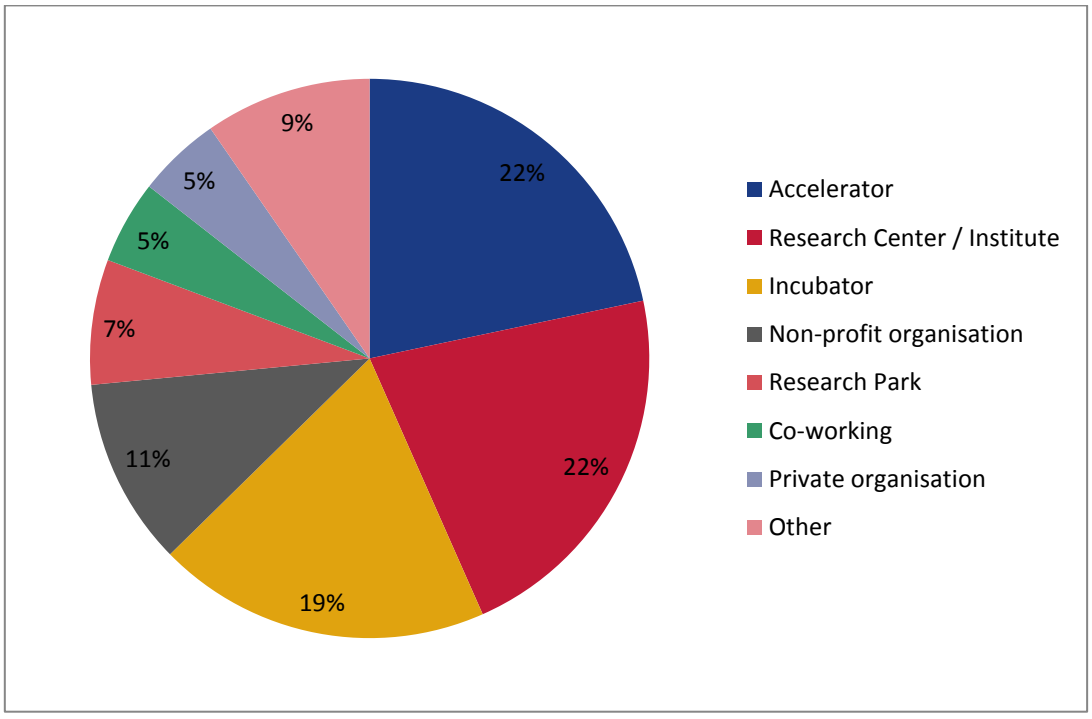

Figure 15: US Service Providers by Type of Organisation

In total, 83 US service providers were identified. Figure 15 shows that the types of organisation that are most present as US service providers are Accelerators and Research Centres / Institutes, followed by Incubators. Non-profit organisations are also relevant, making 11% of the mapped service providers.

> "Collaboration, connection and community are at the heart of the Science Center. With 31 shareholders representing the top academic and research institutions in Pennsylvania, New Jersey and Delaware, and accomplished leaders serving on our Board of Directors, we're regional and collaborative both by nature and design."
>
> – Christopher Laing, VP, Science and Technology, Science Center

4.3.3 Bilateral Chambers of Commerce

A bilateral Chamber of Commerce promotes trade and commerce between two countries and enhances economic diplomacy. Most EU MS/AC have a bilateral Chamber of Commerce in the US and the US has bilateral Chambers of Commerce in most of the EU MS/AC. These bilateral chambers of commerce facilitate cooperation, mainly B2B relationships.

In total, 30 EU MS/AC have a Chamber of Commerce in the US (in blue in figure 16), in most cases in the states of **California or NY**. Big economies such as Germany or The Netherlands have more than one office in the US, in order to expand their area of activities, e.g. Germany has chambers in NY, San Francisco and Philadelphia. Meanwhile, many smaller EU MS/AC do not have representations at all, as is the case for Slovenia, Lithuania and Georgia. The European Union as one single entity has also its Chamber of Commerce in Washington D.C.

On the other hand, 43 EU MS/AC have an American Chamber of Commerce (in red in figure 16), the Faroe Islands being the only exception. The Chambers are usually located in the capital city, but big countries such as Spain and Germany have more than one American representation. There is also one American Chamber of Commerce to the European Union located in Brussels.

The total US and EU MS/AC Bilateral Chambers of Commerce are listed in Annex 7.

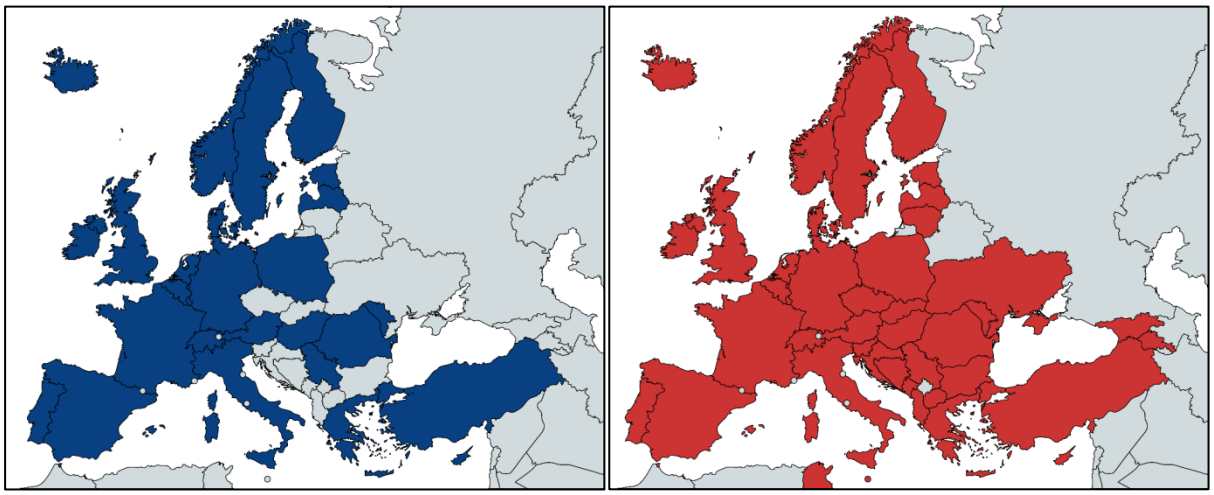

Figure 16: American Chambers of Commerce in EU MS/AC (in blue) and EU MS/AC Chambers of Commerce in the US (in red)

Figure 16 is in accordance with the findings from the JELO study, since most of the big European countries have chambers of commerce in the US, and that a pan-European initiative would benefit especially the smaller EU MS/AC who lack such support organisations.

4.4 Conclusions on Service Providers

This report identifies in total 561 service providers.

214 service providers could be identified through the online survey for European Stakeholders, whereas 161 identify themselves as Europeans and three as Americans. Through the mapping it was possible to identify 173 service providers, 90 originating from EU MS/AC and 83 from the US, plus 129 Chambers of Commerce and the embassies from the 44 EU MS/AC and the European Delegation in the US.

The EU MS/AC service providers (identified through the survey) are diverse, but mostly from the research side – 31% are research organisations/institutes and universities. Followed by a group of institutions associated with entrepreneurs: incubators / entrepreneurship centres / accelerators / co-working space for entrepreneurs. The European institutions identified in the mapping are also diverse, but special attention was given to the liaison offices, embassies and the bilateral Chambers of Commerce.

When we look at the US providers (identified through the mapping), the types of organisations most represented are Accelerators and Research Centres / Institutes. Third we have Incubators, followed by non-profit organisations. The non-profit organisations could not be specifically identified in the survey for European stakeholders, as these were not included in the selection list, making a direct comparison impossible. However, the research organisations were the ones most identified in the survey and incubators / entrepreneurship centres / accelerators / co-working space for entrepreneurs were next, showing coherence in the findings of the two sources.

Most of the service seekers identify the research funding agencies as their main service providers, followed by universities or university associations and research organisations. This result is true for the service provision within service seeker's respective home countries as well as service support in the US.

Germany, France and the UK have the greatest number of service providers – each one counts with more than 15 options. The Netherlands and the Scandinavian countries, especially Finland, are also well presented.

289 service providers have a location in the US (including EU MS/AC and US organisations). Almost half of these identified organisations are located in California. High concentration of service providers are also in Washington DC and the state of NY, flowed by Illinois and Texas. This is not surprising, considering that those are the major economies and include some of the most important cities when it comes to STI. Although Boston is an important city for STI, we could not identify many service providers in the state of Massachusetts. For about half of the US states we could not identify a single service provider, whereas quite a lot of states have 1 – 5 service providers. In coherence with the findings from previous studies, the EU MS/AC service providers identified in the US are mostly from the "big countries", such as Germany, France, UK and the Scandinavian countries. There are very few representations from Eastern European countries, Romania being one exception, and most

of those are embassies and/or chambers of commerce, which might not attend to the demands from the three strands – R2R, R2M and B2B.

It can be seen that a European representation would be particularly beneficial to the smaller European States when internationalising to the US.

5 Services for R2R, R2M and B2B

This chapter will be divided in 4 parts. First, the services identified in previous studies; followed by results from the survey for European stakeholders, with the services identified for each strand; and then the services offered identified in the mapping. Finally, conclusions about the services will be presented.

5.1 Service offers identified through previous studies

Feasibility Study for Joint European Liaison Offices (JELO Study)

The JELO study identified the following services which existing EU representation offices in the US offer to their research organisations (in in the order of frequency):

> Supporting networking activities
> Representation of services and products
> Facilitating conferences
> Exchange of experts and staff
> Organising workshops
> Managing STI Funding programmes
> Other
> Offering Trainings

The EU representation offices identified mostly provide networking and, representation of services or products and facilitating conferences. No legal and IPR support is being offered.

Furthermore, the JELO study identified services that organisations and structures in the US are offering to European research organisations (in the order of frequency):

> Supporting Networking activities
> Supporting Exchange of experts and staff
> Organising workshops
> Offering Training
> Facilitating conferences
> Managing STI funding programmes
> Representation of services and products
> Legal and IPR support
> Other

Hereafter, European research organisations mostly benefit from the support for networking and exchange of experts and staff as well as organising joint workshops, trainings and conferences.

Analysing Report on Consultation Process with Funders and Policymakers

The report on the BILAT USA 4.0 Consulting Process with Funders and Policymakers showcases supporting means for internationalisation of STI that were named by the funders or policymakers. Most of these supporting means are funding programmes that are targeted

for collaboration with US actors. Table 9 gives an overview of these means for each EU MS/AC funding agency that participated in the consultation process.

Table 9: Supporting means mentioned for internationalisation of STI by EU MS/AC funding agencies

Country	Main services mentioned for internationalisation of STI
Austria	> Beyond Europe Programme
France	> H2020 programme > ERA-Net co-fund actions > Joint Programming Initiatives (JPIs) > Public-private partnerships
Denmark	> Bilateral agreements, e.g. Denmark Agency of Science and Technology Innovation has bilateral agreements with MIT, University of Stanford and UC-Berkeley > Joint EU programmes > Denmark Innovation Center*
Norway	> Belmont Forum (international funding network to address environmental challenges) > RCN has guarantee arrangements with NIH in three health programmes. > GROW Programme: Graduate students are supported for short-term exchange > Nordic Innovation House* and Scancor*
Spain	> PECTI framework of NSF with MINECO > CDTI offers funding to support companies who cooperate with US firms on R&D projects > Innovation agencies support companies and especially SMEs
Sweden	> Bilateral agreements > H2020 Programme > Eureka > Vinnova Silicon Valley Office*
UK	> JPIs (but not seen as a potential instrument for innovation partnerships with US funders)

* (please see section 5.3.3 on services of the EU MS/AC representation offices)

The EU MS/AC funders and policymakers name mostly European programmes, such as H2020, ERA-Net co-funds, JPI's, Eureka, and bilateral agreements, such as with NIH or NSF as priority supporting means for internationalisation. Austria and Norway mentioned national programmes for internationalisation support, such as the Beyond Europe Programme or the GROW-Programme. Denmark, Norway and Sweden also refer to their representation offices in the States: the Denmark Innovation Center, the Nordic Innovation House and Scancor, the Vinnova Silicon Valley Office.

5.2 Service offers identified through the online survey for European stakeholders

Out of the 214 organisations that offer services for internationalisation support, their services are offered almost equally for R2R, R2M and B2B. Whereas most services target the R2R interests, followed by R2M interests, as shown in figure 18. It is important to remember here that the results of the online survey are only representing European service providers and their services, services from US service providers are presented in the section on the mapping (section 5.3).

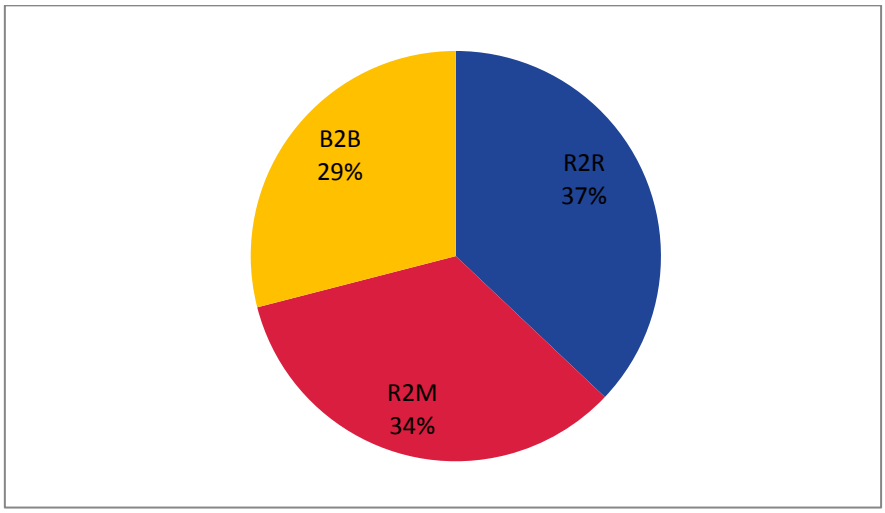

Figure 17: Target strand of services offered in the US

Given that the main service providers who answered to the survey are Research Organisations and Universities (figure 9), the fact that their services are mainly directed to R2R and R2M is not surprising.

As outlined in section 2.1, NearUS has identified services targeting three categories of collaboration and bundled these into three strands: Research to Research (R2R), Research to Market (R2M) and Business to Business (B2B). The specific services that have been identified vary for each strand respectively, however some services are transversal services that can target all three strands: Matchmaking events, Work Space, Legal (and Regulatory) Support, Media Promotion Services. In the survey, the three strands were separated and the participant could choose for each strand which services are offered and how – for the latter, the options were: free-of-charge, fee-for-service or other (e.g. membership fee). Therefore, for the purpose of analysing the survey results, the strands are here separated.

5.2.1 Research to Research (R2R)

For the Research to Research interests, the following services had been pre-defined by partners to be of interest when internationalising towards the US:

- Host Research Conference
- Host sabbaticals/visiting lecturer/research working visits for specialists who are highly interested in establishing a long-term collaboration with the US

- Networking: primary contacts, communication, information exchange, structural access to relevant data, etc.
- Provide matchmaking events with corporate sponsors, research organisations, industry experts
- Legal support
- Provide research funding (grants, loans, seed funds, etc.)
- Research organisation interested in collaborating on joint research projects, joint proposals, etc.[46]
- Advocacy on Responsible Research and Innovation
- Advice and support on internationalisation: guiding material, events, understanding the respective R&I&B landscape
- Opportunities for workplace, secondment and staff exchange
- Providing work space
- Media Promotion Service
- In-residence Programmes

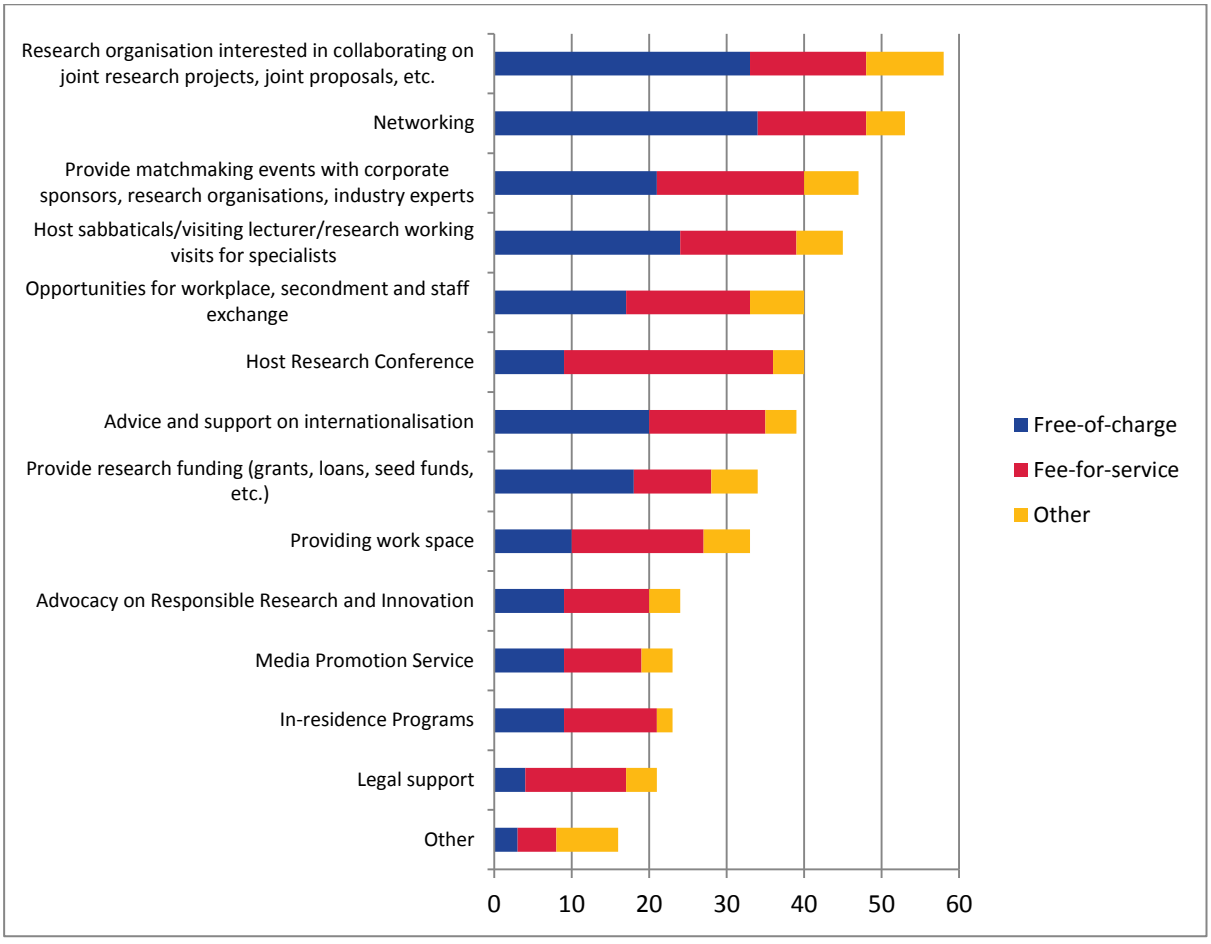

Figure 18: R2R service offer

[46] Support for research organizations interested in collaborating on joint research projects, joint proposal, etc. to find information on research and innovation funding, calls, grants.

Figure 18 shows which services are indeed provided by the service providers and which are the means of financing these services. From the figure we can see that service providers offer mostly services that help research organisations interested in **collaborating on joint research projects or joint proposals,** 58 service providers offer this service. 53 service providers offer the service of **networking**, followed by 47 service providers that organise **matchmaking events** and 45 **hosting sabbaticals, visiting lecturers or research working visits** for specialists who are highly interested in establishing a long-term collaboration with the US. Services that are least provided for are Advocacy on Responsible Research and Innovation, In-residence programmes, media promotion service, legal support and others. Under others, five survey respondents mentioned that their service offer depends on the context.

Financing scenario

For all of the services all options “free-of-charge” or “fee-for-service” and “other" means of financing exist in a different balance.

The following services are offered more on a free-of-charge basis:

- Service for research organisations interested in collaborating on joint research projects or joint proposals
- Networking
- Hosting sabbaticals, visiting lecturers or research working visits for specialists
- Advice and support on internationalisation
- Provide research funding

The following services are offered more on a fee-for-service basis:

- Hosting research conferences
- Providing work space
- In-residence programmes
- Legal support

5.2.2 Research to Market (R2M)

For the Research to Market interests, the following services had been pre-defined by partners to be of interest when internationalising towards the US:

- Exploration Tours – hosting group visits to your city, entrepreneurship centre or research institution
- R2M Boot Camps- hosting cohort of EU researchers or entrepreneurs interested in expanding their connections and business into the US
- Advice and support on internationalization: mentoring and training to assist EU participants in understanding the US commercialisation and business landscape
- Networking: connections with industry experts/research collaborators, investors
- Communication and information exchange
- Matchmaking/Pitching events
- Legal and regulatory support
- Visibility: joint activities/exhibitions, awareness raising

- Advocacy on Responsible Research and Innovation
- Providing work space for visiting EU researchers and entrepreneurs
- Media Promotion Service
- Pilot projects or product testing
- Project review by advisory/expert board
- Showroom
- Other

As shown in figure 19, the main services offered in the R2M strand are: Networking connections with industry experts/research collaborators, Communication and information exchange, visibility and matchmaking/pitching events. Whereas 59 service providers offer the **networking service**, 49 service providers the service for **communication and information exchange**, followed by 43 service providers that offer **visibility services** and **matchmaking/pitching events** respectively. From the results of the survey, the services that are least provided for are legal and regulatory support, advocacy on responsible research and innovation, media promotion service, showroom and others. Under others, again, three survey respondents mentioned that their offer depends on the context and one mentioned that they provide tailor-made services according to the needs of the customer.

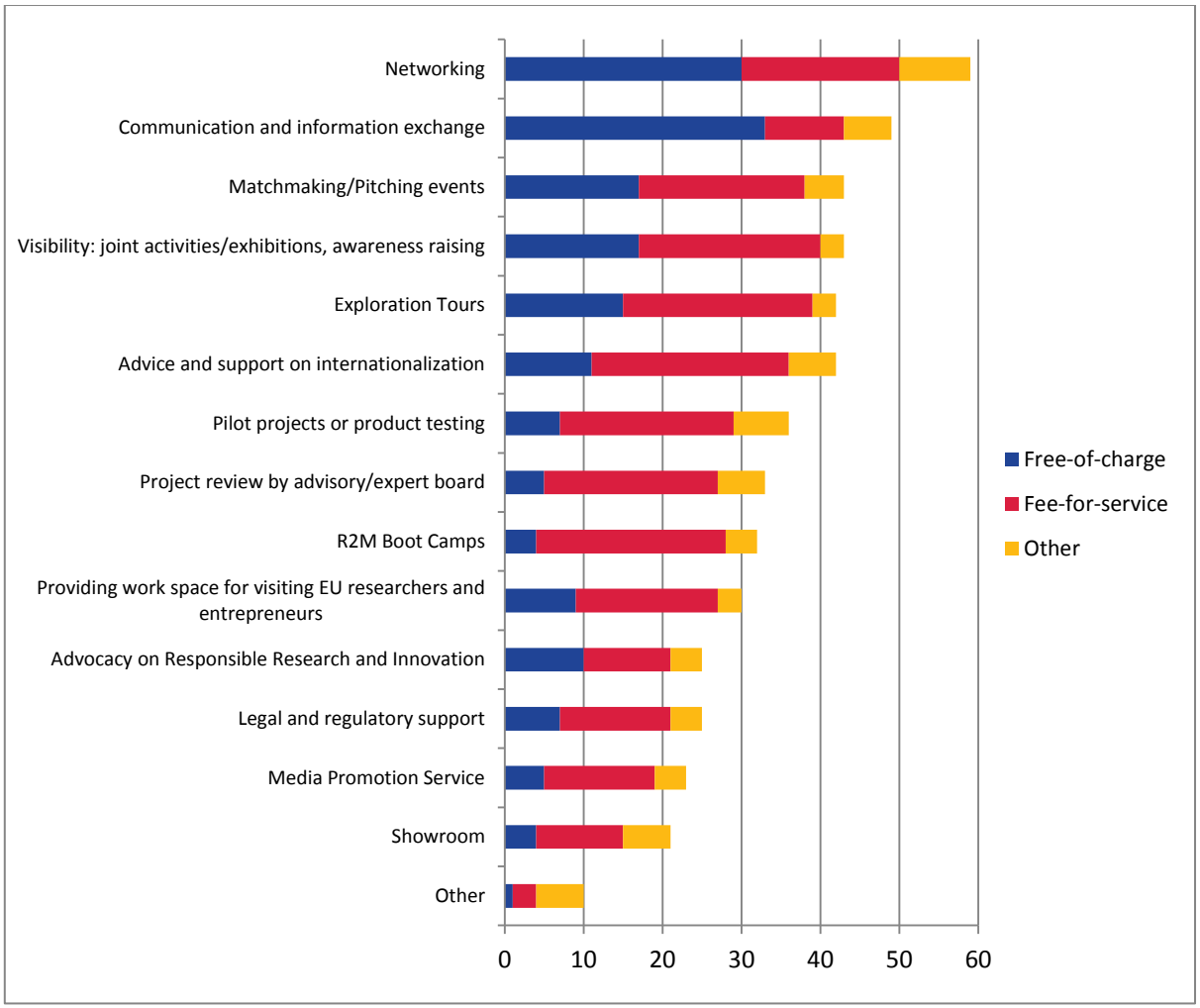

Figure 19: R2M service offer

Financing scenario

All of the services are provided as "free-of-charge", "fee-for-service" or "other" means of financing in a different balance. However all of the services are provided more on a fee-for-service basis than free-of-charge basis, exceptions are only two services. The services networking as well as communication and information exchange, which are the two top provided services, are the only services provided more on a free-of-charge basis.

> "We try to adapt to the client. For example, if we have an SME as a client we know that budget might be limited and hence we adapt our service offers to the clients' needs and what they can afford."
>
> – Sven C. Oehme, Founder, President & CEO of EABO

5.2.3 Business to Business (B2B)

For the Business to Business interests, the following services had been pre-defined by partners to be of interest when internationalising towards the US:

- B2B Boot Camps
- Visibility: joint activities/exhibitions, promotion, awareness raising etc.
- Legal support
- Business Acceleration Programme
- Matchmaking and Venture Capital Pitching Events
- Business development and sales/marketing plan
- Product management requirements documents (Market Requirements Document, Product Requirements Document)
- Organisations' collaterals (including website)
- Introduction to the local community, strategic partners, events and law firms (concerning incorporation and IP protection), business angel networks, venture capital firms
- Introduction to end-clients for Proofs of Concept and Pilots
- Advisory Sessions with industry experts
- Providing work space
- Media Promotion Service
- Field sales support Recruitment services
- Showroom
- Other

Figure 20 shows that the following services are provided most often: 41 service providers offer a service for **introduction to the local community** as well as a service for **visibility**, 36 provide **business development and sales/marketing plans**, followed by **matchmaking and venture capital pitching events** provided by 35 service providers, and 34 provide **advisory sessions with industry experts**.

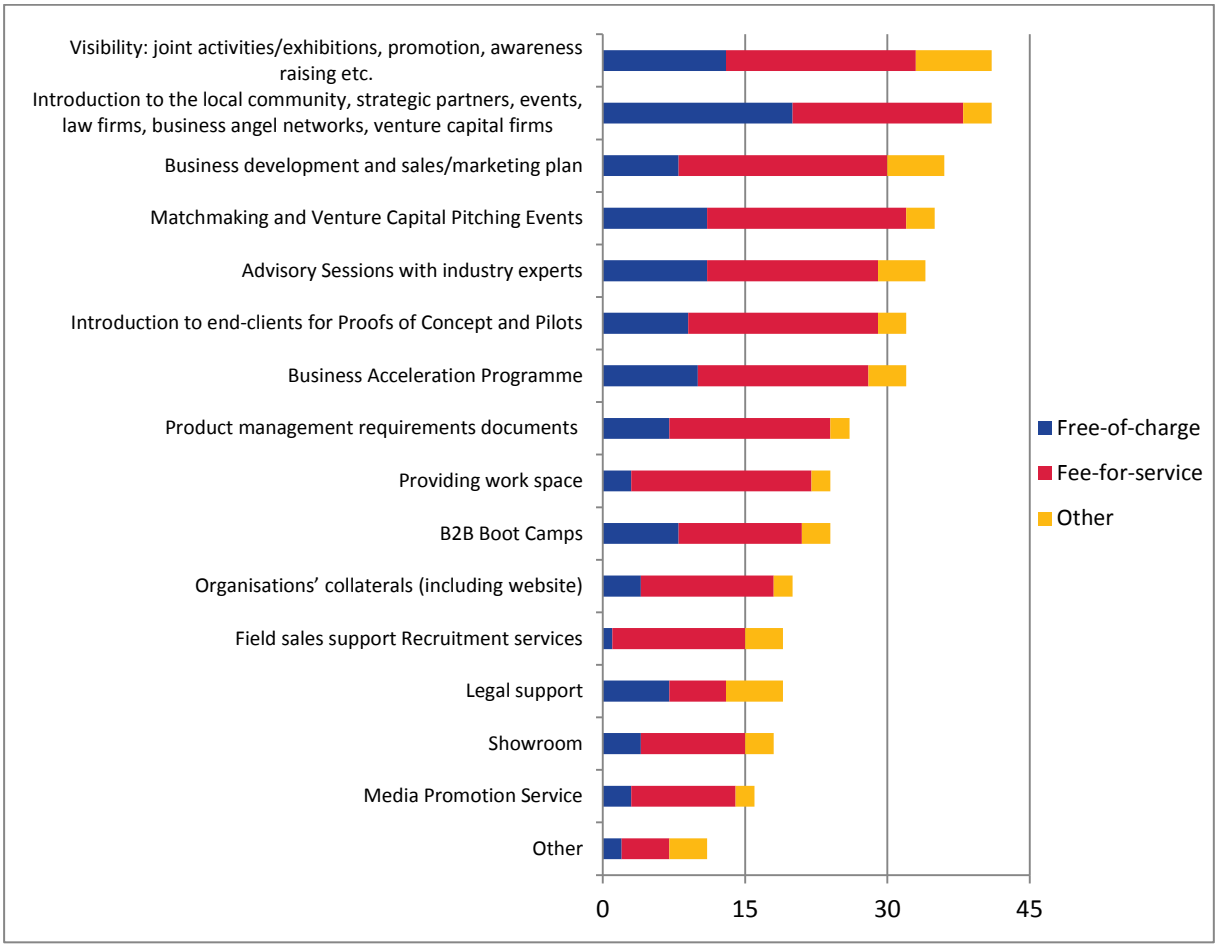

Figure 20: B2B service offer

Financing scenario

All B2B services are offered primarily on a fee-for-service basis, except one of the most prominent service of introduction to the local community, and the (less provided) service of legal support.

> "We charge differently depending on the exact project type. We have a fixed price for services and charge an additional success fee for international projects like EU projects. For Projects through the National Government, such as the European Regional and Structural Funds, we only charge a success fee."
>
> – Mónika Alíz Mészáros, owner and managing director of INTellexi

5.3 Service offers identified through the Mapping

The following services could be identified through the desktop research:

- Foreign Direct Investment
- Recruiting
- Marketing PR
- Exploration Trips

- Market Research
- Information Services
- Matchmaking
- 3rd Party services
- In-residence Programmes
- Acceleration
- Open Innovation
- Incubation
- Organization of activities including own events
- Venture Capital / Angel Investor / Financial Support
- Mentoring
- Networking
- Co-working Space
- Education/Training
- Trade support (in Europe)
- Business development services
- Trade Fair / Event Support

Financing scenario

Unfortunately, it was not possible to map how all the services are being charged for (or not), since many times this information was not available online. It was not possible to consult all the organisations mapped individually since this would go beyond the limits of this report. However, it was possible to notice that the business models of each entity/service provider often differ: from a fully subsidized model, where everything is "free" for the entrepreneurs or companies, up to a fully private model. Many of the entities providing support to companies are open to provide service to local as well as foreign entities, and serve all types of organisations and sectors. Other providers are country specific (minority) or sector specific.

> "We do not receive any form of public funding or another type of government support. This is also the reason why the amount of free services is rather limited."
>
> – Sven C. Oehme, Founder, President & CEO of EABO

In the US, there is a large network of players providing R2M services, free or at low cost, especially with the federal government's network helping actively the entrepreneurs in partnership with local universities and economic development agencies. Regarding R2R services in the US, these types of services are supported through public agencies within the Federal Government and all 50 states. At the Federal Government level there are research programmes under many agencies and Departments that report directly to Congress that finance some component of R2R, such as: the National Science Foundation, the Department of Energy, the National Institutes of Health and the National Aeronautics and Space Administration. In terms of B2B services in the US, there are some support components of B2B under the Department of Commerce and the Individual State Agencies. For example, there are programmes at the Federal and at the State levels that finance B2B relationships.

With regard to R2M services, it is relevant to consider the research results that are developed for promoting innovation actions, which are supported from some US programmes such as the NSF Innovation Corps, which directly finances and provides expert guidance in R2M. In addition, programmes such as the Small Business Innovation Research and the

Small Business Technology Transfer, both held under the Small Business Administration, support R2M actions through their funding schemes.

5.3.1 Services provided by US service providers

Figure 21 represents the services that are offered by the 83 US service providers that could be identified through the mapping.

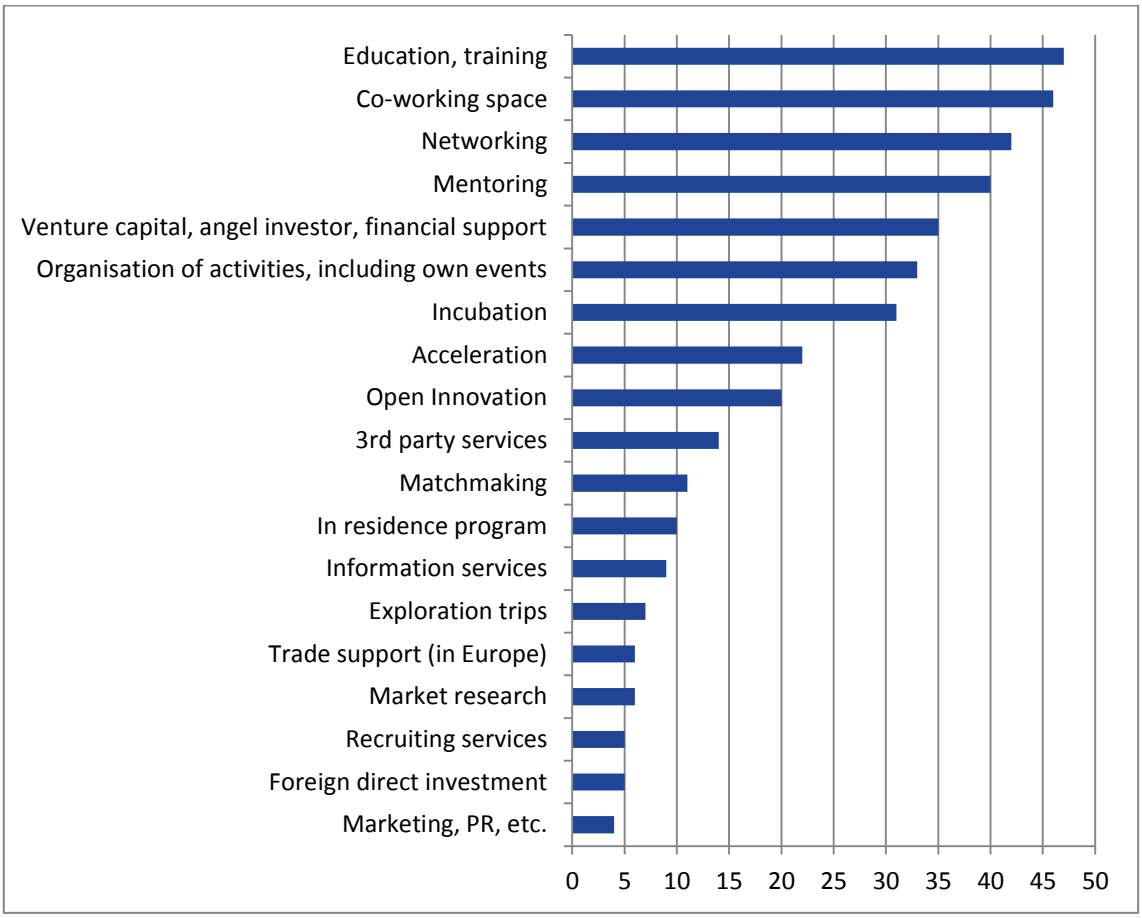

Figure 21: Mapped Services offered by US providers

The most common service offered by 83 US service providers is Education, training followed by the services of Co-working space offered by 46 service providers, Networking offered by 42 providers and Mentoring offered by 40 providers. Activities of mentoring and co-working space are also well represented.

The least provided services are Marketing, PR, etc., followed by Foreign Direct Investment and Recruiting Services.

Open Innovation is one important area of services that some organisations are starting to offer, mostly scouting and helping the large corporations to source new technologies from start-up companies or R&D institutions.

5.3.1.1 Research to Research (R2R)

When we consider the three different strands – R2R, R2M and B2B, then **R2R has the least identified service providers in the US**. Some organisations, mostly Universities, do have many research centres and institutes departments providing services. In most cases we have counted them as one, under one umbrella organisation.

From the 23 US organisations that provide services to R2R, none of them do it exclusively to this strand: all 23 also provide services to R2M, eight of which also serve B2B.

Figure 22 shows the 10 services most offered in the R2R strand. The most relevant is **Education/training**, offered by 17 service providers, followed by **Open Innovation**, provided by 14.

The provision of work space (co-working, office space, virtual office, large or small space leasing, etc.) is offered by 9 providers. Innovation Village, for example, is a research park that is a part of the college Cal Poly Pomona and provides a comfortable work environment for employees of tenants who locate within the area. The project encourages a free flow of communication between university students, faculty and tenants.

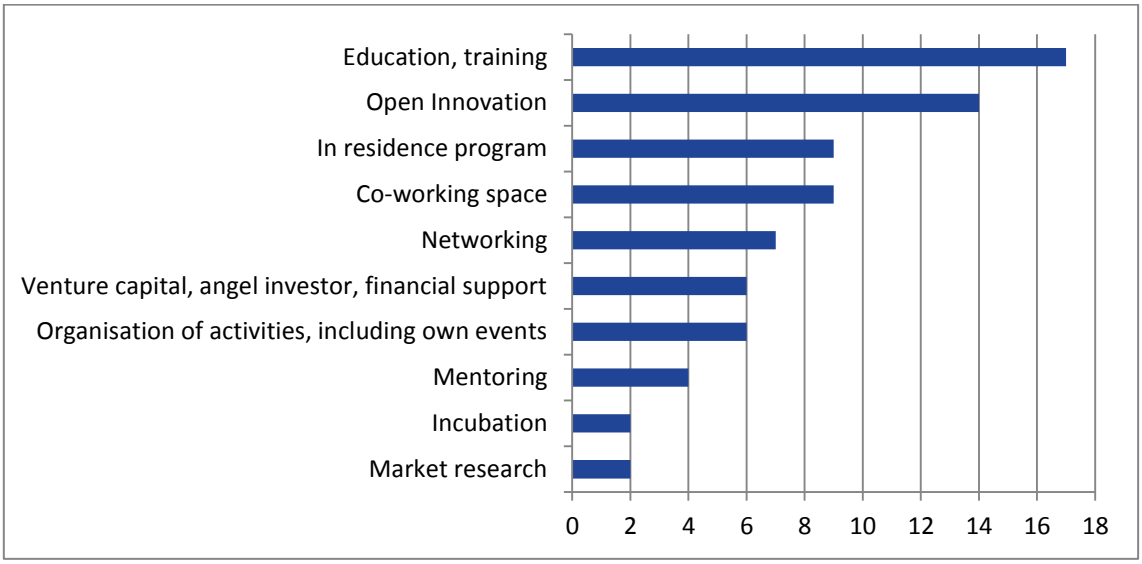

Figure 22: Mapped Services offered to R2R by US providers

5.3.1.2 Research to Market (R2M)

In the US, the R2M "frontier" is not very defined - out of the 34 US organizations providing some transatlantic services to R2M, only 2 of them are working exclusively for this strand. 15 organisations are providing to R2R and R2M, 9 organisations are providing to R2M and B2B, and 8 organizations are providing services to the three strands.

Figure 23 shows the 10 services most offered in the R2M strand. The service most offered is Education/training, provided by 24 service providers, followed by Co-working space, offered by 18 and Open innovation by 15. Networking is provided by 13 organisations and Venture capital, angel investor, financial support and Mentoring by 12.

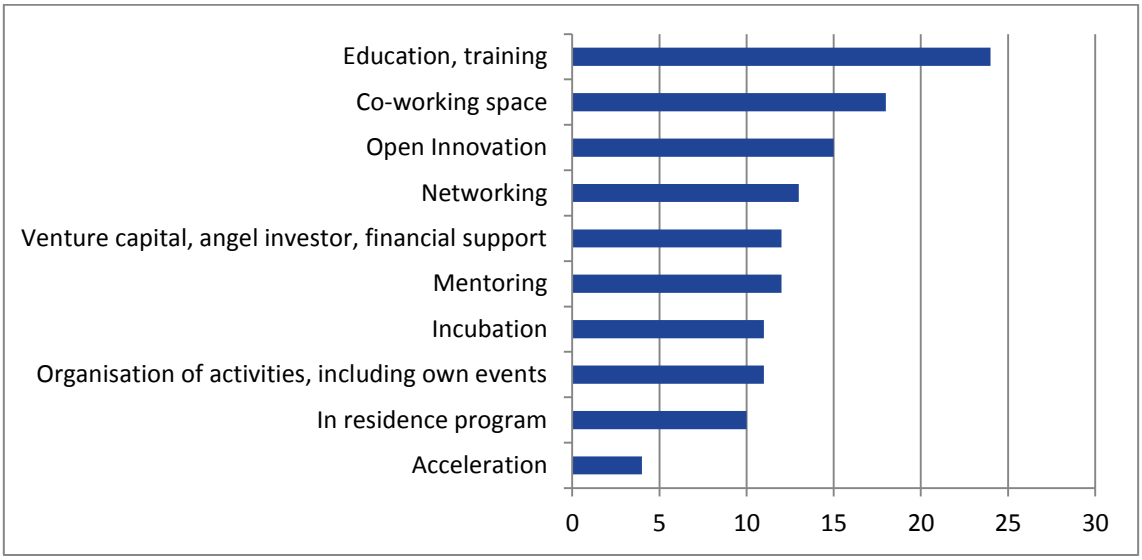

Figure 23: Mapped Services offered to R2M by US providers

It is important to differentiate R2M services to transatlantic R2M services. Most universities do have their own tech transfer office and entrepreneurship programmes opened to researchers, staff, alumni or students, and sometimes to outsiders with a fee. One example of programme is the Blackstone launch pad, which is running in 19 universities in the US.[47]

Also, **the most R2M comprehensive support in the US is the national-wide network of Small Business Development Centers** (SBDCs), the majority of those centres being located in leading universities and colleges, and welcoming anyone with a business idea. "The mission of America's nationwide network of SBDCs is to help new entrepreneurs realise the dream of business ownership, and to assist existing businesses to remain competitive in the complex marketplace of an ever-changing global economy. […] Funded in part by the United States Congress through a partnership with the US Small Business Administration, nearly 1,000 service centres are available to provide no-cost business consulting and low-cost training"[48].

Any European enrolled at some point with a US university, even for only one semester or short term visiting scholar, could receive R2M services, most of the time free of charge or low-cost within their local US university or local SBDC. Those services are open to everyone interested in launching a business in the US, no citizenship required. However, they are not tailored to transatlantic R2M.

> "We are serving other incubators such as the Science Center, also InBiA softlanding accredited, to welcome and mentor together European nationals. It has been difficult to engage the incubators, especially the university incubators in the visa/immigration processes to host foreign national (J-1, B-1 in lieu of E-2, …), despite the fact our President and CEO is a former immigration lawyer. We are newly J-1 sponsor designated by the State Department; it will help us providing more services to the local incubators and partners."
>
> – Eric Rosenfeld, Director, International Professionals Program, The Welcoming Center for New Pennsylvanians

[47] https://www.blackstonelaunchpad.org

[48] http://americassbdc.org

Some departments of US universities can have bi-lateral agreements with a special European region, country, clusters, consortium of EU universities, or institutions and could run very successful transatlantic R2R and R2M programmes on a smaller scale. However, to last and scale, those initiatives have funding from Europe, and are supported or managed by some European country's embassy or government. It is the same with the US private service providers, some do provide R2M services and programs open to foreign researchers and entrepreneurs, but none are specialized in transatlantic R2M services, because it usually entails EU R&I funding.

5.3.1.3 Business to Business (B2B)

When it comes to the US service providers, most of them offer some type of B2B service – 65 out of 83 mapped, being 48 exclusively to this strand.

The main services offered are **Co-working space,** provided by 41 organisations, followed by **Mentoring and Networking offered by 38**. **Education, training** is provided by 34 organisations and **venture capital, angel investment, financial support** by 32.

> "The Virtual Incubator program offers one-on-one custom coaching and market entry services for selected European Startups. We do not propose group sessions/workshops or exploration tours."
>
> – Laszlo Horvath, Digital Marketing, Business Startup & Management, Virtual Incubator

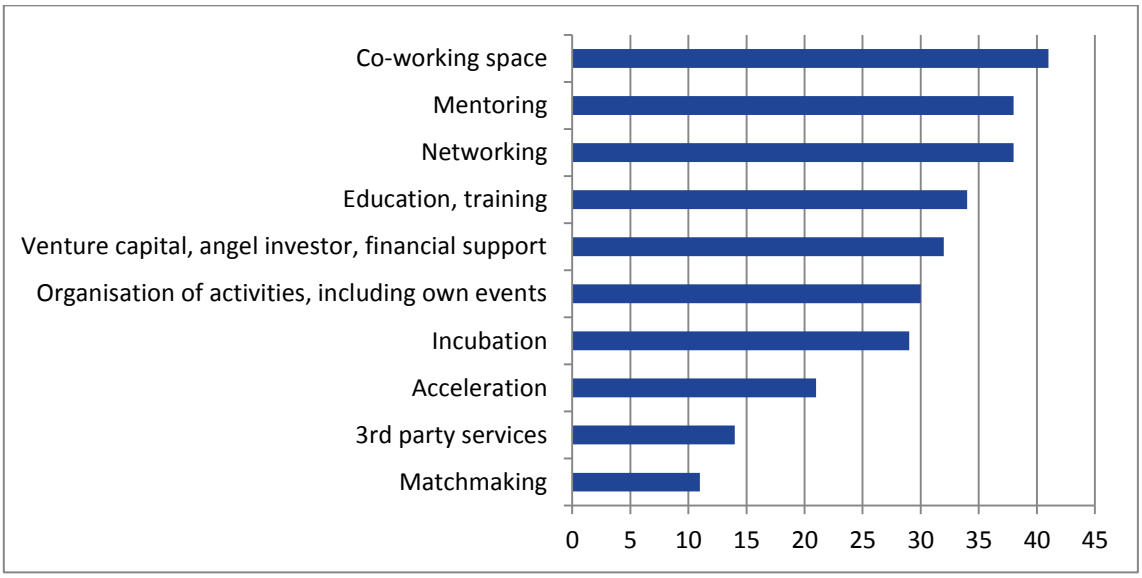

Figure 24: Mapped Services offered to B2B by US providers

One example of a US service provider is the Accelerator MuckerLab. Based on a mentorship-driven model, it provides entrepreneurs with funding, puts them through a structured, three-month-long programme and gives them access to a deep network of top-tier mentors and advisors. This type of service is extremely relevant for companies that are arriving in the country and need to create bonds and partnerships in order to establish themselves.

5.3.2 Services provided by EU service providers

Figure 25 showcases the services offered by the 97 mapped European service providers in the three different strands.

> "We are a first point of contact for many businesses and individuals who arrive from Germany. Our events cover relevant topics for many businesses in Silicon Valley and people find us through event promotions, online calendars etc."
>
> –Caroline Raynaud, Executive Director of the German American Business Association of California

The most offered service is Networking, provided by 78 organisations, followed by information services offered by 60 and organisation of activities, including own events, offered by 53. Following, there are Matchmaking services, which are provided by 46 Education, training, by 36.

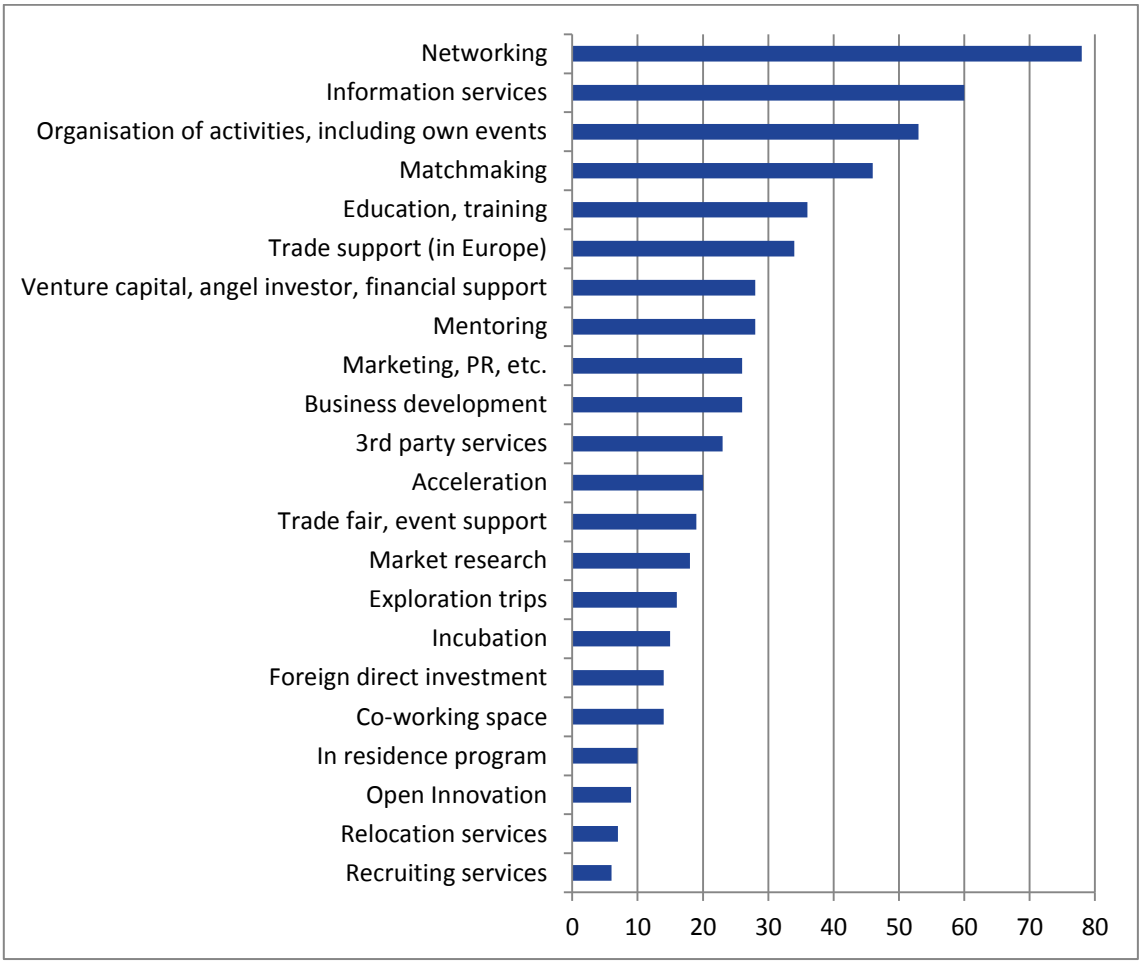

Figure 25: Mapped Services offered by EU MS/AC providers

5.3.2.1 Research to Research (R2R)

There are 33 mapped EU service providers that have services available for researchers that wish to expand their activities to the US. 18 of them only provide service to this strand, while

three for R2R and R2M, two for R2R and B2B and ten for the three strands. The 10 services most offered to R2R can be seen in figure 26.

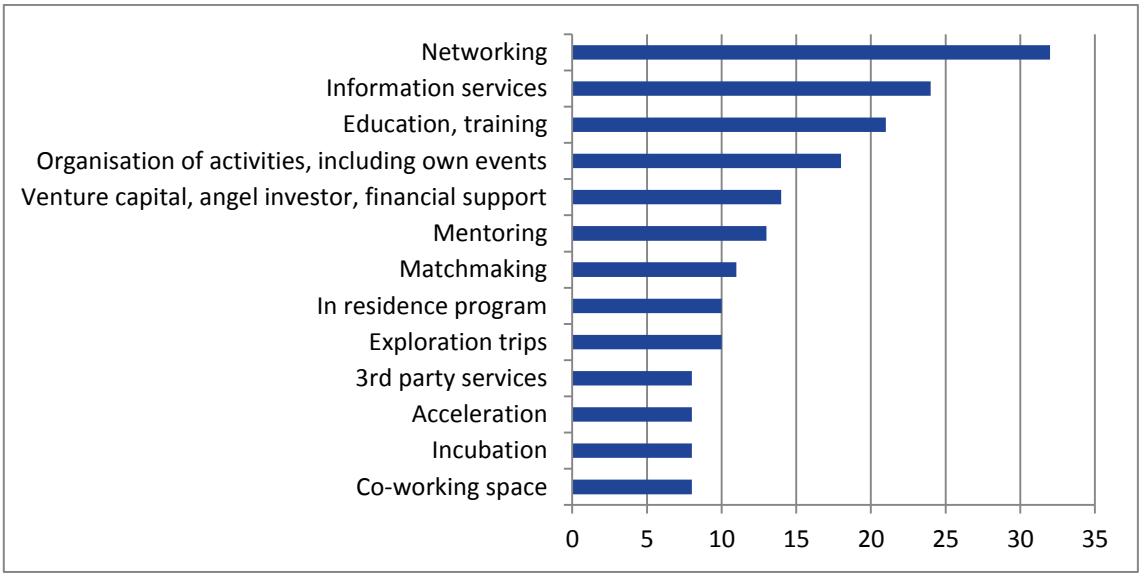

Figure 26: Mapped Services offered to R2R by EU MS/AC providers

The most offered service is **networking**. The mapping could identify 32 service providers that offer networking. One example of a provider is ECUSA, a non-profit association of Science professionals with affinity to Spain and the US. The main objectives are to establish a network of scientists in the US; to increase the social awareness of STI by bringing together scientists and the general community; to create a formal body for scientists that can serve as point of contact for Spanish and American institutions. Founded in Washington D.C. in 2014, it has two established chapters in Boston and New York. Another example is the Network of Austrian scientists and scholars in the US, Canada and Mexico. Its objective is to support Austrian scientists and scholars in North America and to facilitate interactions between Austrian scientists and scholars and international research institutions.

The **exchange of university students and researches** is one service of R2R that strengthens the internationalisation of science. Also, numerous research institutes are open to interact and cooperate with European stakeholders, through joint research projects, conferences or hosting visitor lecturers. Institutions such as the Belgian American Educational Foundation Inc. support the exchange of university students, scientists and scholars between the United States and Europe. Through the mapping it was possible to identify 18 organisations that provide services related to organisation of activities, 21 that provide education/training and ten that offer exploration trips.

24 EU providers offer **information services**, including instruments to create **awareness regarding policy and funding opportunities**. This is the case of the German Federal Ministry for Education and Research (BMBF) that is currently promoting a directive for applications under the EU Framework Programme for Research and Innovation H2020 with partners from North and South America. The financial support itself is a fundamental service for researchers in EU MS/AC, offered by 14 service providers. In Germany, BMBF aims to promote education, science and research at the national level. It is responsible for several initiatives and programmes that provide funding for research projects and institutions. In Hungary, the NRDI, together with the Department for International Affairs, is in charge of coordinating a call that funds joint activities under the bilateral science and technology cooperation Hungary currently maintains with 46 countries, including the US. The

Netherlands Organisation for Scientific Research (NOW) funds scientific research (all scientific disciplines and fields of research) at public research institutions in the Netherlands, especially universities. It handles funding programmes that support research cooperation with the US. Funding is, therefore, one service that is broadly offered, due to its relevance to the development of STI.

Services targeting mostly R2R through grants have also been identified through the previous studies by BILAT USA 4.0. As outlined in the Analysing Report on Consultation Process with Funders and Policymakers and the Report on US Funding Opportunities for European Researchers, EU MS/AC and also US funding agencies are often offering grants to EU MS/AC researchers.

5.3.2.2 Research to Market (R2M)

There are 21 European service providers that support European researchers accessing the US market. However, only three of them work only with R2M, while ten attend all three strands three with R2R and R2M and five with R2M and B2B.

The most offered services are shown in figure 27.

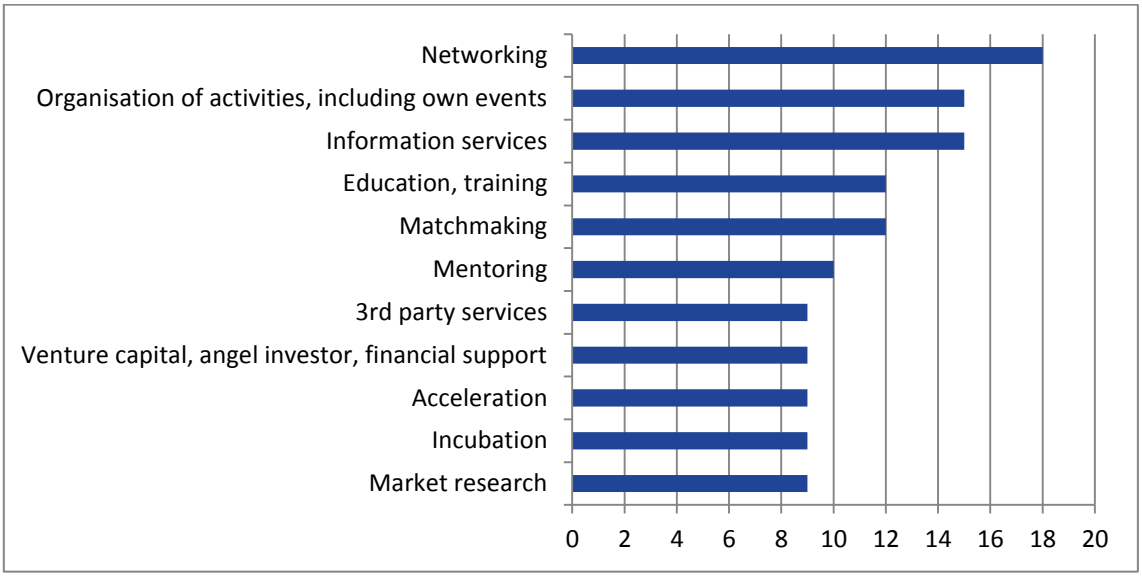

Figure 27: Mapped Services offered to R2M by EU MS/AC providers

The most offered services are **networking and organisation of activities**, provided by 18 and 15 EU supporting initiatives respectively. For example, the Research and Innovation Network Austria (RINA) provides supporting services related with informing, assisting and connecting Austrian researchers and innovators in developing business opportunities in the US – which includes also **information services**, offered by 15 of the mapped service providers. In particular, actions such as the organisation of networking events, personal introductions to innovation stakeholders in the US and social media promotional activities are used by RINA. Moreover, the German Centre for Research Innovation (GCRI) provides workshops, conferences and events to showcase research and collaborative actions between German researchers and US institutions.

Furthermore, **education, training services** are also used by 12 EU providers to support EU stakeholders in their R2M activities to the US. In particular, the Polish-American Internship Initiative (PAII) provides internships and practical training for Polish academics to be hosted

in American companies during a period of 2 to 3 months. The participants have the opportunity to apply their knowledge in practice within the US hosting company.

Another relevant support service for R2M activities concerns the development of **exploration trips to the US**. These missions aim to enable the knowledge exchange and assessing of opportunities for European research organisations to do business in the US. However, only 7 of the mapped service providers offer this support service, not being even in the top 10 services offered. The European Cluster Collaboration Platform (ECCP) provides a good example of an initiative that promotes business trips for research and innovation cooperation. In particular, the ECCP develops high-level missions for clusters and its members, including the involvement of universities and research organisations, promoting business cooperation opportunities.

> "Traditionally the main target group was and still is B2B, but increasingly start-ups become a target group. This means that now we serve both B2B and R2M clients."
>
> – Sven C. Oehme, Founder, President & CEO of EABO

5.3.2.3 Business to Business (B2B)

Regarding the services identified for the B2B category, there is a wide range of services at the EU level to support European businesses accessing the US market. 72 from the 97 European service providers identifies provide some sort of service to the B2B strand.

Figure 28 shows the ten services most offered in the B2B strand.

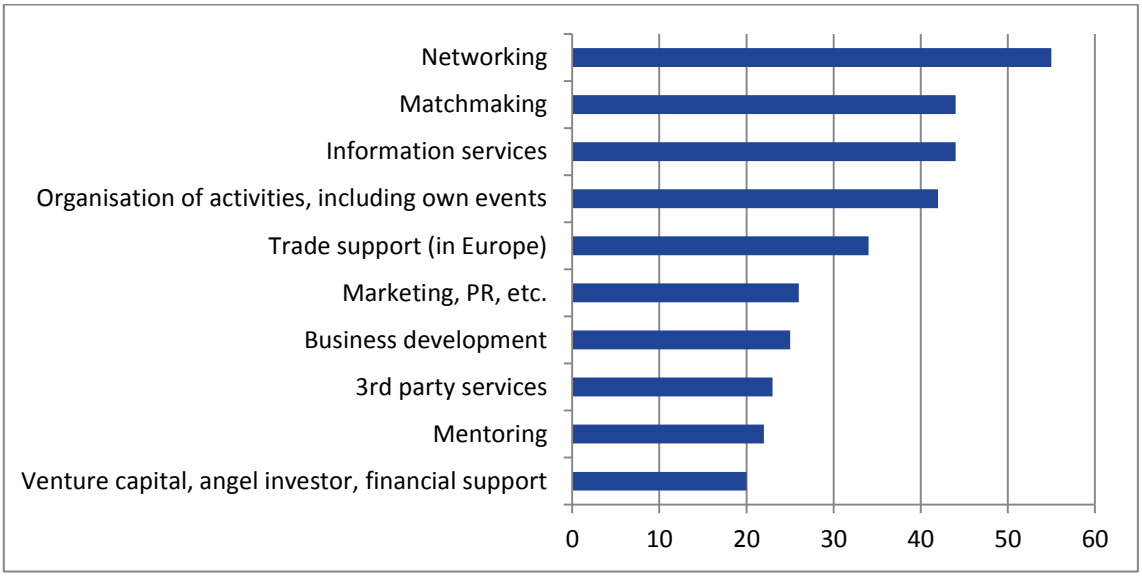

Figure 28: Mapped Services offered to B2B by EU MS/AC providers

55 EU providers offer **networking** services, 42 support in the **organisation of activities** and 44 offer **matchmaking events** to give the opportunity for EU businesses to identify potential partners in the US market. Business Association Italy America (BAIA), from Italy, organises matchmaking events to connect Italian and US businesses. Since its inception, BAIA Italy

has already organised over 130 events in Italy and in the US which have been attended by more than 15,000 entrepreneurs[49]. The R2M networking sessions are mainly exploratory and often only serve to identify potential partners and clients. In contrast, the objective of B2B networking sessions is already to discuss possible EU-US business collaborations considering the strategic interests of both EU and US parties. The Germany Trade & Invest, for example, acts as the first point of contact for Germany's export-oriented small and medium-sized enterprise sector[50]. In addition, the EEN, largest network of business and innovation support organisations for the benefit of EU SMEs, develops the "Going International" service, which is provided to SMEs across Europe, identifying relevant business partners in target countries, namely the US. This is developed through matchmaking events and with the support of the local American partners.

Information services are also provided by 44 EU entities, which include information accessing the US market. The Wallonie-Bruxelles International from Belgium, for instance, has Scientific Liaison Officers that assists Belgium businesses in monitoring international opportunities and potential scientific and technological projects, as well as in identifying industrial and/or financial partners for joint spin-offs[51]. Similarly, the CorkBIC from Ireland has, together with EBN, a service to assist EU start-ups to access foreign markets. The service titled "EBN Soft Landing Service" brings together a network of business incubation programmes that provide to their members business support services, guidance and mentoring to help them achieving their business goals in foreign markets. These include the conduction of market intelligence and the development of training tools in the home country, networking activities for the identification of potential foreign partners and then specialised support to facilitate access to the local business community in the target country (figure 23)[52].

> "French Tech Hub works with high potential SMEs and Start-ups when it comes to starting their US expansion. We also collaborate with Incubators and Clusters/ Competitive Poles for whom we organize hands on programmes focused on key industries (Smart Mobility, Smart energy, Health Tech etc). French Tech Hub support companies all along their project with tailored-made services to streamline US market entry, rapid expansion and operational success."
>
> – Marie Frochen Positio, Director Accelerator and Entrepreneurship programmes of French Tech Hub

In the case of the **information services**, the ones dedicated to entrance of start-ups in the US market mainly consist in specialised support either to identify financial partners for joint spin-offs or to guide them in their first approach to foreign potential clients. The advisory services that exist to promote EU-US B2B collaborations are often dedicated to the elaboration of business development and market plans to ensure the success of the internationalisation. The mapping was able to identify 22 service providers that offer **mentoring services**. For instance, the Tekes from Finland has a programme - the "Global Access Program" – in which Finnish entrepreneurs from SMEs have the opportunity to

[49] http://www.baia-network.org/events

[50] https://www.gtai.de/GTAI/Navigation/EN/Meta/About-us/what-we-do.html

[51] http://www.wbi.be/fr/services/service/trouver-partenaires-internationaux-recherche-scientifique-innovation#.WTmNYWjyvIU

[52] http://ebn.be/index.php?lnk=REZ1OWY0NDNuY1o4S0xBd0tCLzBCekgrQlNCWjZGWWxSZVVDQVVhVGRkTT0

develop, with the support of industry professionals, a market entry plan for the US market while doing an MBA degree at the University of California (Los Angeles)[53].

Trade support and **market research**, offered by 34 and 18 EU entities respectively, are provided to promote the entrance in the US market of products already sold in the EU member states. EU entities facilitate sessions with policy experts to provide information on the legal requirements to export EU products to the US. For example, the ECCP organises different sessions on high-level policy actions between the EU and the US, involving clusters and its members, as well as relevant policy experts on transatlantic cooperation.

5.3.3 Services provided by EU MS/AC Representation Offices

The services provided by these institutions are essential for the relations between European countries and the US. The mapping showed that, from the eight representation offices, 6 provide services to R2R, 4 to R2M and 5 to B2B. Innovation Center Denmark, Swissnex and Team Finland provide services for the three strands.

As for the services offered, figure 29 shows that all eight provide **organisation of activities**, including own events and **networking**. Most of them also offer **information services**.

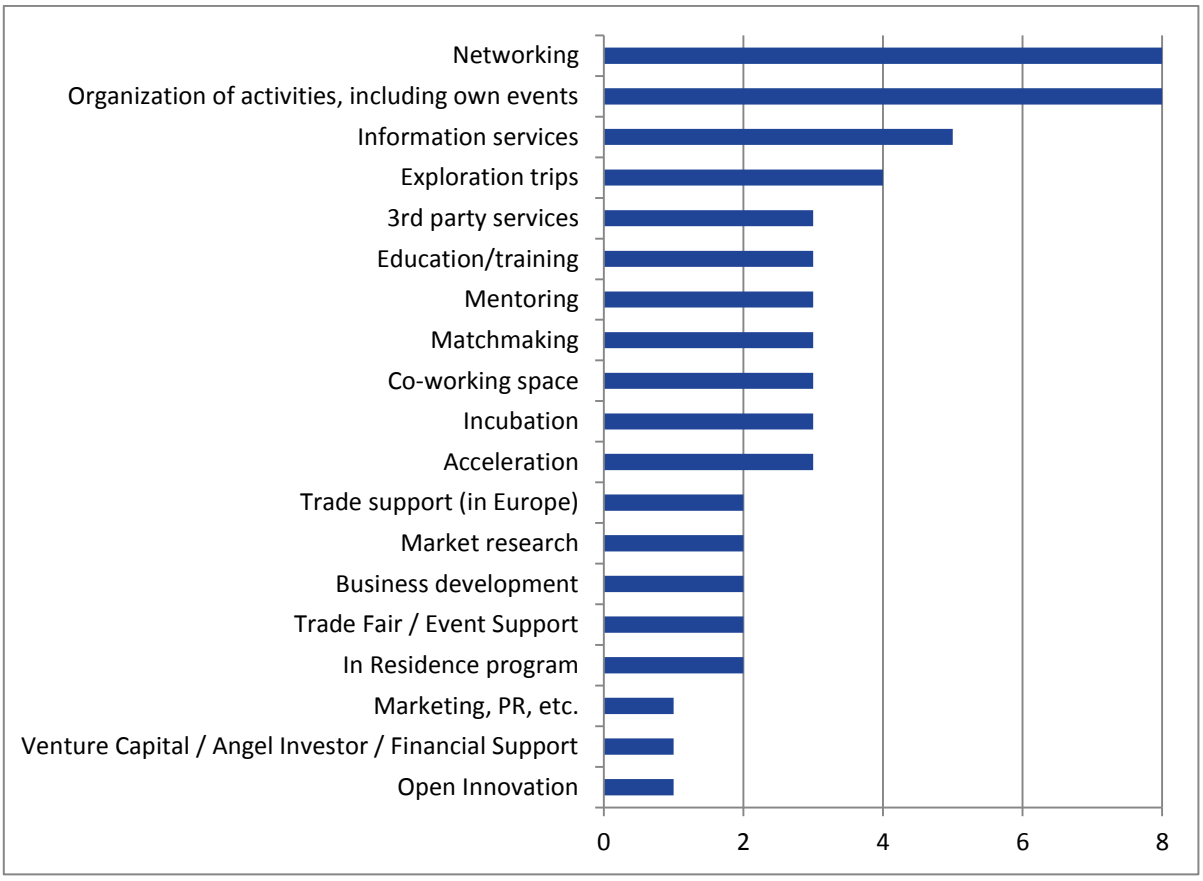

Figure 29: Services offered by EU MS/AC representation offices

[53] https://www.tekes.fi/en/programmes-and-services/grow-and-go-global/market-access-program/gap/

The German House for Research and Innovation in New York, for example, provides a forum for bilateral dialogue and scientific exchange and provides services such as advising international researches, consultation for foreign researches, a "bridgehead" for German research, and educational events. In the same line, the Innovation Centre Denmark located in the Silicon Valley aims to "build bridges between research institutions, companies and capital in Denmark and Silicon Valley; accelerate the entry of Danish companies into Silicon Valley; promote US investments in Denmark; and facilitate research cooperation and provide inspiration to help drive innovation in Denmark". Tekes USA is an initiative from Tekes, the most important publicly funded expert organisation for financing research, development and innovation in Finland. It comprises several funding programmes to promote Finnish-American research and development cooperation.

5.3.4 Services provided by EU MS/AC Embassies

All the 44 EU MS/AC have Embassies in the US, located in Washington DC. Some of these entities have departments in their structure that dedicate exclusively to STI, which provide services to European organisations that aim to internationalise to the US. Annex 6 includes all the Embassies and such departments, when existing.

> "We try to be flexible (…) We tailor programmes around each start-up's unique needs and goals in order to increase their chances of success in the competitive landscape that Boston is. Of course, a portfolio of services is also available, but we focus on what is best for the client and we try to be flexible and are proud to customize everything."
>
> – Felix Moesner, Swiss Consul & CEO of swissnex Boston

In general, the services provided by these departments are **networking**, **organisation of activities and events** and **information services**, which includes assisting researches and businesses in finding partners and internationalising to the US.

For example, the Spanish embassy in the US has a STI department that is responsible for the Spain-US science cooperation. It provides services to both US researchers that seek opportunities in Spain and to Spanish scientists in the US. More specifically, the services offered in the US are **networking**, to facilitate the integration of newcomers, exchange of experiences and ideas and interaction between disciplines and related professional areas, including the public and private sector; and **organisation of activities and events** that bring together scientists and the community, in order to increase the social perception of science and technology, research and development. Also, every year several hundred of scientists and students from Spain and the US perform study visits to the respective partner country and carry out joint research projects[54].

5.3.5 Services provided by Bilateral Chambers of Commerce

Chambers of Commerce provide services to the B2B strand. They provide a valuable platform to meet peers and customers, to create and maintain business ties and spread the

54 http://www.exteriores.gob.es/Embajadas/WASHINGTON/en/Embajada/science/Paginas/ECUSA.aspx

word about the business; they also organise events and trainings; and provide information on how to internationalise to the US.

Figure 30 shows that the services most provided by bilateral Chambers of Commerce are **networking**, **organisation of activities** and **information services**.

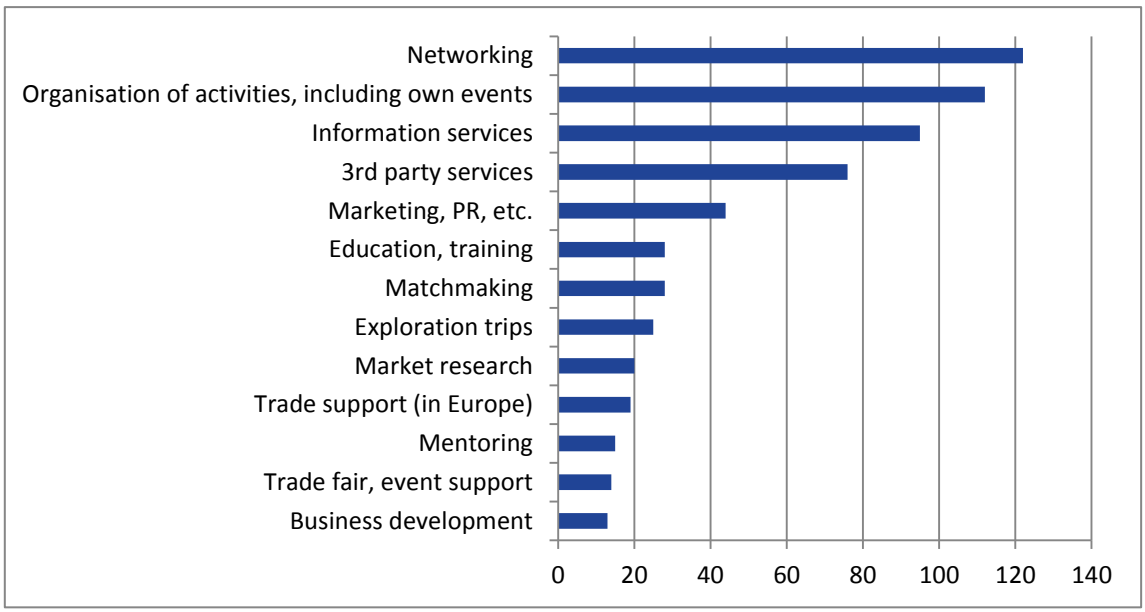

Figure 30: Services provided by Chambers of Commerce

5.4 Conclusions of Services

In Figure 31, the mapping results show that the services offered by EU MS/AC service providers (in blue) and US service providers (in red) are very similar. From the 180 service providers mapped in Annex 5, 120 offer networking, 86 organisation of events and 83 education, training. Meaning that these three services are offered by approximately half of the total mapped entities. Also, one can see that, in the same way, the services most offered by the Bilateral Chambers of Commerce are Networking, Organisation of activities and information services.

Matchmaking, trade support, exploration trips, market research, business development and trade fairs/event support are way more offered by European service providers. Provision of Co-working space, Venture capital, angel investor, financial support, Mentoring and Incubation are more commonly provided by the US entities.

Table 10 shows the five services most offered per strand and according to the source (survey, mapping of EU MS/AC entities and mapping of US service providers).

Services most provided by EU MS/AC and US providers

For all strands the service of **networking** is persistent and identified by all three sources for R2R and R2M as well as by the mappings (both EU MS/AC and US service providers) for B2B. **Education and training** is among the top five services provided by both EU MS/AC (mapping result) and US providers for the strands R2R and R2M.

Services most provided by EU MS/AC providers

The **organisation of events** and **matchmaking** go hand in hand and are provided for all three strands by the EU MS/AC service providers. They are identified through the mapping as “organisation of activities, including own events” and “matchmaking” for all three strands, but also through the survey as “provide matchmaking events with corporate sponsor, research organisation, industry experts” for R2R, “Matchmaking / Pitching events” for R2M and “Matchmaking and Venture Capital Pitching events” for B2B. **Information services** are being offered for all three strands by EU MS/AC providers. “**Hosting sabbaticals/ visiting lecturer / research working visit for specialists is provided”** for R2R and **“Exploration Tours”** for R2M.

In contrast to the US service providers, the EU MS/AC providers seem to provide opportunities for workplace mostly for the R2R strand.

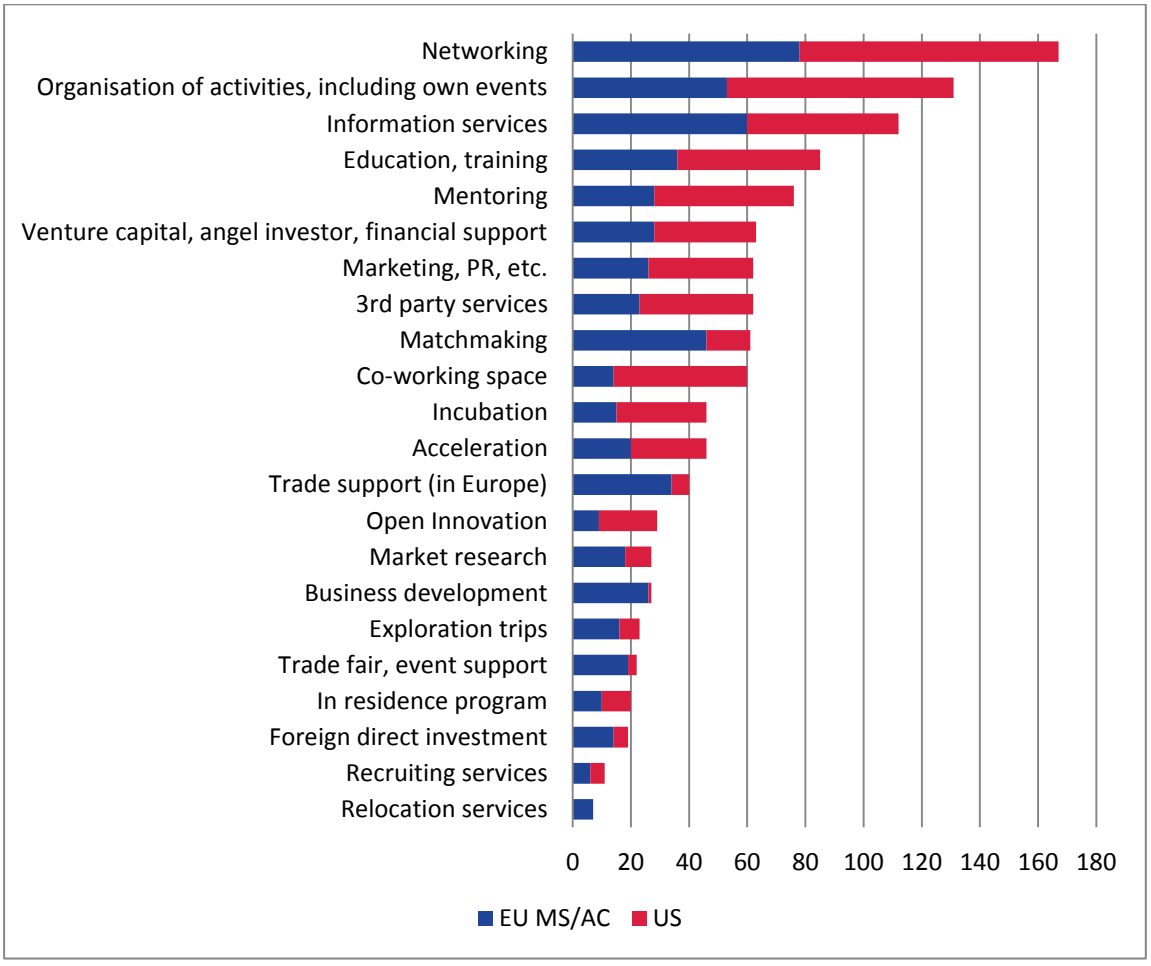

Figure 31: Services provided by EU MS/AC entities (in blue) and services provided by US entities (in red)

Services most provided by US service providers

Co-working space is being offered a lot for all three strands. **Education and training** is among the top five services provided by both EU MS/AC and US providers for the strands R2R and R2M.

The US service providers seem to not provide the service of matchmaking that much (please be reminded here that the table only provides an overview of the five services that are offered the *most*). The “organisation of activities, including own events” is among the top five

services for B2B offered by US providers. Information services are being offered by US providers only for B2B.

Table 10: Summary of the five most provided services according to the sources of the survey and mapping per strand R2R, R2M and B2B

	The most provided services according to the sources:		
Strand	Survey (EU providers)	Mapping (EU providers)	Mapping (US providers)
R2R	> Research Organisations interested in collaborating on joint research projects, joint proposals > Networking > Provide matchmaking events with corporate sponsor, research organisation, industry experts > Host sabbaticals/ visiting lecturer / research working visit for specialists > Opportunities for workplace, secondment and staff exchange	> Networking > Information services > Education/training > Organisation of activities, including own events > Venture capital, angel investor, financial support	> Education / training > Open Innovation > Co-working space > In-residence programme > Networking
R2M	> Networking > Communication and information exchange > Matchmaking / Pitching events > Visibility: joint activities / exhibitions, awareness raining > Exploration tours	> Networking > Organisation of activities, including own events > Information services > Education / training > Matchmaking	> Education / training > Co-working space > Open Innovation > Networking > Mentoring and Venture capital, angel investor, financial support
B2B	> Visibility: joint activities/exhibitions, promotion, awareness raising > Introduction to the local community, strategic partners, events and law firms[55] > Business development and sales/marketing plan > Matchmaking and Venture	> Networking > Matchmaking > Information services > Organisation of activities, including own events > Trade support (in Europe)	> Co-working space > Mentoring > Networking > Education, training > Venture capital, angel investor, financial support

[55] Concerning incorporation and IP protection, business angel networks, venture capital firms

	> Capital Pitching Events > Advisory Sessions with industry experts		

Services provided for R2R

EU MS/AC and US providers offer the service of **networking**, as identified by all three sources, as well as **co-working space**, identified by the survey and the mapping for US providers, and **education and training**, identified by the mapping for EU and US providers.

Matchmaking is provided mainly by **EU MS/AC entities**, identified from the survey and the mapping for EU providers. The service to support **research organisations interested in collaborating on joint research projects, joint proposals** and the service to **host sabbaticals/ visiting lecturer / research working visit for specialists** is provided by EU providers, identified by the survey. The mapping on EU providers identified further **information services** and the **organisation of activities, including events**.

US service providers additionally offer services on **open innovation** and **in-residence programmes**, identified by the mapping for US providers.

Services provided for R2M

EU MS/AC and US providers offer the service of **networking**, as identified by all three sources, as well as **education and training**, identified by the mapping for EU and US providers.

EU MS/AC providers offer **communication and information** exchange or information services, as well as **matchmaking** (and pitching events), identified by the survey and the mapping for EU providers. EU MS/AC providers offer further services for v**isibility: joint activities / exhibitions, awareness raining** as well as **exploration tours**, identified by the survey, and **the organisation of activities**, including own events, identified by the mapping for EU providers.

The **US providers** furthermore offer services for **co-working space, open innovation and mentoring**.

In general the services provided by EU MS/AC organisations from the survey and from the mapping are shown to be similar, whereas the common services with the US entities are networking as well as education and training.

Services provided for B2B

The only common most offered service in the mapping for the **US and the EU** providers is **networking.**

The **EU MS/AC providers** offer **matchmaking** (and venture capital pitching) events, identified by the survey and the mapping for EU providers. Other services mapped were information services and organisation of activities. The survey furthermore identified the following service offers for B2B: **Visibility: joint activities/exhibitions, promotion, awareness raising**; **Introduction to the local community, strategic partners, events and law firms**; **business development and sales/marketing plan**; **advisory sessions with industry experts**.

The **US providers** offer **mentoring** and **co-working space**, education, training and Venture capital, angel investor, financial support.

Financing scenario

The financing of services could only be retrieved through the survey for European stakeholders. The services most offered are the ones provided free-of-charge.

For all of the R2R-services the options “free-of-charge” or “fee-for-service” and “other" means of financing exist in a different balance. The top four services (see table 10) are offered more on a free-of-charge basis. Services which are offered more on a fee-for-service basis are hosting research conferences, providing work space, in-residence programmes and legal support.

All of the R2M-services are provided as “free-of-charge”, “fee-for-service” or “other" means of financing in a different balance. However all of the services are provided more on a fee-for-service basis than free-of-charge basis, except the top two services networking as well as communication and information exchange, which are provided more on a free-of-charge basis.

All B2B services are offered primarily on a fee-for-service basis, except one of the most prominent service of introduction to the local community, and the (less provided) service of legal support.

6 Results and Conclusions

The first thing that can be observed through the efforts in this report is that the great majority of EU MS/AC service providers work on a bilateral basis and do not serve Europe as one single entity. This means that “big” countries tend to have many representations and are able to attend to most of the demands of its STI community. However many smaller States still lack support. Therefore, the NearUS centres will be particularly beneficial to these clients. When it comes to the US service providers however, most of them provide services in spite of the nationality of the client, therefore all EU MS/AC have equal access to them.

Another important point that could be noticed is that the desktop research revealed that the services which are being offered through service providers are not totally consistent with the pre-defined categories of services for R2R, R2M and B2B from the online survey for European stakeholders (see table 3 of survey questions for comparison). The strands are not very well defines and this is mainly due to the fact that many service providers offer their portfolio not to pre-defined groups but offer their services to those that demand it, or have the services research-oriented or business-oriented. R2M specifically seems to be a problem, since many organisations do not identify themselves in this strand. The services can be applied to the three strands though and some services identified for all three strands are provision of workspace, trainings, guidelines, etc. This mixture of strands is particularly clear with the mapping (Annex 5), where one can see that few organisations provide services to only one strand. In the survey for the European organisations we could see more research-oriented entities, but most US service providers from the mapping provide at least some service to B2B.

According to the results of the mapping, the services most offered are **Networking**, **Organisation of activities** and **education / training.** From the 173 service providers mapped in total, 112 offer networking, 80 organisation of events and 79 education, training. Meaning that these three services are offered by about half of the total entities. There is not a significant difference in the services provided by US and EU entities. However EU MS/AC providers offer more matchmaking (and VC pitching events) and US providers offer more co-working space for all three strands. Exploration trips are also one service provided mostly by EU MS/AC entities.

Finally, the online survey for European stakeholders showed how the services provided by EU MS/AC entities are being offered financial-wise. In general, the services are mostly offered with a fee-for-service. That is the case for 7 of the 14 analysed services for R2R, 13 of 15 R2M services and 14 of 16 in the B2B strand. However, once you look at the services that are the most provided, they tend to be mostly offered free-of-charge. This is the case for the five most offered services in R2R, the two most offered services in R2M and the second most offered service in B2B.

The challenge of setting up one European umbrella

A number of EU countries offer very basic services ranging from one-on-one mentorship, seminars, to networking/connecting opportunities. Above all, **none of them tries to collaborate and synergise these support services under one European flag representing obvious common interest for a wider community**. The US service providers offer their support to any organizations, regardless of nationality, however the same is not true for the EU entities. Moreover, the Western and Northern EU countries, which are stronger in innovation output, feel like competing on the ground to defend, protect and promote their local companies and start-ups while trying to boost US investments in their respective countries. The ones losing that battle are the ones who cannot afford a formal

presence in the US, and even less on the West Coast. Eastern European and Baltic countries are in even more difficulties: countries like Bulgaria, Romania, Croatia, Lithuania, Estonia, Slovenia, and Latvia are only present through Embassies and Chamber of Commerce, which are not enough to support the internationalisation of the STI community. The grouping of four Central European countries called Visegrad (Czech Republic, Slovakia, Poland, and Hungary) and their joint efforts to be represented as one cohesive group are applauded and should work. The Visegrad group promoted the cooperation at all policy levels, including research bodies and non-governmental associations.

One model that could potentially meet the needs of different MS that have varying levels of existing service providers is to target NearUS' services accordingly.

Basic services must be offered at lower prices and they must be specifically promoted in the EU MS/AC that have no services providers available originating from their countries. At the same time, in all EU countries there is a clear need for more differentiated and complex services (justifying a higher pricing), which even the various service providers from the Western and Northern EU countries do no offer to their national clients.

6.1 Next steps – D1.3 Gap Analysis

The results of the early NearUS analysis efforts, the 'offer' mapping and the 'demand' mapping, will be put together and analysed in order to identify gaps and potential synergies.

This coupling will result in NearUS' 'gap' analysis, namely identifying and assessing market potential of the NearUS offer, notably in view of a sustainable establishment of the Network and its services. This gap analysis will highlight opportunities for NearUS' development – and suggest where relevant and necessary the adaptation of its operational roadmap. The aim of this document will be to provide a complete overview of the market, and redesign the operational project roadmap, giving the solid basis for implementation of the project. Beyond the NearUS project, the resulting project roadmap will outline the basis for the services developed and deployed by the Network once set up.

References

Reference	Name of document
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[REF-02]	ERICENA, European Research and Innovation Centre of Excellence in China, Supporting and Connecting European Research, Innovation and Business Organisations to China http://www.ericena.eu/
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[REF-04]	European Commission, Research & Innovation, International Cooperation, Policy, US http://ec.europa.eu/research/iscp/index.cfm?pg=usa
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[REF-06]	U.S. Department of Energy, “Energy Innovation Hubs: Achieving Our Energy Goals with Science” by Michael Hess, March 2, 2012 https://energy.gov/articles/energy-innovation-hubs-achieving-our-energy-goals-science
[REF-07]	MedCity News, “New report: The nation’s top 10 life sciences clusters” by Frank Vinluan, November 28, 2011 http://medcitynews.com/2011/11/new-report-the-nations-top-10-life-sciences-clusters/
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[REF-12]	Association of University Technology Managers, About AUTM http://www.autm.net/autm-info/about-autm/
[REF-13]	The European-American Business Organization, Inc. (EABO), About Us www.eabo.biz/aboutus.html
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[REF-22]	"Newly signed EU-US agreement offers new opportunities for STI cooperation," BILAT USA 4.0 www.euussciencetechnology.eu/news/28
[REF-23]	NOAA, Budget Process: http://research.noaa.gov/AboutUs/OurBudget.aspx
[REF-24]	The EU-US Implementing Arrangement is available under: http://ec.europa.eu/research/iscp/pdf/policy/eu-usa_implementing_arrangement_2016.pdf The FAQ on the EU-US Implementing Arrangement is available under: http://ec.europa.eu/research/iscp/pdf/eu-us_coop_faq.pdf
[REF-25]	Foundation Center, "Key Facts on U.S. Foundations" 2014 Edition http://foundationcenter.org/gainknowledge/research/keyfacts2014/pdfs/Key_Facts_on_US_Foundations_2014.pdf
[REF-26]	DISCOVERY Project http://discoveryproject.eu/
[REF-27]	Chambers of Commerce are not included in this graph and will be introduced later in the report (section 4.3.3).
[REF-28]	Romanian American Chamber of Commerce, RACC Chapters http://www.racc.ro/chapters.html
[REF-29]	Blackstone LaunchPad https://www.blackstonelaunchpad.org
[REF-30]	Small Business Development Centers (SBDCs) http://americassbdc.org
[REF-31]	Small Business Development Centers (SBDCs) http://americassbdc.org
[REF-32]	BAIA Business Association Italy America, Quality Networking Events http://www.baia-network.org/events
[REF-33]	Wallonie-Bruxelles International, Services http://www.wbi.be/fr/services/service/trouver-partenaires-internationaux-recherche-scientifique-innovation#.WTmNYWjyvIU
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Annex 1 – Details on survey data management

Considerations on data privacy of survey respondents are of special importance for NearUS project partners. Data collected through the web survey (name, e-mail, organisation, etc.) are stored & processed by INNO, which disclosed

As stated in European Commission's website, "Under EU law, personal data can only be gathered legally under strict conditions, for a legitimate purpose. Furthermore, persons or organisations which collect and manage personal information must protect it from misuse and must respect certain rights of the data owners which are guaranteed by EU law[56]". As such, NearUS, CEBRABIC and ERICENA partners opted for a common policy detailed below.

Respondent information & own management of data

EU rules regarding data privacy management were stated in the e-mail sent to potential respondents, on the introduction page of the survey and reminded to respondents on the section devoted to contact details. A clickable link to EU infographic on EU's Data Protection Directive was inserted for informing respondents on their rights & EU projects partners' obligations.

"Please note that your data privacy and the data from your network will be entirely secured. All answers will be treated in respect to confidentiality rules of the European Commission[57]. Only aggregated results of the survey will be disclosed, which cannot be traced back to individual entries."

Respondents were given the possibility to ask for opting out and / or deleting their data by requiring it by e-mail to the contact address indicated in the introduction of the survey. On a related note, potential respondents invited to answer the survey could opt out of the mailing lists used by contacting the same e-mail address.

Figure 32: European Research and Innovation Centres in Brazil, China and the US - survey introduction page

[56] http://ec.europa.eu/justice/data-protection/index_en.htm

[57] http://ec.europa.eu/justice/newsroom/data-protection/infographic/2017/index_en.htm

Processing data in line with EU requirements about personal data privacy

Portability of data: INNO communicated to each project partners (NearUS, CEBRABIC and ERICENA) data relevant for their analysis only.

Profiling of respondents: In the frame of NearUS, anonymous data from respondents are used for feeding this analysis, the offer analysis and the gap analysis. No profiling beyond statistical analysis per country, organisation type and sector of activities was made.

'Eraseability': In the frame of NearUS, anonymous data from respondents are used for feeding this analysis, the offer analysis and the gap analysis. Data out of this survey will be then erased. Respondents having filled the last – not mandatory – part of the survey for 'keeping in touch', indicated their willingness to get more info on NearUS developments and provided their contact details will be stored for next communication phase only. Should they require to be erased from NearUS contact list when receiving communication materials from NearUS, their contacts will be deleted definitively by relevant NearUS partner.

Annex 2 – Online survey dissemination

Partner	Dissemination efforts	Comment
DLR	DLR disseminated the link to the survey to its contacts via "Kooperation International" newsletter	Dissemination common to the 3 projects
EAEC	INNO sent out its Mailjet dissemination e-mail on behalf of EAEC to 808 EAEC contacts.	EAEC European contacts and EEN contacts
EBN	Communication plan set to promote and distribute the survey. > announcement of the survey published on EBN website and spread via social media. > targeted email to all EBN community members (+/- 5000 contacts). > targeted news for promoting the survey linking it with the 3 different centres.	Dissemination common to the 3 projects
InBIA	INNO sent out its Mailjet dissemination e-mail on behalf of InBIA to 1,376 InBIA contacts	InBIA European contacts
INNO	Survey campaigns > survey sent via Mailjet to 334 contacts News published > 03/04/2017: News on NearUS launch on Inno website > 07/04/2017: News on NearUS launch on ECCP website Specific dissemination through partner networks / initiatives: > Dissemination of the online survey via ECCP as a news that was sent to around 1545 newsletter subscribers (mostly clusters and experts working in R&I) > Specific communication during EU-US cluster delegation visit (May 2017) organised by ECCP and BILAT U.S. 4.0 to around 20 EU clusters. > Dissemination to "partner projects" targeting the US and publication of news – BILAT U.S. 4.0, PICASSO	Dissemination to various stakeholder groups from the R&I landscape in Europe; focus on clusters as intermediaries and projects / initiatives targeting EU-US collaboration
INTRA	Communication plan set to promote and distribute the survey. > E-mailing campaign sent to INTRA contacts, European projects and EEN partners > Promotion on LinkedIn towards professional networks	
NCURA	Survey sent to NCURA 199 contacts in Europe and through a twitter campaign	
RCISD	Survey sent to RCISD contacts in Hungary and in the regions to:	Hungary centred

	> 45 research institute > 52 higher education > 49 Innovation and management agencies and other relevant institutions (SMEs)	
SPI	Survey sent to more than 2.000 contacts, reminders followed. SPI built common lists for the 3 centres and centralised the dissemination, mostly towards European-based organisations. SPI launched another round of dissemination, focusing on Portuguese-based contact lists and on our partners in other ongoing/past FP7 and H2020 projects.	Dissemination common to the 3 projects

Annex 3 – Interview Guidelines

Preliminary note to the interviewer

This interview is scheduled in the scope of the H2020 NearUS project.

The overarching aim of NearUS is to establish a sustainable Network of Centres of European R&I, with US and EU-based nodes – a "Butterfly" model, offering support in several locations in the US unlocking growth potential for EU community, and providing well designed demand driven services responding to the needs of the EU R&I community – all this to ensure an impactful wide outreach during and after the project lifetime.

The Network/Centres will further provide services, dedicated to better 'brand' the EU R&I activities and actors in the US, thus supporting the visibility of the EU R&I in the US. Organisations and projects willing to collaborate with the US will be main stakeholders.

The interviewer should collect contextual content regarding the overall position of the interviewed stakeholder, as well as insight about its practices in the field of EU-US research and innovation collaboration. The major focus of the interviews should be on offer of services, gathering as much qualitative insights on the demand of the stakeholder and evaluating if the organisation could be a potential partner.

In order to avoid using interviewee time gathering basic organisation information data, a preliminary form should have been completed prior to the interview (cf. Annex 1).

The questionnaire shall be filled out in this word file. It shall be filled out by the interviewer and not by the interviewee. Interviews shall be conversations (as opposed to robotic Q&A), typically over the phone, and should last approximately 20-30 minutes. It can be efficient to conduct interviews in person where convenient, such as at business events (doing several interviews in one day) or if the location is easily reachable.

The interview should run according to the following logic:

- Greeting, thanks and recap of the context;
- Content oriented discussion;
- Wrap-up and preparation of next steps (invitation to the interviewee to remain informed about NearUS)

Greeting, thanks and recap of the context

Greeting, thank you, and recap on what NearUS/the interview is about and why it is valuable. Reminder that the call / meeting will last approximately 20-30 minutes and that no confidential data will be shared.

Interview

#1	Which services does your organisation offer or plan to offer?
Answer	

#2	Who is your target group (R2R, R2M, B2B)?

Answer	

#3	How often does your organisation provide such services?
Answer	

#4	How does your organisation find its clients? Is there an intermediator?
Answer	

#5	Do you adjust the services to meet a client's need or do you have a portfolio of services?
Answer	

#6	Do you charge for these services? If so, is it fee-or-service, a membership fee or another type of charge?
Answer	

#7	Do you get public funding or another type of government support for your activities?
Answer	

#8	How many organisations do your services attend at a time? Is it one-on-one or a group?
Answer	

#9	What are the key barriers for your services offer?
Answer	

#10	Could you imagine working with NearUS in a complementary way to provide services?
Answer	

Wrap-up and preparation of next steps

Thank the interviewee and close with the questions below.

Bear in mind to create a business bond that could be of benefit for both interviewee and interviewer in future initiatives.

#11	Closing checklist
Answer	Can we contact you for **follow-up questions**? ☐Yes ☐No Can we use a picture or the logo of your organisation and **quote the interview** in the scope of NearUS? ☐Yes ☐No Are you interested in **receiving more info** on NearUS and would you be interested in being put on the mailing list? ☐Yes ☐No

Organisation profile

ID information	
Name of the organisation	Name www.website.com
Country (HQ + sites)	
Year of establishment	
Organisation description	Basic history / creation + steps so far (3-5 lines)
Ownership	
Employees	Number or range

Themes / areas	
Field of activity	Scope of the activities (1-2 lines)
Geographical reach	Explanation of the geographical scope of activities
Stakeholders	
Main achievements	

EU-US activities	
Activities in the US	Scope of the activities (1-2 lines)
Areas of focus in the US	East / west coast; city…
Fields of improvement	

Supporting organisation(s)	

Interviewee ID	
Name of interviewee	
Position	
e-mail / phone	

Usage

The current form will be used in the scope of the NearUS project.

Publication of this data should be subject to approval by the target organisation, and should be confirmed via email as per below, with a copy of this email sent to XXX.

Dear NearUS team,

I confirm that the information indicated in the attached form is correct and reflects the reality of my organisation.

I am aware that the completed form could be provided to the European Commission, and that the “ID information” and “quotes from the interview” may be included in published documents.

[Name + Role in the organisation]

Annex 4 – Associated Partners

N°	Organisation	Country	Networks in US	Networks in EU	Organisation in US	Organisation in EU	Specific contribution to NearUS
1	**Cambridge Innovation Centre (CIC)**	**USA**			✔		InBIA member; Boston NearUS Landing Hub. Provision of physical space (already hosting French Tech Boston and other MS support initiatives); strong links to EU and USA reserach and innovation community; Support for R2R, R2M and B2B pilot actions
2	**GREENTOWNLABS**	**USA**			✔		InBIA member; clean energy incubator : provision of physical space and acceleration support, R2R, R2M and B2B pilot actions. Boston co-hub alongside CIC as a place to host participants for the bootcamps
3	GEORGIA INSTITUTE OF TECHNOLOGY - ENTERPRISE INNOVATION INSTITUTE	USA			✔		InBIA member; Pilot "Associated Centre", Support for R2R, R2M and B2B pilot actions, including workspace; business acelerator
4	RUTGERS UNIVERSITY	USA			✔		InBIA member; Pilot "Associated Centre", Support for R2R, R2M and B2B pilot actions, including workspace; business acelerator - Food innovation Center
5	PURDUE RESEARCH FOUNDATION/Purdue University	USA			✔		InBIA member; Pilot "Associated Centre", Support for R2R, R2M and B2B pilot actions, including workspace; business acelerator
6	UNIVERSITY OF CENTRAL FLORIDA	USA			✔		InBIA member; Pilot "Associated Centre", Support for R2R, R2M and B2B pilot actions, including workspace; business acelerator
7	FLORIDA INNOVATION HUB	USA			✔		InBIA member; Pilot "Associated Centre", Support for R2R, R2M and B2B pilot actions
8	AUTM - Association of University Technology Managers	USA	✔				Support to R2R and R2M collaboration, wide-scale outreach in USA
9	EURAXESS Links initiative	international	✔	✔			strong outreach to R2R in EU and USA
10	Enterprise Europe Network*	53 countries	✔	✔			International network for r2b, b2b and r2r. Covering more than 15 industrial sectors and largets matchmaking database for opportunities and demand*
11	ECCP - European Cluster Collaboration Platform	EU-wide		✔			Support to R&I collaboration through interclustering; EU-wide
12	INSME - International Network for SMEs	international		✔			Strong outreach to EU SME's as experts and potential clients
13	EUROPEAN ASSOCIATION OF RESEARCH MANAGERS AND ADMINISTRATORS	EU-wide		✔			Support to research collaboration activity and outreach in EU
14	EBAN - European Business Angel Network	EU-wide		✔			Cover strong local network in the EU and USA, business angel investment
15	EUREKA	international		✔			strong dissemination in EU, link to RDI projects, commercialisation
16	IASP - International Association of Science Parks	international	✔	✔			Support to R&I collaboration activity, and outreach
17	DIGITAL EUROPE	EU-wide		✔			Association representing the digital technology industry in Europe. Thematic expertise in Digital technologies, link to SMEs
18	TII	EU-wide		✔			Technology Transfer and Innovation Management Expertise
19	HUNGARIAN ASSOCIATION FOR INNOVATION	HUNGARY		✔			strong innovation network in Hungary, Central Europe and in US; multiplier; strong in internationalisation support
20	SWISSNEX BOSTON	USA	✔				Strong in internationalisation support for EU researchers and entrepreneurs
21	SWISSNEX SAN FRANCISCO	USA	✔				Strong in internationalisation support for EU researchers and entrepreneurs
22	INNOVATION DEPOT	USA	✔	✔			Epicenter for tech start up in the region and strong networks US-wide with investors
23	ACCIO	SPAIN + USA		✔			Cover strong local network in the USA
24	WBI	BELGIUM		✔			strong ties with Boston innovation ecosystem and have office in Boston; multiplier in Boston and Wallonia
25	AWEX - Walloon Export and Investment Agency	BELGIUM		✔			R&I collaboration support; co-founder of Open Wide Innovation Network worldwide; thematic expertise and outreach
26	STEINBES-EUROPA-ZENTRUM	GERMANY				✔	Technology Transfer and Innovation Management Expertise, strong outreach
27	BDF - Business Development Friesland	NETHERLANDS				✔	Thematic Expertise in business develoment, sales support and financial intelligence

N°	Organisation	Country	Networks in US	Networks in EU	Organisation in US	Organisation in EU	Specific contribution to NearUS
28	NORTHERN IRELAND BUSINESS AND INNOVATION CENTRE	NORTHERN IRELAND				✔	Thematic expertise in Digital Media
29	ST JOHN'S INNOVATION CENTRE	UK				✔	Innovation Centre, multiplier in UK, EEN member, R2M links and services, investment atrraction
30	BICMINHO Business and Innovation Centre	PORTUGAL				✔	Innovation Centre, multiplier in Portugal, R2M links and services
31	EXCELERATE SYSTEMS LLC	USA, FRANCE			✔	✔	Available support for Pilot Actions (B2B): product manegement expertisse with high growth earky stage startups .
32	ActiveMedia	USA, Hungary			✔	✔	Support for Pilot Actions: Bootcamps and acceleration progams
33	APHIOS CORPORATION	USA			✔		Work Space and Infrastructure
34	MA2 - MASS MED ANGELS	USA			✔		Angel investment group – life science and healthcare
35	LAUNCHPAD	USA			✔		Available support for Pilot Actions: R2M and B2B Bootcamps in SF
36	GREAT DOME ASSOCIATES	USA			✔		strong ties to MIT's Entrepreneurship Programs; commercialization of technologies spanning from start ups
37	LATHROP&GAGE	USA			✔		Mentor on Intellectual Property and corporate matters for startups
38	ATC - Athens Technology Centre	GREECE				✔	Thematic Expertise ICT, link to European technology Platforms and PPPs
39	META Group	ITALY				✔	Thematic Expertise in access to risk finance and business angels clubs/networks internationally
40	OXYGEN PR	FRANCE, EUROPE, USA				✔	Available support for Pilot Actions: PR, social media and crowdfunding experiences.
41	CROATIAN CHAMBER OF ECONOMY	CROATIA	✔				Link to SMEs and Central European networks
42	RUSE CHAMBER OF COMMERCE AND INDUSTRY	BULGARIA	✔			✔	Link to SMEs and Central European networks
43	COVENTRY UNIVERSITY	UK				✔	UK multipliers, outreach to universities, paertner with US universities, R22 and R2M services support
44	INKUBATOR SEZANA	SLOVENIA				✔	Support for services and business plan; outreach in Slovenia and Central Europe
45	MFG	GERMANY				✔	Linking Businesses with application based research and public funding
46	HUNGARIAN RECTORS' CONFERENCE	HUNGARY				✔	Link to universities, also in Central Europe
47	INTellexi	HUNGARY				✔	support to universities, research institutes and innovation businesses in internationalisation
48	NETHERLANDS ORGANISATION FOR SCIENTIFIC RESEARCH	NETHERLANDS				✔	Strong international actor in SSH and Digital Education
49	RUDER BOSKOVIC INSTITUTE	CROATIA				✔	Thematic Expertise NMP
50	CORKBIC	IRELAND				✔	Strong EU-US network
51	FRAUNHOFER	GERMANY				✔	R&I support activities, office in US
52	Bilat USA 4.0 project	EU-wide and US-wide					Synergies between the initiatives
53	BIC Lazio - Business and Innovation centre	ITALY				✔	EEN member, innovation support
54	TECNALIA Research and Innovation	SPAIN				✔	First privately funded research & innovation development centre in Spain, string network in US, R&M and B2B actions support
55	TRINITY college	IRELAND				✔	cotribution to R2M activities, hosting of the training events in Europe, outreach
56	TEKES - Finnish Funding Agency for Innovation	FINLAND				✔	Multiplier in Finland, outreach, cotribution to R2M activities
57	EUROCREA	ITALY				✔	Internationalisation, transnational projects, training - speciifc contributions
58	Ministry of Education and Scientific Research	ROMANIA				✔	Multiplyer in Romania; large network; outreach to national research organisations
59	F6S	UK				✔	Use of the platform for the competitive call (pilot actions R2R, R2M and B2B). It connects to investors worldwide including Corporates
60	CONNECT	USA				✔	Helps create and scale innovation companies (3000 companies supported). Links to investors. Workspace in San Diego, CA.

*	EEN is not an associate partner formally, but it is de-facto, as two partners of the consortium are EEN members (INTRASOFT and EAEC)
	and INTRASOFT is responsible for the EEN-US part of the network

Annex 5 – Mapping of Service Providers

Name of the Entity	R 2 R	R 2 M	B 2 B	State	Info	Mkt Res	BD	Mtch	Mkt PR	Net	Act	CoW	Men	Inc	Acc	OI	Edu	Trd Fair	Fin	Exp Trip	Trd Sup	FDI	3rd	Rel	InR	Rec	EU/ US
500 Startups			1	CA								1	1	1	1	1	1		1								US
Alpha Lab			1	PA						1	1	1		1	1				1								US
Amplify			1	CA								1	1	1	1				1								US
Angel Pad			1	CA									1	1					1							1	US
Aspire3		1	1	CA								1	1	1			1										US
Austrian scientists and scholars in North America (ASCINA)[58]	1				1					1	1																EU
BAIA Italia			1	CA	1		1	1		1		1															EU
Bay Shore Technology Park			1	CA								1															US
Beckman Institute (CalTech)	1	1		CA													1										US
Belgian American Educational Foundation Inc. (BAEF)	1			CT						1																	EU
Berkeley Research (UC Berkeley)	1	1		CA												1	1								1		US
Betaspring			1	RI									1		1				1								US
BICMINHO - Business and Innovation European Centre			1																								EU
Bitwise			1	CA						1		1	1	1	1		1									1	US

[58] ASCINA is present in many cities in the US, however does not have a physical office. That is why it is not counted here as more than one chapter.

British American Business Council - New York			1	NY	1	1			1	1	1											1				EU
British American Business Council Houston			1	TX					1	1	1						1					1				EU
British American Business Council of Chicago			1	IL	1			1		1	1						1				1					EU
British American Business Council of Los Angeles			1	CA						1	1										1	1				EU
British American Business Council of Miami			1	FL	1			1		1	1						1				1	1	1			EU
British American Business Council of Michigan			1	MI	1	1				1	1										1	1				EU
British American Business Council of New England, Inc.			1	MA	1			1	1	1	1						1				1					EU
British American Business Council of North Carolina			1	NC	1			1	1	1																EU
British American Business Council of Northern California			1	CA	1			1	1	1	1							1								EU
British American Business Council of Orange County			1	CA	1					1	1															EU
British American Business Council of Philadelphia			1	PA	1					1	1										1	1	1			EU
British American Business Council of the Pacific Northwest			1	WA						1	1															EU
British American			1	D.C.						1	1															EU

Business Council of Washington DC																								
British-American Business Council of Georgia			1	GA	1			1		1	1						1						1				EU
Business Sweden			1	CA	1			1		1							1						1				EU
Cal Poly Technology Park		1		CA								1				1											US
Calibr	1	1		CA												1											US
California Institute for Quantitative Biosciences	1	1		CA						1						1			1								US
California Institute for Regenerative Medicine	1	1		CA								1				1	1		1								US
Cambridge Innovation Center		1	1	MA						1	1	1		1	1		1		1				1			1	US
Capital Innovators	1	1	1	MO						1		1	1	1	1	1	1		1								US
Central Innovation Programme for SMEs (ZIM)		1	1				1												1								EU
Clemsom CUICAT	1	1		SC												1	1										US
Clemson Engineering Research Center	1	1		SC						1										1					1		US
Clemson SCE&G Energy Innovation Center	1	1	1	SC						1		1	1			1	1										US
CNRS Offices Abroad	1			D.C.	1					1	1					1				1							EU
CorkBIC			1		1		1		1	1			1														EU
CU-ICAR	1	1		SC												1	1										US
Czech Trade			1	IL	1			1	1	1	1							1									EU

Department for International Trade (DIT) USA			1	NY	1															1	1					EU
Disney Accelerator			1	CA									1	1	1				1							US
Enterprise Estonia Silicon Valley				CA																						EU
Enterprise Ireland		1	1	CA	1	1		1		1	1									1	1		1			EU
Enterprise Ireland			1	TX	1		1	1		1					1				1		1	1				EU
Enterprise Ireland			1	MA	1		1	1		1					1				1		1	1				EU
Enterprise Ireland			1	NY	1		1	1		1					1				1		1	1				EU
Enterprise Ireland			1	CA	1		1	1		1					1				1		1	1				EU
Enterprise Lithuania Silicon Valley			1		1																					EU
Españoles Científicos en USA (Spanish Scientists in the USA) (ECUSA)	1			MA	1					1			1				1									EU
Españoles Científicos en USA (Spanish Scientists in the USA) (ECUSA)	1			D.C.	1					1			1				1									EU
Españoles Científicos en USA (Spanish Scientists in the USA) (ECUSA)	1			CA	1					1			1				1									EU
Españoles Científicos en USA (Spanish Scientists in the USA) (ECUSA)	1			NY	1					1			1				1									EU
Españoles Científicos en USA (Spanish Scientists in the	1			Mid west	1					1			1				1									EU

USA) (ECUSA)																									
EURAXESS	1	1	1		1			1		1													1		1	EU
EUROCHAMBRES [59]		1	1		1					1	1		1								1					EU
European American Enterprise Council, LAs Vegas	1	1	1	NV	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	EU
European American Enterprise Council, Philadelphia	1	1	1	PA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	EU
European American Enterprise Council, San Francisco	1	1	1	CA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	EU
European American Enterprise Council, SD	1	1	1	CA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	EU
Evo Nexus			1	CA				1	1	1		1	1	1	1				1				1			US
FinPro Silicon Valley			1	CA	1			1		1	1							1			1					EU
FinPro Silicon Valley			1	CA	1			1		1	1							1			1					EU
FinPro Silicon Valley			1	DC	1			1		1	1							1			1					EU
FinPro Silicon Valley			1	NY	1			1		1	1							1			1					EU
Founder Institute		1	1	CA						1	1		1	1	1		1		1							US
Founders Space			1	CA						1		1	1	1	1		1		1							US
Fraunhofer-Gesellschaft		1		MI			1	1		1	1						1		1							EU

[59] EUROCHAMBRES is not counted as a bilateral EU-US Chamber of Commerce, therefore it is not a part of Annex 7.

French Accelerator, new in LA			1	CA		1	1			1	1			1	1				1							EU
French Tech Hub & PRIME in Boston, MA (Paris Region)			1	MA		1	1	1	1	1	1		1			1			1				1			EU
French Tech Hub & PRIME in SF, CA (Paris Region)			1	CA		1	1	1	1	1	1		1			1			1				1			EU
Frost Data			1	CA								1	1	1					1							US
Georgia Institute of Technology - Ent. Innov. Inst	1	1	1	GA		1			1		1	1	1	1			1		1				1		1		US
German Accelerator Life Sciences			1	MA	1	1		1	1	1	1	1	1	1	1		1	1					1				EU
German Accelerator Tech			1	NY	1	1		1	1	1	1	1	1	1	1		1	1					1				EU
German Accelerator Tech			1	CA	1	1		1	1	1	1	1	1	1	1		1	1					1				EU
German Center for Research and Innovation	1	1		NY	1					1	1																EU
German Federal Ministry for Education and Research (BMBF)	1				1					1							1										EU
German Federal Ministry for Education and Research (BMBF)	1				1					1							1										EU
German Research Foundation (DFG)	1	1		NY	1					1							1		1								EU
German Research Foundation (DFG)	1	1		D.C.	1					1							1		1								EU
Germany Trade & Invest (GTAI)			1	IL	1		1	1	1	1			1								1						EU
Germany Trade & Invest (GTAI)			1	NY	1		1	1	1	1			1								1						EU

Germany Trade & Invest (GTAI)			1	CA	1		1	1	1	1			1								1						EU
Germany Trade & Invest (GTAI)			1	D.C.	1		1	1	1	1			1								1						EU
IdeaLab		1	1	CA								1	1	1			1		1								US
Innovate Pasadena		1	1	CA	1			1		1	1								1							1	US
Innovation center Denmark - Silicon Valley	1	1	1	CA	1	1	1	1		1	1	1	1	1	1		1			1			1				EU
Innovation Norway San Francisco	1	1	1	CA						1	1	1	1	1	1				1	1			1				EU
Innovation Village (Cal Poly)	1	1	1	CA						1		1	1														US
K5			1	CA									1	1	1				1								US
Kavli Nanoscience Institute (Caltech)	1	1		CA							1	1					1										US
LA Technology Center			1	CA								1	1	1		1			1				1				US
Launch Pad			1	CA						1	1	1	1	1	1		1		1								US
Los Angeles County Economic Development Corporation			1	CA	1			1		1												1					US
Los Angeles Venture Association			1	CA	1					1	1		1										1				US
Matter			1	CA					1				1		1		1		1								US
Meryland International Incubator		1	1	MD						1		1	1	1	1		1						1		1		US
Mind The Bridge / Startup Europe representative			1	CA			1	1			1					1	1		1					1			EU
Mucker Lab			1	CA									1	1	1		1		1								US
NASA Research Park	1	1	1	CA						1	1	1				1	1										US
National	1				1					1							1		1								EU

Research Agency (ANR)																									
National Research, Development and Innovation (NRDI) Office	1									1									1						EU
New World Management Inc.			1	NJ		1	1	1	1									1						1		1	EU
NFIA Atlanta			1	GA																1						EU
NFIA Boston			1	MA																1						EU
NFIA Chicago			1	IL																1						EU
NFIA New York			1	NY																1						EU
NFIA San Francisco			1	CA																1						EU
NFIA Washington DC			1	D.C.																1						EU
Nordic Innovation House			1	CA						1	1	1	1	1	1				1	1			1			EU
Octane		1	1	CA						1	1	1	1	1					1							US
Parisoma			1	CA						1	1	1					1									US
Plug & Play			1	CA				1		1	1	1	1	1	1	1			1				1			US
Polish-American Internship Initiative (PAII)		1								1							1									EU
Portugal Ventures			1	CA			1	1	1						1				1							EU
Purdue Research Foundation	1	1	1	IN		1				1	1	1					1		1							US
Research and Innovation Network Austria (RINA)		1		D.C.	1			1		1	1		1													EU
Resnick Insitute (Caltech)	1	1		CA							1						1								1		US
Rocket Space			1	CA						1	1	1	1	1	1	1	1						1				US
Ronald Reagan Building and International Trade Center			1	D.C.							1	1					1			1	1		1				US

Rosen Bioengineering Center (Caltech)	1	1		CA							1						1		1					1		US
San Francisco Mayor´s Office			1	CA																	1					US
SandBox			1	CA								1														US
SCANCOR	1			CA						1	1							1			1				1		EU
SCANCOR	1			MA						1	1							1			1				1		EU
SCANCOR	1									1	1							1			1				1		EU
Spain Tech Center			1	CA						1	1	1	1	1	1			1			1			1			EU
Stanford Research Park		1		CA						1		1	1	1													US
Starbust Accelerator new in LA		1	1	CA		1					1			1	1	1	1										EU
Start Engine			1	CA						1			1				1		1								US
Startup Latvia			1	CA	1																						EU
Sudo Room			1	CA						1		1															US
Surge Accelerator			1	TX				1		1			1	1	1				1								US
swissnex	1	1	1	MA	1	1		1	1	1	1	1	1	1	1		1	1					1		1		EU
swissnex	1	1	1	CA	1	1		1	1	1	1	1	1	1	1		1	1					1		1		EU
Team Finland	1	1	1	D.C.	1			1		1	1							1			1						EU
Tech Coast Venture Network			1	CA						1	1		1				1										US
Tech Council of Southern California			1	CA	1					1	1		1														US
Tech Liminal			1	CA						1		1	1				1										US
Tech Stars			1	CO						1	1		1		1	1	1		1								US
Tech Wildcatters			1	TX						1	1	1	1	1	1		1		1								US
Tekes USA	1		1	CA			1	1		1									1								EU
Tekes USA	1		1	D.C.			1	1		1									1								EU
The Brandery			1	OH					1	1	1	1	1	1	1		1		1								US
The European American Business Organization Inc.			1	NY				1	1	1	1							1	1	1			1				EU
The European-American Business			1	NY	1			1	1	1								1		1	1		1				EU

Organization, Inc.																										
The Netherlands Organisation for Scientific Research (NWO)	1				1					1	1								1							EU
The Netherlands Organisation for Scientific Research (NWO)	1				1					1	1								1							EU
UC Davis Research	1	1		CA												1	1							1		US
UC Irvine Research Centers	1	1		CA												1	1							1		US
UCLA Research Centers	1	1		CA												1	1							1		US
UCSD Connect			1	CA	1			1		1	1		1						1							US
UCSD Science Research Park	1	1	1	CA								1														US
Upwest Labs			1	CA						1			1	1			1		1							US
USC Annenberg Innovation Lab		1	1	CA								1	1	1			1									US
USC research Centers	1	1		CA												1	1							1		US
USC Stevens	1	1	1	CA				1								1										US
USC Viterbi		1	1	CA							1	1	1	1			1		1							US
USMAC			1	CA				1			1		1				1		1	1						EU
VINNOVA Silicon Valley Office			1	CA			1			1	1										1					EU
Visegrad Group	1										1						1		1					1		
Wallonie-Bruxelles International (WBI)		1	1																							EU
World Trade Center Atlanta			1	GA						1	1	1					1			1	1		1			US
World Trade Center Boston			1	MA	1	1		1				1								1						US
World Trade Center Chicago			1	IL							1	1														US
World Trade			1	CO				1		1	1	1					1					1	1			US

Center Denver																										
World Trade Center Las Vegas			1	NV																	1		1				US
World Trade Center Los Angeles			1	CA				1		1	1	1					1					1	1				US
World Trade Center Miami			1	FL	1					1	1	1					1				1		1				US
World Trade Center Mississippi			1	MI	1	1		1		1							1			1	1	1					US
World Trade Center New York			1	NY							1	1															US
World Trade Center Philadelphia			1	PA	1	1				1	1						1			1	1						US
World Trade Center Portland			1	OR							1	1															US
World Trade Center Seattle			1	WA						1	1	1															US
World Trade Center St. Louis			1	MO		1														1							US
Y Combinator			1	CA						1			1	1			1		1							1	

Annex 6 – EU MS/AC Embassies in the US

Name	STI Department	Counsellor	Website/Contacts
Embassy of the Republic of Albania	-	-	2100 Street, N.W. D.C. 20008 Washington United States Tel. +1-202-2234942 embassy.washington@mfa.gov.al
Embassy of the Republic of Armenia	-	-	2225 R Street, NW, Washington, DC 20008 Tel: +1 (202) 319 1976 armembassyusa@mfa.am
Embassy of Austria	Office of Science and Technology Austria	Director: Mr. Clemens Mantl MINISTER SCIENCE office@ostaustria.org	http://www.ostaustria.org/ General Contact: 3524 International Court, NW Washington, D.C., 20008 USA Tel. +1-202-895-6700 inbox@austria.org
Embassy of Belgium	Government of Flanders Investment and Trade	Mr. Wim SOHIER Science and Technology Attaché – USA Government of Flanders Flanders Investment & Trade wim.sohier@fitagency.com	https://www.flandersinvestmentandtrade.com/export/landen/verenigde-staten/diensten General Contact: 3330 Garfield Street, N.W. Washington, D.C. 20008 US Tel. +1 202 333 69 00 Washington@diplobel.fed.be
Embassy of Bosnia and Herzegovina	-	-	2109 E St NW, Washington, DC 20037 Tel. +1 202 337-1500 info@bhembassy.org
Embassy of the Republic of Bulgaria	-	-	1621 22nd Street, NW, Dimitar Peshev Plaza, Washington D.C. 20008 Tel: +1 (202) 387 0174; (202) 299 0273; (202) 483 1386 office@bulgaria-embassy.org Embassy.Washington@mfa.bg
Embassy of the Republic of Croatia	-	-	2343 Massachusetts Avenue, NW Washington, D.C., 20008 +1 (202) 588-5899 washington@mvep.hr
Embassy of the Republic of Cyprus	-	-	2211 R. St. NW Washington, DC 20008 Tel. +1 202 462-5772 info@cyprusembassy.net
Embassy of the Czech Republic	-	-	3900 Spring of Freedom St. NW Washington, DC 20008 Tel. +1 202 274-9100 washington@embassy.mzv.cz
Royal Danish Embassy	Innovation Centre Denmark	Jeppe D. Olesen Science & Technology Attaché Mail: jepole@um.dk	http://icdk.um.dk/en/innovationcentres/siliconvalley General Contact: 3200 Whitehaven St. NW Washington, DC 20008 Tel +1 (202) 234-4300 wasamb@um.dk
Embassy of Estonia	-	-	2131 Massachusetts Av., NW Washington, D.C. 20008 tel. (1 202) 588 0101 Embassy.Washington@mfa.ee
European Union Delegation	Science, Technology and Education Section, EU Delegation	Mary Kavanagh, PhD Minister-Counselor, Research and Innovation Email: Mary.Kavanagh@eeas.europa.eu	http://www.euintheus.org/who-we-are/meet-our-staff/global-issues-and-innovation-section/ 2175 K Street, NW, Washington, DC 20037 Tel: +1 202.862.9500

Embassy of Finland	Finnish Funding Agency for Technology and Innovation (Tekes)	Jukka Salminiitty Counselor, Innovations / Head of Tekes Washington D.C tel. +1 202 298 5843 jukka.salminiitty@tekes.fi	https://www.tekes.fi/en/tekes/ General Contact: 3301 Massachusetts Avenue NW WASHINGTON, D.C., 20008 1 202 298 5800 sanomat.was@formin.fi
Embassy of France	Office of Science and Technology at the Embassy of France in the US	Minh-Hà PHAM Counselor for Science and Technology	https://www.france-science.org/Introduction.html
Embassy of the Republic of Georgia	-	-	1824 R Street, NW, Washington DC 20009 +1 (202) 387-2390 embgeo.usa@mfa.gov.ge
Embassy of Germany	Economics and Science Department	Head of Science and Technology, Robin Mishra	http://www.germany.info/Vertretung/usa/en/01__Embassy/Washington/02/__Amb__Depts.html General Contact: 4645 Reservoir Road NW Washington, DC 20007 Phone (202) 298-4000
Embassy of Greece	-	-	2217, Massachusetts Avenue N.W. Washington DC 20008 +1202 9391300 gremb.was@mfa.gr
Embassy of the Republic of Hungary	-	-	3910 Shoemaker St, N.W., Washington, D.C. 20008 +1 (202)-362-6730 informacio.was@mfa.gov.hu
Embassy of Iceland	-	-	House of Sweden, 2900 K Street N.W. #509 Washington DC 20007-1704 Tel.: +1 (202) 265 6653 icemb.wash@utn.stjr.is
Embassy of Ireland	-	-	2234 Massachusetts Avenue N.W Washington D.C. 20008-2849 +1-202-4623939 Mail
Embassy of Israel	Agriculture and Science	Tel: 202-364-5641 Email: agriculture@israelemb.org Amit Frank – Office Coordinator Tel: 202-364-5642 Fax: 202-364-5647	http://www.israelemb.org/washington/AboutTheEmbassy/Pages/agriculture-and-Science.aspx General Contact: 3514 International Drive N.W. Washington D.C. 20008 Tel: +1 202-364-5500 info@washington.mfa.gov.il
Embassy of Italy	Economic, Commercial and Scientific Affairs Office	First Counselor Andrea Cascone Tel.: +1 (202) 612-4431 economici.washington@esteri.it Scientific Attachés, Prof. Stefano Lami-Moscheni, Mr. Giulio Busulini and Mr. Ugo Della Croce Tel.: +1 (202) 612-4438 scientifici.washington@esteri.it	http://www.ambwashingtondc.esteri.it/ambasciata_washington/en/italiaeusa/scienza/ General Contact: 3000 Whitehaven Street, N.W. Washington, D.C., 20008 Reception Tel.: +1 (202) 612-4400
Embassy of Latvia	-	-	2306 Massachusetts Ave., NW Washington DC 20008 +1 (202) 328-2840 embassy.usa@mfa.gov.lv
Embassy of the Republic of Lithuania	-	-	2622 16th Street NW, Washington, DC 20009, +1 202 234 5860 amb.us@urm.lt info@usa.mfa.lt
Embassy of the Grand Duchy of Luxembourg	-	-	2200 Massachusetts Avenue N.W. Washington, D.C. 20008 Tel. +1 (202) 265-4171 luxembassy.was@mae.etat.lu
Embassy of the Republic of	-	-	2129 Wyoming Ave. NW, Washington D.C. 20008

Macedonia			+ 1 202 667 0501 washington@mfa.gov.mk
Embassy of Malta	-	-	2017 Connecticut Avenue NW, Washington, DC 20008 +1 (202) 462-3611 maltaembassy.washington@gov.mt
Embassy of the Republic of Moldova	-	-	2101 S Street N.W., Washington DC 20008 Phone: (+1202) 667-1130 washington@mfa.md
Embassy of the Netherlands	-	-	4200 Linnean Ave. NW Washington, D.C. 20008 (+1) 202-244-5300 was-ppc@minbuza.nl
Royal Embassy of Norway	-	Bjarte Håvik Counselor, Science, Technology and Higher Education +47 239 54 208 / 202-469-3908	2720 34th Street N.W, Washington, D.C. 20008 +1 (202) 333-6000 emb.washington@mfa.no
Embassy of the Republic of Poland	-	-	2640 16th Street NW Washington, DC 20009 +1 (202) 499 17 00 washington.amb@msz.gov.pl
Embassy of Portugal	-	-	2012 Massachusetts Avenue, NW Washington, DC 20036 +1 202 35 054 00 info@embassyportugal-us.org
Embassy of Romania	-	-	1607 23rd Street, NW, Washington, DC 20008 +1 (202) 332-4829 washington@mae.ro
Embassy of Serbia	-	-	2233 Wisconsin Avenue, NW, Suite 410 Washington, DC 20007 +1 (202) 332-0333 info@serbiaembusa.org
Embassy of Montenegro			1610 New Hampshire Avenue NW, Washington D.C. 20009 +1 202 234 6108 usa@mfa.gov.me
Embassy of the Slovak Republic	Business and Innovation Unit	Mr. Peter Petian Tel.:+12122868880,ext. 136 Email: peter.petian@mzv.sk	https://www.mzv.sk/web/washington-en/about_us/embassy_staff General Contact: 3523 International Court NW, Washington D.C., +1 2022371054 emb.washington@mzv.sk
Embassy of the Republic of Slovenia	-	-	2410 California St, NW Washington, DC 20008 (+) 1 202 386 6601 sloembassy.washington@gov.si
Embassy of Spain	-	-	http://www.exteriores.gob.es/Embajadas/WASHINGTON/en/Embajada/science/Paginas/default.aspx General Contact: 2375 Pennsylvania Ave., N.W. Washington D.C. 20037 +1-202-452-0100 emb.washington@maec.es
Embassy of Sweden	Office of Science and Innovation	Dr. Andreas Larsson Science and Innovation Counselor Phone: (202) 467-2648 andreas.larsson@gov.se Ms Maria Lönnberg Science and Innovation Officer Phone: (202) 467-2619 maria.lonnberg@gov.se	2900 K Street, N.W. Washington DC 20007 +1-202-467-2600 ambassaden.washington@foreign.ministry.se
Embassy of Switzerland	Office of Science, Technology and Higher Education	was.science@eda.admin.ch Tel: +1 (202) 745 7958	https://www.eda.admin.ch/countries/usa/en/home/switzerland-and/science-technology-education.html

			General Contact: 2900 Cathedral Avenue N.W. Washington, DC 20008-3499 +1 202 745 7900 was.information@eda.admin.ch
Embassy of Tunisia	-	-	1515 Massachusetts Avenue, NW Washington, D.C. 20005 (+1) 202 862 1850 at.washington@diplomatie.gov.tn
Embassy of the Republic of Turkey	-	-	2525 Massachusetts Avenue, N.W Washington D.C., 20008, +1-202-612-6700 embassy.washington@mfa.gov.tr
Embassy of Ukraine	-	Oleksandr Osadchyi Counselor Scientific and Technical Cooperation email: oleksandr.osadchyi@mfa.gov.ua	3350 M Street N.W., Washington D.C., 20007, USA + 1 (202) 349 2963 emb_us@mfa.gov.ua
United Kingdom — British Embassy	-	-	3100 Massachusetts Avenue, NW Washington DC 20008 Tel. +1 202 588 6500 britishembassyenquiries@gmail.com
Faroe Islands	-	-	3200 Whitehaven Street, N.W. 20008-3683 Washington Tel. +1-202-2344300 wasamb@um.dk

Annex 7 – Bilateral Chambers of Commerce

Name of the Entity	City
Dutch American Chamber of Commerce, Inc. (Los Angeles Office)	Los Angeles
French-American Chamber of Los Angeles	Los Angeles
French American Chamber, San Francisco Chapter	San Francisco
French American Chamber, San Diego	San Diego
German American Chamber of Commerce of California (San Francisco Location)	San Francisco
Belgian-American Chamber of Commerce San Francisco	San Francisco
Danish American Chamber of Commerce Southern California	Covina
Danish American Chamber of Commerce Northern California	Santa Rosa
Swedish American Chamber of Commerce - San Diego	San Diego
Finnish American Chamber of Commerce on the Pacific Coast Inc	Los Angeles
The Finnish American Chamber of Commerce Inc San Diego	San Diego
Romanian American Chamber of Commerce	San Mateo
Swiss American Chamber of Commerce - Los Angeles Chapter	Los Angeles
Swiss American Chamber of Commerce - San Francisco Division	San Francisco
California-Israel Chamber of Commerce	Silicon Valley
French-American Chamber of Commerce - DC Chapter	Washington D.C.
The Swedish-American Chamber of Commerce of Washington D.C	Washington
Moldovan-American Chamber of Commerce (MACC)	Washington
Spain-US Chamber of Commerce (FL)	Miami
Italy-America Chamber of Commerce Southeast	Miami
British American Chamber of Commerce	Orlando
Finnish American Chamber of Commerce Florida Inc	Lake Worth
Swiss American Chamber of Commerce - Florida Division	Florida
German American Chamber of Commerce of the Southern U.S. Inc	Atlanta
French American Chamber of Commerce - Atlanta	Atlanta
Danish American Chamber of Commerce Georgia	Atlanta
The Finnish American Chamber of Commerce Inc Southeast	US
Swiss American Chamber of Commerce Southeast	Johns Creek
German American Chamber of Commerce of the Midwest U.S. (Chicago Office)	Chicago
Dutch American Chamber of Commerce, Inc. (Chicago Office)	Chicago
French American Chamber, Chicago Chapter	Chicago
Finnish American Chamber of Commerce Inc Midwest	Chicago
Romanian American Chamber of Commerce	Niles
Polish American Chamber of Commerce (PACC)	Chicago
Serbian American Chamber of Commerce (SACC)	Chicago

America-Israel Chamber of Commerce Chicago (AICC)	Chicago
Swiss American Chamber of Commerce -Boston Chapter	Cambridge
Romanian American Chamber of Commerce	Bethesda
German American Chamber of Commerce of the Midwest U.S. (Detroit Office)	Detroit
Italy-America Chamber of Commerce - Michigan Chapter	Macomb
The Finnish American Chamber of Commerce Inc Upper Michigan	Hancock
The Greek American Chamber of Commerce	Iselin
Ireland Chamber of Commerce - USA (ICCUSA)	New Providence
German American Chamber of Commerce of New York (NY Location)	New York
European American Chamber of Commerce – NY	New York
French American Chamber - New-York	New York
Spain-US Chamber of Commerce (NY)	New York
Italy-America Chamber of Commerce (New York Location)	New York
US Austrian Chamber of Commerce	New York
Belgium-American Chamber of Commerce New York	New York
Cyprus-US Chamber of Commerce	New York
Danish American Chamber of Commerce - New York Branch	New York
Finnish American Chamber of Commerce -NY Chapter	New York
The Luxembourg-American Chamber of Commerce	New York
Romanian American Chamber of Commerce	New-York
Swiss American Chamber of Commerce - New York Chapter	New York
Estonian-American Chamber of Commerce and Industry	New York
Icelandic American Chamber of Commerce (IACC)	New York
Norwegian-American Chamber of Commerce (NACC)	New York
Portugal–US Chamber of Commerce	New York
Turkish American Chamber of Commerce & Industry (TACCI)	New York
The Swedish-American Chamber of Commerce, Inc.	New York
European-American Chamber of Commerce -Cincinnati	Cincinnati
Romanian American Chamber of Commerce	Cleveland
German American Chamber of Commerce of New York (Philadelphia Location)	Philadelphia
Italy-America Chamber of Commerce of Greater Philadelphia	Philadelphia
The Swedish-American Chamber of Commerce Philadelphia	Philadelphia
Romanian American Chamber of Commerce	Dresher
European American Chamber of Commerce® Carolinas	Greenville
German American Chamber of Commerce of the Southern U.S., Inc (Houston office)	Houston
French American Chamber, Houston Chapter	Houston
French-American Chamber of Commerce Dallas/Fort Worth	Dallas
Spain-Texas Chamber of Commerce	Houston

Italy-America Chamber of Commerce of Texas	Houston
Netherlands American Chamber of Commerce - Texas Chapter	Houston
The Finnish American Chamber of Commerce Greater Houston	Houston
Latvian Chamber of Commerce in the Americas (LatCham)	Fairfax
Danish American Chamber of Commerce Midwest	Chicago
Danish American Chamber of Commerce Southwest	Houston
American-Hungarian Chamber of Commerce	US
French-American Chamber of Commerce Miami Chapter	Miami
American Chamber of Commerce in Albania	Tirana
American Chamber of Commerce in Armenia (AmCham)	Yerevan
American Chamber of Commerce in Austria	Vienna
American Chamber of Commerce in Belgium	Brussels
American Chamber of Commerce in Bosnia and Herzegovina	Sarajevo
American Chamber of Commerce in Bulgaria	Sofia
American Chamber of Commerce in Croatia	Zagreb
American Chamber of Commerce in Cyprus	Nicosia
American Chamber of Commerce in Czech Republic	Prague
American Chamber of Commerce in Denmark	Copenhagen
American Chamber of Commerce in Estonia	Tallinn
American Chamber of Commerce in Finland	Helsinki
American Chamber of Commerce in France	Paris
American Chamber of Commerce in Georgia	Tbilisi
American Chamber of Commerce in Germany	Frankfurt
American Chamber of Commerce in Germany	Berlin
American Chamber of Commerce in Greece	Athens
American Chamber of Commerce in Greece	Thessaloniki
American Chamber of Commerce in Hungary	Budapest
American Chamber of Commerce in Iceland	Reykjavík
American Chamber of Commerce in Ireland	Dublin
American Chamber of Commerce in Israel	Tel Aviv
American Chamber of Commerce in Italy	Milan
American Chamber of Commerce in Latvia	Riga
American Chamber of Commerce in Lithuania	Vilnius
American Chamber of Commerce in Luxembourg	Luxembourg
American Chamber of Commerce in Malta	Valletta
American Chamber of Commerce in Moldova	Chisinau
American Chamber of Commerce in Montenegro	Podgorica
American Chamber of Commerce in the Netherlands	Amsterdam

American Chamber of Commerce in Norway	Oslo
American Chamber of Commerce in Poland	Warsaw
American Chamber of Commerce in Portugal	Lisbon
American Chamber of Commerce in Romania	Bucharest
American Chamber of Commerce in Serbia	Belgrade
American Chamber of Commerce in Slovakia	Bratislava
American Chamber of Commerce in Slovakia	Košice
American Chamber of Commerce in Slovenia	Ljubljana
American Chamber of Commerce in Spain	Barcelona
American Chamber of Commerce in Spain	Madrid
American Chamber of Commerce in Sweden	Stockholm
American Chamber of Commerce in Switzerland	Zurich
American Chamber of Commerce in Macedonia	Skopje
American Chamber of Commerce in Tunisia	Tunis
American Chamber of Commerce in Turkey	Istanbul
American Chamber of Commerce in Ukraine	Kyiv
British American Business	London
American Chamber of Commerce to the European Union	Brussels