

Draft Report 07/07/2009

Meeting

FISCH Workshop 'Organisation & Businessplan' 11 june 2009

University Antwerp, Antwerp

Attachments

Invitation with agenda



Agenda

Attendees



Deelnemerslijst

Presentation



Presentatie

All presentations can be found on www.fisch-essenscia.be

Report date

15/08/2009

Copy

Attendees (for remarks till the latest 10 august 2009)

FISCH-coreteam

Website www.fisch-essenscia.be

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Appendix : Workshop brainstorm sessions

1. Goal of this workshop

Discuss after ½ of the FISCH study with LE, SME's and Knowledge Centers the organization (structure, and procedures) of the future Flanders platform for sustainable chemistry.

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2. Management Summary

After 1/2 of the FISCH-study (12/2008-12/2009), the results upto now were presented. With 35 members of the FISCH study (10 large companies, 6 SME's, 5 SME supporting organizations, 4 knowledge centers and the 5 Flemish university associations) there was discussed how the organization of the future FISCH platform could look like (for more details, see chapter 5 'Conclusions' and the Appendix):

1. To realise the 6 knowledge goals (research, development, entrepreneurship, training, education and open), we need to focus on:
 - analyse the market and translate industrial needs in research programs
 - create an open structure with multidisciplinary projects/teams over the value chain
 - interchange students and researchers
 - communicate the societal relevance of sustainable chemistry
 - oblige knowledge diffusion as a criterium
 - create good IP rules and agreements/contracts with respect of the identity of all partners and
 - identify win-win for all partners

2. The conclusions of the workshop-participants on the future organization of the Flemish Platform for Sustainable Chemistry is the following:

- The platform for sustainable Chemistry:

A platform for collaboration on sustainable chemistry is urgently needed. The preferable name for the platform is FISCH, as the platform has more activities than the existing national SUSCHEM platforms. This non-profit platform should be lean and light, but to get started as soon as possible 15 persons seem to be necessary. The platform should have dedicated management, an (international) scientific committee and a steering committee. A minimum of 15-20 Million€/year is considered necessary to start up a research program. The platform should enable top-down (FISCH-SRA and FISCH-programs, project criteria) and bottom-up (SCHO⁶K, projects) initiatives.

Defining Critical Success Factors and creation of visibility (even to Europe) are very important.

Only 1 platform should be created that coordinates all 4 core units:

FISCH Platform management

|----- Support services

SRA-program mgmt

Open Infrastructure mgmt

Sustainable Chemistry Advice Center

- The Unit 'SRA program management'

The proposed unit 'Open alliance management' realizes in principle the FISCH-SRA with programs linked to open knowledge alliances (SCHO⁶K) that are supported by this unit.

- SCHO⁶K

Is the realisor of one of the FISCH programs of the FISCH-SRA. It defines the projects of this FISCH program bottom-up. Criteria, including sustainable development criteria, are to be defined for these FISCH-projects and these FISCH-projects should have clear added-value compared to normal IWT-projects. SCHO⁶K will need a separate governance.

- The Unit 'Open infrastructure'

Management of open infrastructure is an essential and unique feature of the platform and will need a separate strong governance.

- The Unit 'Sustainable chemistry knowledge center'

A lot of knowledge still has to be created and coordinated by this unit. The counter-activity could be an integral part of the platform performed by all platform personal.

TODO's for the core team and the steering group of the FISCH study:

- What will be the name of the platform ? 'FISCH' or 'SUSCHEMFlanders' or ?
- Definitions are required for 'Project', 'Program', 'SCHO⁶K', 'Chemistry', 'Sustainable' and 'Enable'
- Prepare a new set of vision-mission-strategies on the basis of the remarks given in this workshop
- Define criteria for FISCH-projects
- Prepare a vision document with a clear current status of the FISCH-study

Problematics for the governance board:

- What legal framework will apply to the FISCH-platform ?
- Funding and procedure for the FISCH-SRA and relation with funding agencies (IWT, Agentschap Ondernemen). A SIM-like procedure should be considered.



3. Analysis of the attendees (see attachment)

29 Organisations (40 persons) attended the event (of 44 announced):

- 10 large companies (Agfa, BASF, Bayer, Evonik, Janssen Farmaceutica, Oleon, Proctor&Gamble Proviron, Taminco, Solvay)
- 6 SME's (Absam, Aquaconcept, Conwed Plastics, EcoSynth, Orineo, Value for Technology)
- 5 SME supporting organizations (essenscia, VLARIP, Voka, Innovatiecentrum provincie Limburg, Innovatiecentrum provincie Antwerpen)
- 4 knowledge centers (Centexbel, Flamac, SIM, VITO)
- 5 University associations (Ghent, Leuven, Brussels, Hasselt and Antwerp)
- 2 observers (IWT, Voka, VRWB)

4. Workshop content

- The timing described in the invitation (see attachment) was followed.
 - After the introduction by the prof. Genserik Reniers of Antwerp University (member of the FISCH core team), Carl Van der Auwera (essenscia, FISCH project responsible) presented the results of the FISCH study after 6 months (presentation, see attachment).
 - The first morning session discussed 'vision, mission and the strategic goals' (plenary)
 - The second morning session discussed how the 6 knowledge goals (research, development, entrepreneurship, training, education and open) were to be realized (2 groups)
 - During the lunchbreak, the posters of the National SUSCHEM-platforms in 8 European countries (UK, Spain, Germany, France, Republik of Czechia, Slovenia, Romania, Poland) were presented
 - The afternoon session (2 groups) discussed how the functional building blocks 'Platform for sustainable Chemistry', 'Sustainable Chemistry Open Knowledge Alliance (SCHO⁶K)', 'Cluster of pilot plants and application labs' and 'Counter for all sustainability questions' should be organized/implemented.
- 9 Questions were asked for these functional building blocks:
- Q1: Core activities ?
 - Q2: Critical success factors ?
 - Q3: Responsibilities ?
 - Q4: Resources ?
 - Q5: Management ?
 - Q6: Link with other building blocks ?
 - Q7: Ideas on SCHO⁶K creation ?
 - Q8: Ideas for the Strategic Research Agenda ?
 - Q9: How to realise visibility ?
- The event ended with a networking reception.

5. Conclusions

5.1. Conclusion on 'Vision, Mission and Strategy'

These have to be optimised according to the many remarks (for details, see appendix A).

5.2. Conclusion on 'How to realise the 6 knowledge goals (research, development, entrepreneurship, training, education and open)' (for details, see appendix B)

When similar topics are merged the preferences of the attendees for the realization of the 6 knowledge goals are the following:

- Show industrial needs for fundamental research / translate needs in research programs / market analysis / publish needs (*****=16)
- Open lab structure with multidisciplinary projects/teams over the value chain (*****=14)
- Interchange students, residents and PhD students (*****=12)
- Make chemistry sexy / generic success stories / communicate societal relevance (*****=8)

- Collaboration and exchange of experience / oblige knowledge diffusion as a criterion (= training and education) (*****=8)
- Good IP rules / Good general agreements/contracts / respect of the identity of different partners (*****=8)
- Identify win-win for all partners (****=5)
- Visionary people / harmonic and complementary management team (****=4)
- Research beyond science = new businessmodels (***=3)
- Focus (choices for Flanders) (***=3)
- Write and realise collaborating projects (learning projects) (**=3)
- Financing (**=2)
- Interface with knowledge centers / spread knowledge of universities (**=2)

5.3. Conclusion on 'How should the organizational building blocks 'Platform for sustainable chemistry', 'Alliance Management', 'SCHO⁶K', 'Cluster of pilot plants and application labs' and 'Counter for all sustainability questions' be implemented' (for details, see appendix C)

At the end of the workshop the workshop-conclusions were presented and the most important point of discussion (enable all collaborations bottom-up ↔ realise a strategic research agenda top-down) were discussed. The results of this discussion is taken up in the conclusions below.

The following conclusions can be derived from this afternoon workshop:

- **A platform for collaboration on sustainable chemistry is urgently needed**
Chemical Industry in Flanders is top and should also strengthen and anchor its position as a world leader in the field of sustainable chemistry. The transformation to sustainability is sensed as very urgent for the whole chemicals valuechain in Flanders. Therefore the realization of this future platform should be realized as quickly as possible:
 - o a critical mass of collaborators (i.e. 15) and an IBBT-like organization structure (including its IPR-procedure)
 - o lean and light with motivated and visionary people
 - o visible
- **The preferred name for the platform is 'FISCH'**
The preferential name for the platform is 'FISCH' in stead of 'SUSCHEM_{Flanders}' because FISCH has more activities (counter, infrastructure and SCHO⁶K) than the existing National SUSCHEM platforms. As visibility is considered extremely important, the FISCH-platform should have a recognizable logo and should even strive to realise a EU-brand.
- **One platform for all functions**
Although several functions (the platform itself, the counter, the open infrastructure, the advice center for sustainable development and the alliance management) could be 'stand alone' activities, they should be united into only 1 single platform. The platform should have a 'VZW' structure with 5 (group1) to 15 (group2) personnel. The number of 15 people comes from the sense of urgency of industry to get this platform started. The most likely responsible of this platform is a dedicated FISCH management with essenscia as one of the board members. The platform should have an (international) scientific committee, a steering committee and an audit committee.
- **The platform should be lean and light**
The platform-organization should be made as lean and light as possible (IBBT-like). This can be realized by removing the proposed level 'Alliance management' (this is in principle the Strategic RDI-agenda) and to make the counter function an integrated part of the activity of all platform collaborators. The FISCH organogram could look like the following:

- **Estimation of the platform project-budget**

This budget can be estimated on the basis of economic value of the industry (and the right to an equivalent part of the Flemish industrial O&O-budget) or on the basis of the current industrial RDI-investment for sustainable chemistry.

When the Flemish industry for chemistry and life sciences would relocate 5% of its RDI investments (1,4 Billion €/year) to the Strategic RDI-agenda of FISCH, this would mean 70 Million€/year and the Flemish government would coinvest according to the Lisbon agreement 35 Million€/year. A minimum of 15-20 Million€/year is considered necessary to start up a research program.

This is without the budget needed to support entrepreneurship, organise the open infrastructure 'Pilot plants and application labs'. Companies would typically invest with infrastructure and people and the government with money. This estimation does not consider People (jobs) nor Planet (products and processes that meet societal needs) that are outputs of the FISCH platform activities.

- **Definitions are required:**

There is a need to define more clearly what are 'projects', 'programms', 'SCHO⁶K', 'chemistry', 'sustainable' and 'enabling'.

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APPENDIX : Workshop brainstorm sessions

Appendix A:

Morning plenary session 1: 'Vision, Mission and Strategy'

A first draft for a possible platform vision, mission and the strategy was presented and discussed.

The vision presented to the workshop was:

By 2020, Flanders becomes one of the top European regions in the field of sustainable chemistry.

The mission presented to the workshop was:

SUSCHEMFlanders is a leading integration platform that exists to stimulate and support collaboration on research, development, entrepreneurship, training and education in Sustainable Chemistry. It promotes openness and the sharing of knowledge and resources among industry, universities, knowledge institutions and other stakeholders.

The strategy presented to the workshop was:

- 1. Develop and implement models for open knowledge alliances between industry, academia and knowledge centres in sustainable chemistry***
- 2. Define, develop and support such open knowledge alliances for relevant Flemish breakthrough domains***
- 3. Analyze and optimize synergies between chemical companies, production sites and clusters***
- 4. Facilitate, optimize, compile and support open and shared pilot plants and application labs in industry and knowledge centres***
- 5. Define the R&D&I programs of the government and other authorities***
- 6. Communicate the SUSCHEM principles and emerging sciences to all stakeholders***
- 7. Develop a leading advice centre in the field of criteria and measuring methods for sustainable development of chemical products and processes***
- 8. Develop a leading business model advice centre for enhancing sustainable development of chemical products and processes in Flanders***

The following remarks were noted:

Vision:

- me too, one of many
- the top, one of the top
- top of many things
- today we are already strong
- delete 2020, we have to become ?, emotional connection needed
- definition of sustainable and chemistry (including downstream use = value chain); everybody has its own definition
- on what points Flanders wants to become top
- more emotion
- convert sustainable chemistry in something the public understands (you do it for me)
- group around 'People Planet Profit' like DSM does
- sustainable chemistry is very broad
- suschem as enabler for society needs

Mission:

- 'enabling' is missing
- 'facilitate' is not 'stimulate'
- Missing: based on 'knowledge development' and 'realise new business'
- Too much based on knowledge generation
- Mission too much based on SUSCHEM, not on what we are doing
- Build on the realisations of SUSCHEM
- Very dry
- Catalyst lin Flanders for education and new factories
- Mobilize the energy



- You have already chosen for SUSCHEM*Flanders* as the name of the platform ?

Strategy:

- Missing: consolidation of existing initiatives in Flanders
- Strategies 7 and 8 are fundamental
- Too much focused on knowledge
- Mention more explicit the RDI program that you define yourself
- Relation with the VRWB-clusters
- Focus on enabling
- PR function to the government
- SUSCHEM platform = put Flanders on the map
- Attract projects to Flanders
- Critical mass is absolutely necessary in Europe
- Focus FISCH on breakthroughs
- Change 'define' (gouvernement RDI-programms) into 'advise'
- Large programs often not lead to realizations ; make choices from the long list of possibilities; we do not want to do everything but realise breakthroughs
- Businesscase for the very heterogeneous Flamisch Industry
- RDI program that connects us
- We have to realise sustainable things
- Missing international dimension
- Missing : People, European dimension
- Very offer driven ; what are the demands ? Questions and needs is the driver
- Form of the written strategies: prioritise (ranking order) ; result stronger ; do not start the sentence with a verb but with the topic
- group around 'People Planet Profit' like DSM does
- 1 large project (i.e. nuclear fusion)
- Make choices \leftrightarrow do not make choices
- Too much focus on enabling and not on realization (VIA !)
- New business development is missing
- Increase precompetitive collaboration
- Result driven strategies : what is the wanted result behind every bullet point

Appendix B:

Morning session 2 (2 groups): *'How to realise the 6 knowledge goals (research, development, entrepreneurship, training, education and open)'*

After the brainstorm session every applicant could give one preference sticker (indicated with a '**').

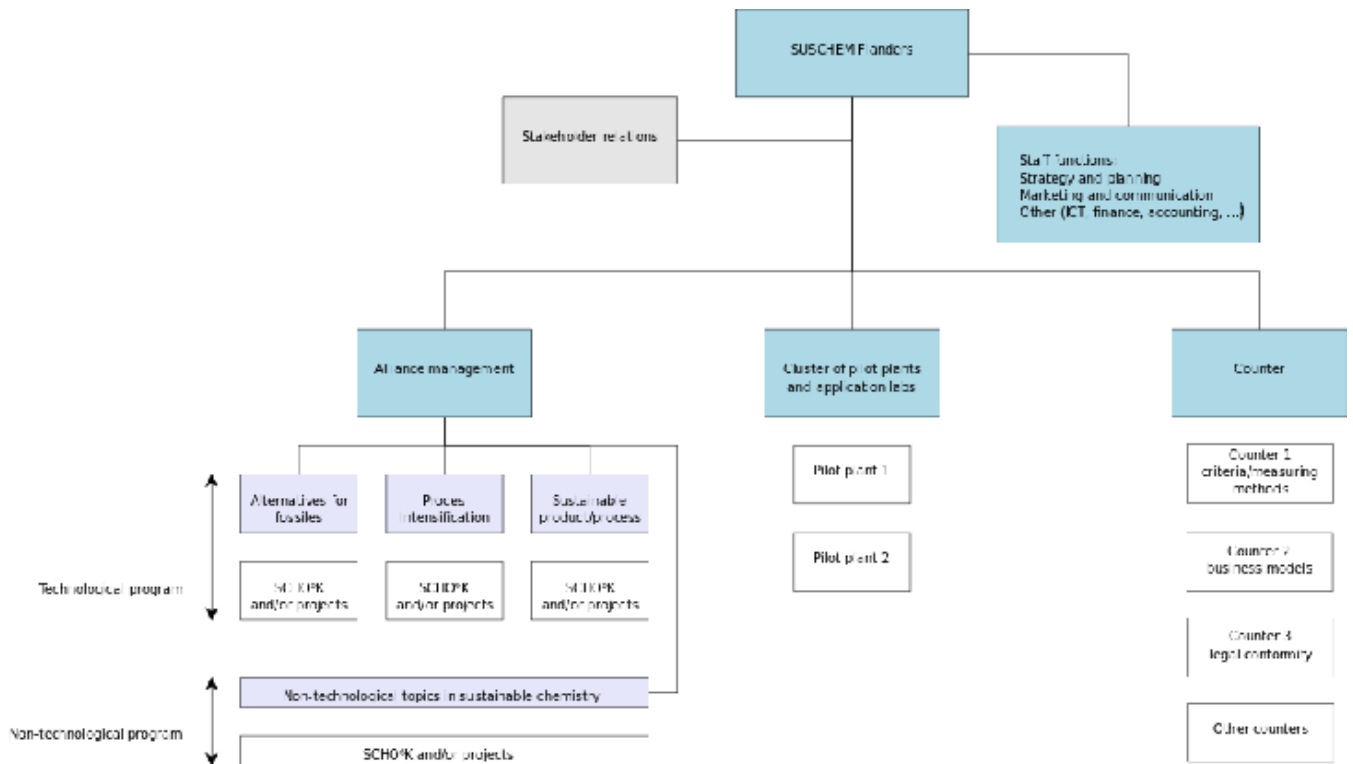


6 knowledge goals

Appendix C:

Afternoon session (2 groups): *'How should the organizational building blocks 'Platform for sustainable Chemistry', 'Sustainability Open Knowledge Alliances (SCHO^oK)', 'Cluster of pilot plants and application labs' and 'Counter for all sustainability questions' be implemented'*

A possible organogram, prepared by the FISCH core team, for the future platform for sustainable chemistry was presented.



Remark: it is better not to put thematic items in an organogram.

The organisational building blocks and the platform itself were discussed with 9 questions (for every function = building blocks):

- Q1: What are the core activities ?
- Q2: What are the critical success factors ?
- Q3: What are the responsibilities / who will be responsible ?
- Q4: What are the resources (financial means) and where do they come from ?
- Q5: How will the organization managed (look like, active or facilitate) ?
- Q6: What is the link with other building blocks ?
- Q7: Ideas on SCHO⁶K creation ?
- Q8 : Idea's for the Strategic Research Agenda ?
- Q9: How can visibility be realised ?

The answers to these questions are sorted below by function and also by topic:



Sorted by function



Sorted by topic