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D3.3–Report of the actions towards SMEs
WP3 – CoE-Industry Interaction



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List of Abbreviations

AI	Artificial intelligence
CAE	Computer Aided Engineering
CASTIEL	Coordination & Support for National Competence Centres on a European Level
CoE	Centres of Excellence for Computing Applications
CSA	Coordination and Support Action
EU	European Union
EuroCC	National Competence Centres in the frame-work of EuroHPC
H2020	Horizon 2020 – The EC Research and Innovation Programme in Europe
HPC	High-Performance Computing
HPDA	High Performance Data Analytics
KER	Key Exploitable Results
NCC	National Competence Centre
R&D	Research and Development
SME	Small and Medium-sized Enterprise
TRL	Technology Readiness Level
WP	Work Package

Executive Summary

This Work Package 3 (WP3) deliverable reports on the actions by FocusCoE to increase the capability of the EU CoEs to perform outreach and to promote their competences and service offerings to SMEs (Small and Medium sized Enterprises) and industry. Following the review and analysis of ongoing the CoE's industrial interactions, and co-operations with SMEs (or SME support programmes) in particular, Task 3.3 took the approach to support the CoEs by providing guidance on how to interact with SMEs most effectively. This was achieved by facilitating the sharing of their individual lessons learned as well as providing information on best practices. This approach is aligned with the recommendations contained in the Month 18 review report from the EU Commission.

During the FocusCoE project, Task 3.3 has been in charge of identifying the current status, plans, difficulties and help needed with SMEs and industry collaboration. For this reason, Task 3.3 has conducted a quantitative online survey as well as a heavily qualitative interview series among the CoEs to find answers to these questions and be able to offer better guidance and help. The Survey "Action Towards SMEs" therefore had two parts: The first was an online questionnaire containing 23 closed-ended as well as some open-ended questions. The second part was conducted via telephone interviews after the successful completion of the online questionnaire to gather more details.

Based on the survey results, online webinars have been organized and conducted to share success stories and lessons learned among the CoEs, focusing on how to most successfully reach out and partner with businesses, especially SMEs. Furthermore, the webinars provided opportunities for relevant European initiatives – FF4EuroHPC, PRACE SHAPE, EuroCC and CASTIEL – to present their activities and experiences to the CoEs and enter into direct discussions and the sharing of relevant information. Altogether, more than 42 participants and guest speakers from the CoEs, various HPC centres and research organizations, and the aforementioned European initiatives attended these webinars. These webinars provided insight into various perspectives and lessons learned on industry collaboration in HPC. The guest speakers of the webinars shared advice and feedback on how to deal with HPC uptake by SMEs, the types of training needed for industry, but also described battle-tested strategies and best practices from previous projects. This was especially helpful for the newer as well as the more academically focused CoEs, since they do not have a lot of experience with customer acquisition, yet.

After preparing and organizing the webinars, the main outcomes and materials of the surveys and webinars have been gathered and summarized in the report "Lessons learned in approaching and working with SMEs and industrial organizations", which has been distributed to the CoEs. As a next step, in collaboration with the WP4 of CASTIEL, which works on the topic of "Interaction with industry and SMEs" for the new National Competence Centres (NCCs) established in the project EuroCC, the material (incl. slides and recordings) that was created from the Task 3.3 webinars was also shared with all of the National Competence Centres (NCCs) in HPC from the EuroCC project in July 2021 to provide further value and enhance the potential of collaborations between the CoEs and SMEs linked to the individual NCCs.

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1 Introduction

FocusCoE contributes to the success of the European high-performance computing (HPC) ecosystem by supporting the Centres of Excellence (CoE) in HPC to fulfil their role more effectively, which is to ensure that extreme scale applications result in tangible benefits for addressing scientific, industrial, or societal challenges. As a Coordination and Support Action (CSA), FocusCoE provides support services for the CoEs in relation to both industrial outreach and promotion of their services and competences by acting as a focal point for users to discover those services. In October 2020, there were fourteen CoEs officially starting or developing their activities (ten initial CoEs which started in 2018 and four new CoEs which started in 2020).

Task 3.3 of FocusCoE has the goal of helping CoEs with their outreach activities towards industry, especially regarding SMEs. Given that different CoEs are currently at different stages of maturity, so are their aforementioned activities. Task 3.3. took the approach to support the CoEs by providing guidance on how to interact with SMEs most effectively. Thus, a logical first step was to examine the activities and channels that are already in place within each CoE, such as associate partnerships, business development and dissemination, and assess their efficacy in SME outreach. Within the scope of Task 3.3, a survey has been disseminated in May 2020 to the individuals in the ten CoEs ongoing at that time that are most involved in industry outreach and business development, to find out the status, plans, problems, and difficulties with industry collaboration. Then, two online webinars have been organized and conducted on 27th of November and 4th of December 2020 respectively. The main objective of these webinars was to share success stories and lessons learned among the CoEs and to share how to most successfully reach out and partner with businesses, especially SMEs. Altogether, more than 42 participants and guest speakers from various HPC centres and research organizations attended these webinars.

The following sections gives an overview of the May-October 2020 survey results as well as the summarized contents and findings of the two webinars organized for the 14 CoEs in November-December 2020. It also reports on collaborations relevant in this context between FocusCoE and other European projects like EuroCC and CASTIEL, that have been established during 2021 and led to the distribution of survey and webinar materials as well as the report in July 2021 among the NCCs¹ to better be able to connect their respective SMEs with the right CoEs. The detailed results of the survey and webinar sessions have been provided in the report “Lessons learned in approaching and working with SMEs and industrial organizations”. The report has already been shared with the CoEs, and based on the feedback and further input obtained, the updated report will be made available to them during the remaining duration of Task 3.3.

2 FocusCoE Survey Conducted Among CoEs

This section summarizes the information and outcomes of the survey series: “Actions Towards industry and SMEs” in the framework of the FocusCoE WP3 Task 3.3 activities.

¹ National Competence Centres (NCCs) were formed within the EU project EuroCC and serve as national HPC contact points to facilitate access to HPC systems for industry and academia within the respective country and across Europe, and are specialised in HPC, HPDA and AI.

2.1 Methodology of the Survey

The survey was conducted during May-October 2020, and was divided into two parts: the first round was done during May-July 2020 in a quantitative manner with online questionnaire to evaluate how much experience the CoEs each had with contacting, interacting and working together with SMEs as well as industry in general. For the CoEs who were already more experienced with customer acquisition (already in their second phase), it also contained some questions about the types of channels they used and how effective they each were. The second round was done during July-October 2020 in a qualitative manner with phone calls with the CoEs to gather more in-detail feedback on their lessons learned, but also for the less-experienced CoEs to let us know what their challenges are and what type of help and/or input they might need from FocusCoE as well as the more experienced CoEs.

2.2 Results of the Quantitative Survey

The questionnaire results have shown that seven out of the ten CoEs were already working together with at least one SME, and nine have already worked with a large enterprise. Only three of the CoEs had a defined customer acquisition process, and only one of them was using a CRM tool, which shows that there are still a lot of processes (e.g. the customer acquisition process) that can be optimised and possibly shared between the CoEs. Nine of the ten CoEs do also already offer services to businesses, but the vast majority of those are not monetized yet. The majority of users are from academia, only 11% of users are from large enterprises and 7% from SMEs. The most effective channel to reach out to potential new customers was direct (cold) contact, which usually is one of the hardest channels to get right in marketing, in this case mostly attributed to the highly targeted nature of these contacts through LinkedIn for example, but closely followed by events and “other channels”, which mostly include warm or already established contacts from personal networks.

The detailed results of the questionnaire are provided in the report “Lessons learned in approaching and working with SMEs and industrial organizations”, and some details are also presented in Annex A).

2.3 Results of the Qualitative Survey

The main goal of the qualitative survey was to gather further information on outreach practices used by the CoEs. The survey showed, that most of the CoEs reach companies via seminars, scoping workshops (with one-to-one discussion panels), webinars, or through personal contacts. Workshops and seminars also usually work best when they are held together or in some form of cooperation with one or more industry partners. Businesses are usually quite interested to learn about best practices and lessons learned from other businesses that also have a very practical and pragmatic view on things. A very effective and often used way that has a multiplier effect is the use of industry alliances and organisations like the Pistoia Alliance, NAFEMS or more regional commerce chambers for example. Those often have a good network and can reach lots of interested businesses without having to contact them individually.

During the interview series, the CoEs have also been asked whether they knew about or participated in various opportunities such as FF4EuroHPC, PRACE's SHAPE programs or relevant Digital Innovation Hubs as well as other EU projects such as the EuroCC and CASTIEL Projects, which could be beneficial to work with for the CoEs. The results showed that the majority of the CoEs were not aware or more precisely were not actively working with EU initiatives such as FF4EuroHPC and PRACE's SHAPE, but the CoEs already in their second tenure had a higher level of awareness regarding the existing programs and opportunities compared to the newer CoEs.

Overall, the general outcome from the qualitative survey was that most CoEs could greatly benefit from hearing about what other CoEs and HPC related entities are doing and have already learned about in terms of SME and industry outreach. The detailed results on which channels and best practices the CoEs currently use to reach out to industry, especially to SMEs are gathered in the report "Lessons learned in approaching and working with SMEs and industrial organizations" being a living document with continuous updates and new versions released, and are also presented in Annex B).

3 FocusCoE Webinars On 'Interaction with Industry and SMEs'

This section summarizes the information and outcomes of the Webinar series: "Interaction with Industry and SMEs" in the framework of the FocusCoE WP3 Task 3.3 activities.

3.1 Methodology and Objectives

The objective of Task 3.3 is to take actions to achieve a wide spread of the messages distributed to guide CoEs on how to better reach out to potentially interested SMEs. To achieve this objective, the webinar series was set up to support the informational exchange between the CoEs, external experts and EU projects via program representatives from projects like FF4EuroHPC, PRACE's SHAPE, EuroCC, and CASTIEL.

Based on the survey results received from the CoEs, it was clear that a lot of CoEs were very strong on the technical side, but were in need for guidance and mentorship when it comes to connecting, collaborating and especially reaching out to new industry partners they could offer their services to. This is why it was important to bring the already more experienced CoEs together with the newer ones and those that haven't had too much experiences in customer acquisition, so that they could benefit from not making the same mistakes and being more efficient in setting up their own customer acquisition process to become self-sustaining as soon as possible. Besides, interview series with the CoEs also revealed a need of interaction and sharing of information about various opportunities such as FF4EuroHPC, PRACE and the other EU projects which could be beneficial for the CoEs. Thus, the webinar series also presented FF4EuroHPC, PRACE's SHAPE, EuroCC and CASTIEL to the CoEs to fill this gap and create the live opportunity for sharing and discussing relevant information.

The relevant topics and speakers for the two webinars on "Interaction with Industry and SMEs" were carefully selected to best reflect those goals. The purpose of the webinars was also to present the results of the surveys and ultimately to create the opportunity for CoEs to interact with each other and share their lessons learned as well as some best practices around these topics. The webinar invitation was sent to representatives of already existing as well as

the newly formed CoEs ²: BioExcel, ChEESSE, CoEC, CompBioMed, EoCoE, ESiWACE, E-CAM, EXCELLERAT, HiDALGO, MaX, NOMAD, PerMedCoE, POP, TREX.

Both webinars were conducted online on November 27th and December 4th, 2020, with more than 42 participants from the CoEs as well as some guest speakers from various HPC centres and research organizations. Altogether, 13 presentations were given and discussed among the participants. The detailed agenda and speakers list are presented in Figure 3-1.

Part 1		Experience-sharing from Existing Projects
09:30-09:40	Introduction and Agenda Review	Presenter:
09:40-10:00	Fortissimo Projects – Lessons Learned	Presenter: Martina Murovec, ARCTUR
10:00-10:30	PRACE-SHAPE Project – Lessons Learned	Presenter: Wahid Rofagha, PRACE
10:30-10:40	Coffee Brake	
Part 2		Guest Speakers from various HPC Centers
10:40-11:00	EPCC interactions with industry	Presenter: Mark PARSONS, EPCC
11:00-11:20	The pilgrim SME way to HPC	Presenter: Claudio Arladini, CINECA
11:20-11:40	CESG's approach and collaboration with Industry and SME	Presenter: Andrés Gómez, CESGA
11:40-12:00	Cooperation with SMEs for public funded R&D projects	Presenter: Klaus Wolf, Fraunhofer SCAI
12:00-12:20	IngridCloud: way from science to business	Presenter: Johan Hoffman, KTH

² RAISE exists since January 2021 and has not been presented during webinars

Part 3		Guest Speakers from various HPC Centers
09:30-09:40	Introduction and Agenda Review	Presenter:
09:40-10:00	Working with the SME MaterialsX on the design of new energy materials	Presenter: Alison B Walker, University of Bath
10:00-10:20	Use of R&D results and impact	Presenters: Massimo Celino, ENEA & Andrea Di Anselmo, META Group
10:20-10:40	HLRS & SICOS cooperation with Industry	Presenter: Andreas Wierse, SICOS
10:40-11:00	How to approach and collaborate with SMEs	Presenter: Tomi Iljajaš, ARCTUR
11:00-11:10	Coffee Brake	
Part 4		Discussion
11:10-11:30	How CoEs can create synergies?	Moderator: Guy Lonsdale, SCAPOS
11:30-12:00	CoEs and EuroHPC ecosystem (EuroCC/CASTIEL/FF4EuroHPC) for the benefit of SMEs?	Moderator: Bastian Koller, HLRS

Figure 3-1WEBINAR AGENDA

3.2 Main Outcomes of the Webinars

This section provides short summaries of the various presentations relevant to those topics. More detailed information, presentation slides as well as webinar recordings were provided to the CoEs. All of the results have also been distilled into the report “Lessons learned in approaching and working with SMEs and industrial organizations”. Based on the feedback and further input obtained, we plan to make an update of the report available to the CoEs during the remaining duration of Task 3.3.

3.2.1 Challenges for SMEs and HPC Providers

Due to the necessity to accomplish various tasks with greater efficiency, the role of HPC is increasing, but HPC providers as well as SMEs still face challenges that need to be addressed. The presenters during those webinars on “Interaction with Industry and SMEs” tried to increase awareness regarding those challenges.

In the Presentation entitled “Fortissimo Project- Lessons Learned”, Martina Murovec (ARCTUR, Executive Manager) based on her past experiences with the Fortissimo project (whose main goal was to provide SMEs with easy and cost-effective access to advanced simulation services through a Cloud infrastructure consisting of HPC resources, software applications, expertise and tools) has highlighted the major learnings for HPC providers as well as the common challenges for SMEs. Furthermore, in the presentation entitled “Cooperation with SMEs for Public Founded R&D Projects”, Klaus Wolf (Fraunhofer

Institute SCAI, Head of Business Area Multiphysics) also presented various factors that, based on his experience, are important for industrial HPC-related user environments.

As speakers mentioned during their presentations, the main challenges for HPC providers in this area are finding the right approach to target SMEs as well as to explain the role of HPC to them. Besides that, finding the appropriate content and advice for SMEs and encouraging them to continue using HPC resources are among the bigger challenges that HPC providers are facing. On the other hand, SMEs still have limited access to HPC resources and knowledge on how to use advanced technologies. Many SMEs need support from experts to setup their Computer Aided Engineering (CAE) workflows.

3.2.2 Recommended Approaches to Interact with SMEs

The presenters also provided feedback and lessons learned on interaction with SMEs and shared several useful statements. Claudio Arlandini (CINECA, Project Manager HPC for industry) via his presentation entitled “The SME journey”, recommended various approaches to interact and collaborate with SMEs. In the presentation entitled “How to approach and collaborate with SMEs”, Tomi Ilias (ARCTUR, Chief Executive Officer) also reported on the uptake of HPC by SMEs and some actions that could support that. Andreas Wierse’s (SICOS, Managing Director) via his presentation entitled “HLRS&SICOS Cooperation with Industry”, highlighted several key success factors have been identified with regard to industry interaction. Based on CESGA’s past industrial projects, Andres Gomez (CESGA, Applications and Projects manager) in the presentation entitled “CESGA’s Approach and Collaboration with Industry and SMEs” offered valuable lessons learned for the future. Wahid Rofagha (PRACE, Industry Liaison Officer) in his presentation entitled “PRACE-SHAPE Project- Lessons Learned” stressed that the DNA of HPC is science and that it is therefore worthwhile to assess the cultural differences between industry and science.

As speakers mentioned during their presentations, barriers to access HPC resources should be lowered through various funding and training opportunities to bring new skills into SMEs. It is also important to develop a high-level trust between the SME and the HPC provider as well as to provide long-term perspectives (e.g. discussing problems, proposing solutions, selecting the right software, hardware, business models, etc.).

3.2.3 Strengthening HPC Competences

The webinars also showed the participants some key concepts like exploitation roadmaps or the concept of KER (Key Exploitable Result), which focuses on the use of those results and market impact, which are very important to SMEs and industry partners in general. Andrea di Anselmo (META Group, Vice President) during his presentation entitled “Use of R&D Results and Impact” introduced the concept of a Key Exploitable Result (KER), which focuses on the use and market impact and that one should differentiate between their dissemination and exploitation (see Figure 3-2).

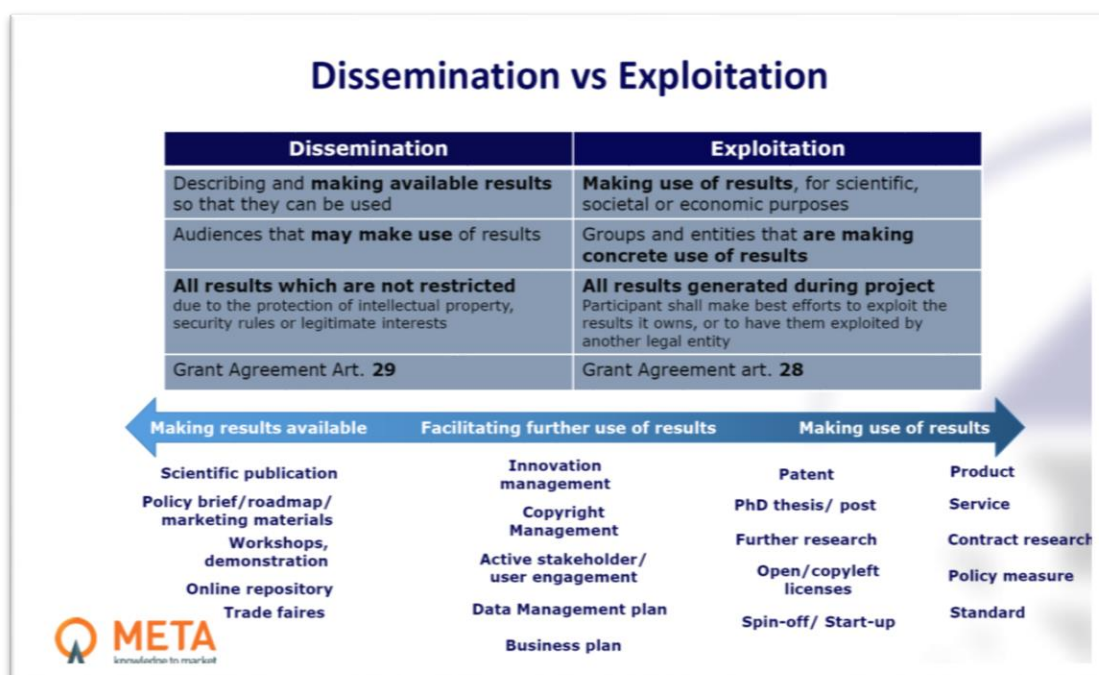


Figure 3-2 DISSEMINATION VS EXPLOITATION

On top of that, the importance of trainings was discussed, which are also key to having SMEs and larger enterprises to make better use of the available technological services. Guy Lonsdale (SCAPOS, CEO) while presenting FocusCoE as a concerted action for the European HPC CoEs, also provided information about the upcoming events that offer industrial outreach opportunities for the CoEs in his presentation entitled “How CoEs can create synergy?”.

The EuroCC and CASTIEL projects as well as FF4EuroHPC were also both shown and explained to the participants by Andreas Willfahrt on behalf of Bastian Koller (HLRS, Managing Director) via the presentation entitled “CoEs and EuroHPC Ecosystem”, to show their synergistic effects and the type of success stories they could lead to, especially in terms of industry collaboration.

3.3 Collaboration with other Programs and Projects

For fulfilling the aim to multiply the impact and outreach, Task 3.3 has coordinated activities with various projects and programs to identify and prepare materials which act as a baseline for the interaction with the already established, or newly funded activities.

After completing the webinars, where Fortissimo, FF4EuroHPC, PRACE SHAPE, EuroCC and CASTIEL were presenting their projects in detail to the CoEs to enable and encourage collaborations, Task 3.3 has summarized the webinars’ results together with the ones from the preceding survey into the report “Lessons learned in approaching and working with SMEs and industrial organizations”. On top of that, Task 3.3 has also interacted with the EuroCC project through the CASTIEL-WP4 in 2021, in order to further distribute this content, so other related projects in the ecosystem can benefit from it as well. The main outcomes for reaching out to SMEs were shared with the NCCs through the collaboration platform BSCW with the intention in mind to also connect the local SMEs of each NCC with the respective

CoEs where possible, since this is a very effective, and therefore highly beneficial way to attract and connect with new users.

Task 3.3. has also collaborated with the SiMSEO project to gather some practical public elements (questionnaires, snapshots of the platform) as well as a network map of the contacts used in SiMSEO for the interactions with SMEs.

The collaboration with existing and newly funded activities will be continued and optimised during the remainder of Task 3.3. Based on the feedback and further input obtained, the report “Lessons learned in approaching and working with SMEs and industrial organizations” will also be updated with some more practical customer acquisition best practices and then redistributed to the CoEs.

4 Conclusion

The FocusCoE survey results obtained in 2020 by Task 3.3 showed that the information and experience regarding industry collaboration is quite unevenly distributed and that the CoEs could greatly benefit from sharing experiences and lessons learned, especially the newer ones. This is also why “Lessons learned in approaching and working with SMEs and industrial organizations” is still being extended with further information on customer acquisition processes, methods, best practices and tools.

The webinars, which were held at the end of 2020, together with the report that was shared with the CoEs especially showed various perspectives and lessons learned on industry collaboration in HPC. The participants brought up many interesting first-hand experiences on how to deal with HPC uptake in SMEs, training for industry, real application cases and best practices from previous projects. Despite many commonalities, in particular with respect to recommended actions and approaches, it also appears that the level of cooperation with SMEs and industry in general is heterogeneous depending on the concerned CoE, local in nature, time-consuming as well as consultation-intensive. Thus, the most effective course of action is indeed to teach the CoEs about lessons learned and best interaction approaches for SMEs, so they can adapt those best practices to their own needs and get more companies in their field to use HPC related technologies.

FocusCoE-WP3 also cooperates with the EuroCC and CASTIEL projects to extend the CoEs’ possibilities to connect to the industry and SMEs via the national competence centres (NCCs). The NCCs, among other things, act as a central point of contact for actors from the industry. Thus, the results and materials from the Task 3.3 have also been shared with the NCCs and CASTIEL in July 2021 to start connecting local SMEs linked to the NCCs with the respective CoEs, in order to attract and connect with new users for the CoEs.

HPC3 and FocusCoE WP2 also initiated a series of thematic workshops with the NCCs, in which specific competences of the CoEs are presented to interested NCCs followed by discussion targeting matchmaking for further collaborations. This also serves to help the NCCs to connect their linked industrial companies and SMEs to the right partners in the CoEs.

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6 Annex

A. Results of the Quantitative Survey

The first part of the survey was conducted in May 2020 among the ten existing CoEs to gather information about current status, plans, problems and difficulties with SMEs collaboration. The main results of the survey can be summarized as follows:

- Seven out of ten CoEs already work together with SMEs and nine out of ten CoEs already work together with large enterprises (see Annex C, Figure C-6-1).
- Two out of ten CoEs have dedicated personnel for outreach specifically to SMEs (see Annex C, Figure C-6-2). This rather low number somehow blurs the real picture, because some CoEs have dedicated personnel for outreach to all sizes of enterprises, including SMEs.
- Three out of ten CoEs have already defined a customer acquisition process, but only one out of ten uses CRM tools (see Annex C, Figure C-6-3 and Figure C-6-4). Given the relatively small market size, these low numbers are not surprising.
- Nine out of ten CoEs are already offering services or products to enterprises (see Annex C, Figure C-6-4). However, for the most part, these services or products do not generate revenue.
- Six out of ten CoEs reached out to up to 50 potential customers, one CoE even reached out to more than 500 potential customers (see Annex C, Figure C-6-5). Usually, less than 10% become actual users or customers.
- Of the actual users, about 73% are academics, 11% are large enterprises, 9% are governmental institutions and only 7% are SMEs (see Annex C, Figure C-6-6 and Figure C-6-7). However, the user structure among the CoEs is highly heterogeneous.
- Newsletters, dedicated websites and events are the three most popular marketing channels.
- Regarding reaching out to SMEs, direct contacts have been evaluated to be the most effective channel (see Figure C-6-8).
- The three topics most frequently cited as being important for targeting SMEs and large enterprises are HPC know-how, data security and trust (see Figure C-6-9).

B. Results of the Qualitative Survey

During the individual interviews with each CoE, CoE representatives shared their experience in outreach action and activities that can be summarized as follows:

- Most of the CoEs connect to companies via seminars, scoping workshops (with one-to-one discussion panels), webinars, or through personal contacts.
- Some CoEs have been organizing workshops along with at least one industrial co-organizer (knowing the industrial landscape).
- Some CoEs are using member/industry organizations, NGOs, private-public partnerships as channels to contact industries. For example:
 - Pistoia Alliance (<https://www.pistoiaalliance.org/>);
 - Innovative Medicines Initiative (<https://www.imi.europa.eu/>);

- European Pharmaceutical Federation (<https://www.efpia.eu/>);
- Innovation Hubs;
- United Nations (<https://www.un.org/>);
- European Energy Research Alliance (www.eera-set.eu/);
- International Association for Engineering Simulation (<https://www.nafems.org/>);
- Some CoEs have been developing a list of interesting companies they plan to approach (categorizing them according to their products and services).
- Some CoEs have been using other external companies/partners to define products and services as well as strategies for outreach to companies. E.g. Meta Group (<http://www.meta-group.com/>).
- One CoEs has been using the ReachOut platform (<https://www.reachout-project.eu/>).
- Some CoEs have been building a collaboration with software vendors, benefiting from their networks.

C. Statistical Data of the Survey Results

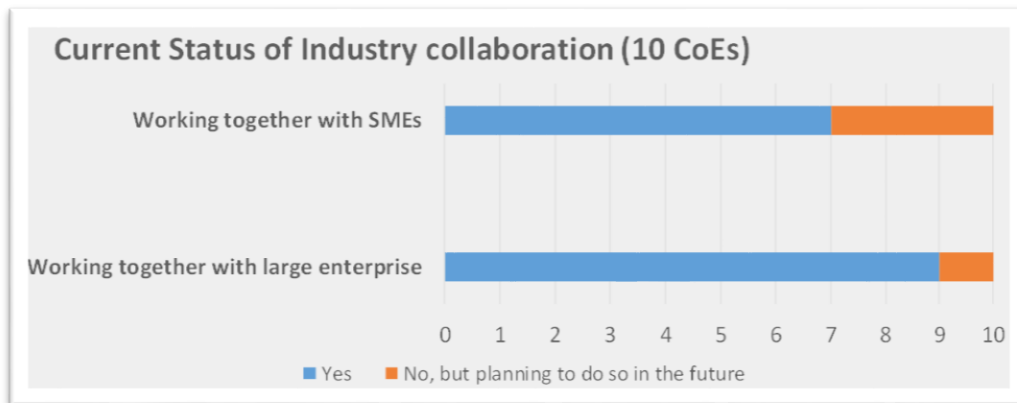


Figure C-6-1 STATUS OF INDUSTRY COLLABORATION

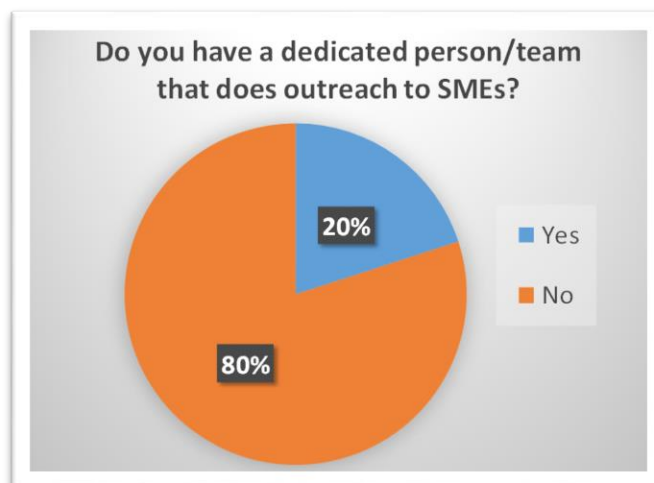


Figure C-6-2 COES ORGANIZATIONAL STRUCTURE FOR OUTREACHING SMES

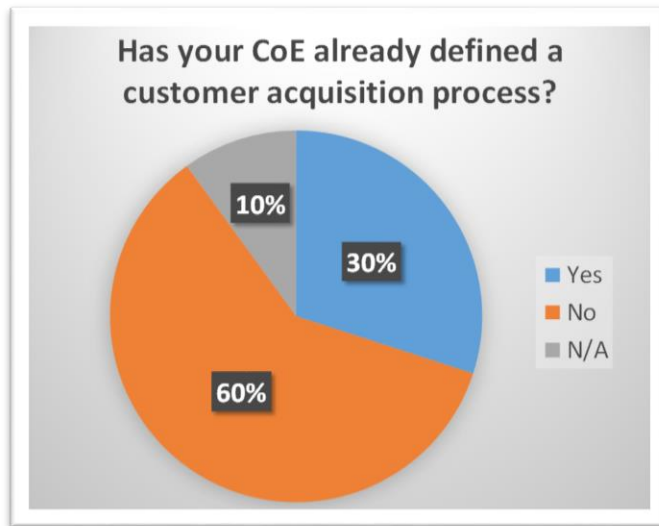


Figure C-6-3 CUSTOMER ACQUISITION PROCESS WITHIN COES

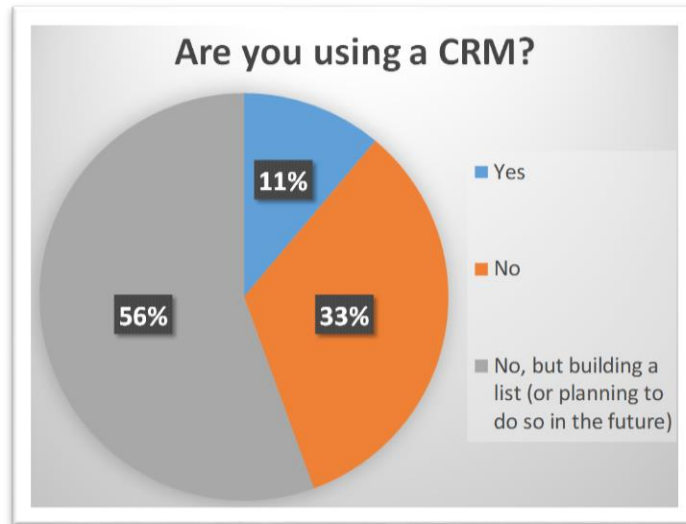


Figure C-6-4 CRM AMONG COES

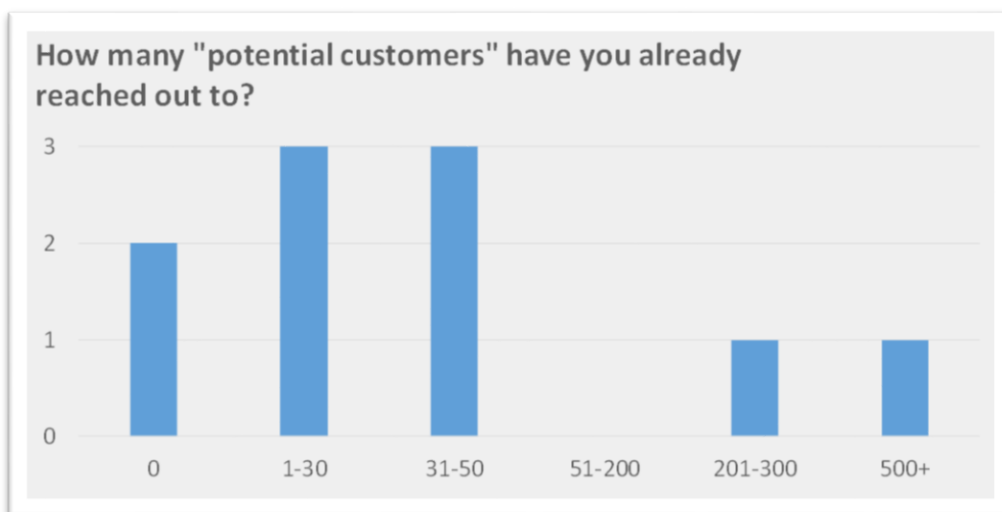


Figure C-6-5 NUMBER OF POTENTIAL CUSTOMERS REACHED OUT BY COES

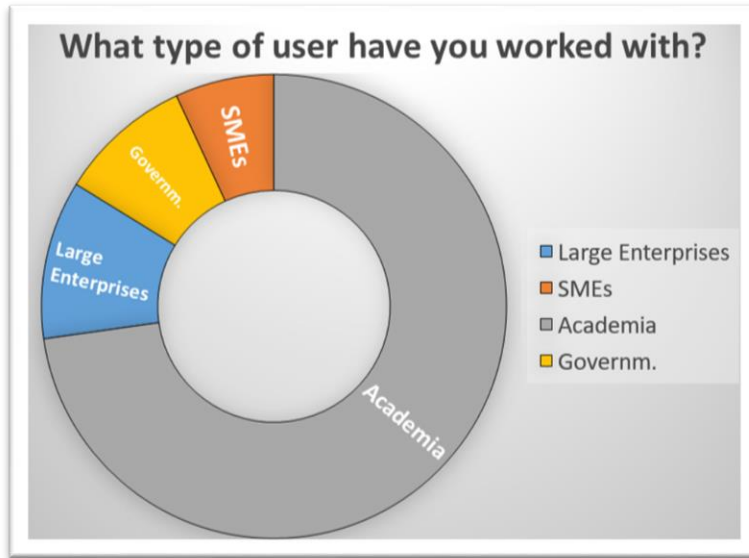


Figure C-6-6 TYPE OF USERS COES WORKED WITH

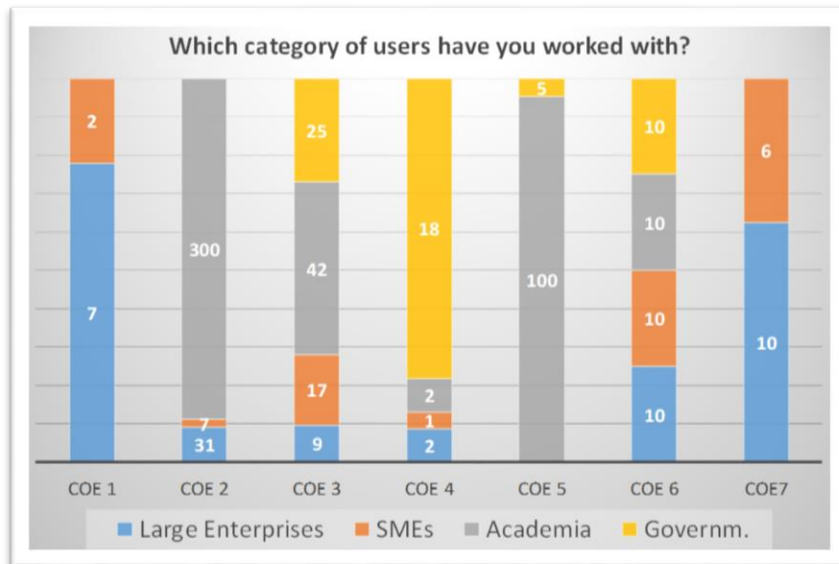


Figure C-6-7 USER CATEGORIES COES WORKED WITH

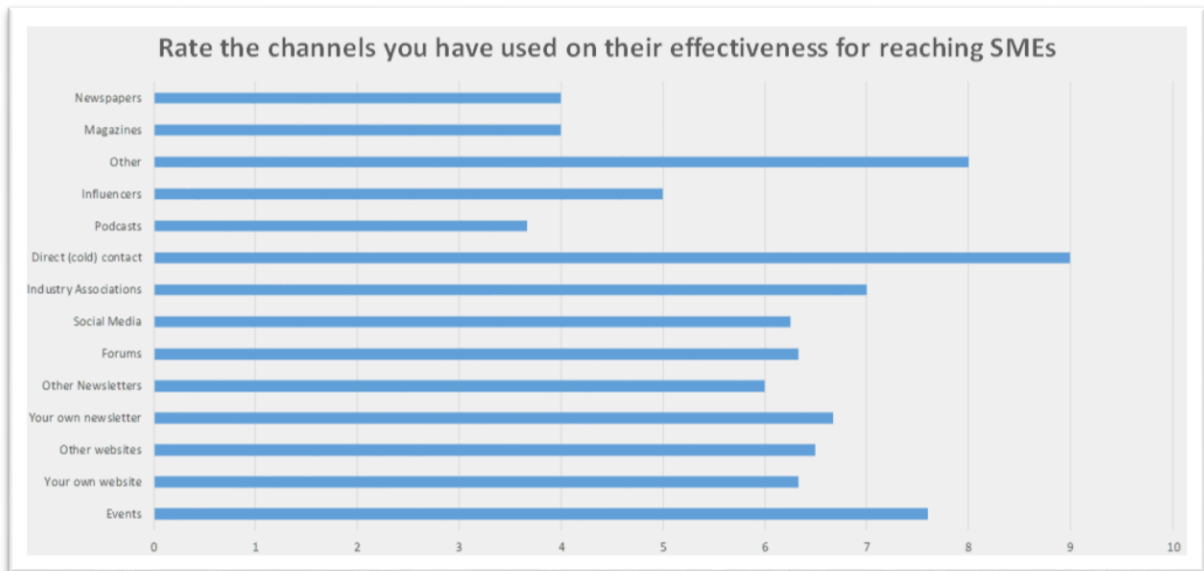


Figure C-6-8 EFFECTIVE CHANNELS FOR REACHING SMES

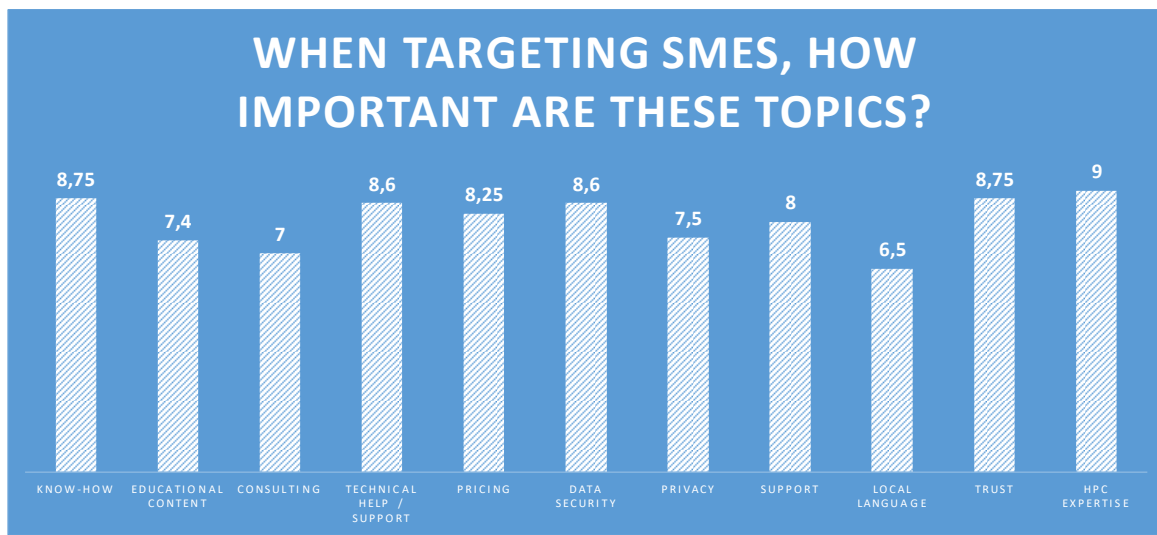


Figure C-6-9 IMPORTANT TOPICS FOR SMES