



EPN 2024 RI

EUROPLANET 2024 Research Infrastructure

H2020-INFRAIA-2019-1

Europlanet 2024 RI has received funding from the European Union's Horizon 2020 Research and Innovation Programme under

Grant agreement no: 871149

Deliverable D11.5

Deliverable Title: WP11 NA1 Industry Sustainability Plan

Due date of deliverable: 29/02/2024

Actual submission date: 19/07/2024

Nature:1 R

Dissemination level2 PU

Work package: WP11

Lead beneficiary: UNIKENT

Contributing beneficiaries: BSSL, ACRI-ST, DFET

Document status: Final

Start date of project: 01 February 2020. Duration: 54 months

Project Co-ordinator: Prof Nigel Mason, University of Kent

1. **Nature:** R = Report, P = Prototype, D = Demonstrator, O = Other

2. **Dissemination level:**

PU

Public

PP

Restricted to other programme participants (including the Commission Service)

RE

Restricted to a group specified by the consortium (including the Commission Services)

CO

Confidential, only for members of the consortium (excluding the Commission Services)

Executive Summary / Abstract:

Europlanet is a Research Infrastructure (RI) that offers access to facilities and services to support the planetary community in Europe and around the world. Developed through a series of projects funded by the European Commission (EC), Europlanet was established in 2023 as an independent legal structure (an Association International Sans But Lucratif (AISBL) not-for-profit enterprise) based in Brussels, Belgium.

This Industry Sustainability Roadmap document reviews recent industry initiatives organised through Europlanet and provides recommendations for core activities to be carried out through Europlanet AISBL, within the framework and resources of the newly established not-for-profit enterprise.

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1. Introduction

1.1. Overview of Europlanet

Europlanet links research institutions and companies active in planetary research in Europe and around the world. Planetary science covers the study of objects in our Solar System and those orbiting other stars, and is an interdisciplinary field that encompasses astronomy and geophysics, robotic and human exploration of other planets, as well as the search for extra-terrestrial life.

Europlanet dates back to a Coordination Action funded by the European Commission (EC) in 2005-2008. Through a series of further EC grants awarded between 2009 and 2024, Europlanet has subsequently developed into a distributed research infrastructure that offers coordinated access to services and facilities spread over 5 continents, supporting a community of thousands of users in academia and industry.

Europlanet was initially conceived to overcome fragmentation within the European planetary science community – an issue highlighted by NASA’s Cassini mission to Saturn, which had significant European academic and industrial involvement in nearly all 16 instruments, and the ESA-led Huygens probe, which explored the atmosphere and surface of Titan. The subsequent success of Venus Express, Mars Express ExoMars TGO and Rosetta heralded ESA and Europe’s emergence as a mature space actor with the ability to conduct successful planetary missions. In establishing a well-networked community that has access to state-of-the-art infrastructure – regardless of where individuals are based – Europlanet has helped to ensure that Europe is well placed to extend that leading role through

ambitious upcoming missions such as ExoMars Rosalind Franklin, JUICE, Comet Interceptor and EnVision.

Today, Europlanet provides Europe's planetary science community with a platform to:

- Exchange ideas and personnel.
- Share research tools, data and facilities.
- Define key science goals for the future.
- Engage stakeholders, policy makers and European Citizens with planetary science.

The 'Europlanet family' currently includes:

- The [Europlanet Association](#), a not-for-profit Association Internationale Sans But Lucratif (AISBL) established under Belgian law in 2023 to give an overarching, independent legal structure for Europlanet's activities.
- The [Europlanet Society](#), an organisation for the advancement of planetary science that is open to individual and organisational members and is structured around 10 Regional Hubs.
- The [Europlanet Science Congress \(EPSC\)](#), an annual meeting of over 1000 participants from the academic and industrial sectors in planetary science around the world.
- The [Europlanet Early Career \(EPEC\) network](#) that supports young planetary scientists from undergraduate level to up to seven years into an independent career in academia or industry.
- The [Europlanet Research Infrastructure \(RI\)](#), which provides access to virtual services, state-of-the-art laboratories and field sites across four continents. Between February 2020 and July 2024, the RI has been supported through a €10 million grant from the European Union's Horizon 2020 research and innovation programme under grant agreement No 871149.

1.2. Overview of Europlanet Industry Activities

The success of planetary science research is integrated with the development of instrumentation and the design, construction, implementation and legacy of space missions, as well as in the mission data processing and managing which is becoming now more relevant in the era of Big Data. Europe has a large and growing space sector that is of high importance to the planetary science community. The impact of the science carried out by the planetary science community can be greatly increased by giving industry early access to mission and experimental/ observational data and model results, and providing a forum for the general flow of ideas and challenges under discussion.

Collaborations between industry and academia are also becoming increasingly important to policymakers and grant-giving organisations. This is particularly evident in the European Commission's ambitious and demanding requirements for demonstrating the impact of Horizon Europe projects on European science, the economy and wider society.

Since its foundation, Europlanet has recognised the importance of engagement with industry and has sought to find effective ways of bringing together industry and academia. All EPSCs, dating back to the first meeting in 2006, have included sessions and splinter

meetings related to missions, instrumentation and techniques that have involved industrial participants. All three Europlanet Research Infrastructure projects (2009-2012, 2015-2018 and 2020-2024) have included specific tasks related to engagement with industry, with the objectives of organising technology foresight workshops, engaging with space industry trade associations, developing contacts and networks within industry, identifying industry events where Europlanet should have a presence, and convening industry and policy sessions at the European Planetary Science Congress (EPSC).

During the current RI, the project has funded an Industry Team, comprising representatives of two SMEs, which has worked with the Industry Working Group (WG) of the Europlanet Society to organise events exploring industry-academia collaboration at three Europlanet Science Congress (EPSC) meetings. In 2020 and 2021, these were held virtually due to the Coronavirus pandemic. In 2022, this was done in a hybrid format with an in-person session in Granada, Spain. The events attracted the participation of industry representatives, policymakers and trade organisations (such as Airbus Defence and Space, Thales Alenia Space, ESA and the European Commission). In 2023, the Europlanet Research Infrastructure Meeting (ERIM) served as the platform for these key stakeholders to meet and discuss the future of industry-academia collaboration and how Europlanet can enable this moving forward.

Apart from hosting these events, the Industry Team has also participated in two high-level Dinner Debates held across Europe, including one at the European Parliament attended by MEPs and the ESA Director General Josef Aschbacher. In November 2023, the Industry WG also attended the Space Tech Expo Europe 2023 conference in Bremen, Germany to advertise Europlanet Society as a place to collaborate with academia and identify the needs of industry which could be addressed. There were 81 visits to the exhibition booth with around 20 of them expected to be joining the society.

A European Space Industry Database has been developed which includes over 1,000 European space companies and organisations. Work is being done to increase this number and publish a final version of the database before the end of the RI.

In 2021, a survey of interest was conducted to identify interests and perceived challenges from academia in working with industry. The results of this survey outlined a positive interest of academics in working with industry to maximise research impact, professional development. The key reasons for lacking experience working with industry were:

- the occasion never came up
- concerns regarding IPR
- a limited awareness of industry capabilities in research

Engagement opportunities have been identified because of these activities, including a strong desire from Europe-wide industry and trade bodies to engage with academia. This has been proved by regular industry attendance at Europlanet meetings, their expressed interest in hosting internships. There has been good interest from early career researchers (especially from the Europlanet Early Career Network) to work with industry. The joint activities with the Policy Team have been successful and efficient in bringing policymakers,

industry and academia into a single room for discussions. There have also been some successful collaborations, such as the H2020 EXPLORE project.

Aside from the successes described above, some issues have had an impact on the effectiveness of the overall objectives. The challenges of the Coronavirus pandemic and remote participation made networking challenging. As an example, the Industry Team attempted the organisation of a joint session with the Higgs Centre for Innovation Edinburgh in summer 2021 to learn from academic/industry collaborations in the context of Earth observation which unfortunately did not materialise due to the constraints brought upon by the Coronavirus pandemic. However, hybrid meetings helped create exposure, visibility, and the opportunity to attract high-profile speakers. Challenges with the operations of the hub structure meant that the reach and efficiency of industry activities was constrained, but over the period of the RI, the industry Team observed increased awareness within the Europlanet community of the need to consider collaborations with industry. The community should be persistently encouraged to continue their interactions with industry in order to execute more successful events and activities. Space is often seen as hardware only, while opportunities in other areas (e.g., software) exist. Emphasis was thus given to highlight the positive impact of such relations (funding opportunities, increase of project impact, and opportunities for early career researchers).

1.3. Sustainable structures

Following the end of the EU-funded Europlanet 2024 RI project in July 2024, no direct funding is currently foreseen to support an industry team. Nonetheless, the Europlanet community has a number of voluntary structures that are capable of carrying out some level of industry engagement activities. These include:

- **The Europlanet Industry Working Group (WG)*** – a group of volunteers drawn from the Society and its Regional Hubs that have an interest in engagement with industry.
- **The Europlanet Policy Working Group (WG)*** – a group of volunteers drawn from the Society and its Regional Hubs that have an interest in policy engagement.
- **The Europlanet Society Executive Board** – the governing body of the Europlanet Society, with defined remits for the 11 members that include policy and industry fields.
- **The Europlanet Science Congress (EPSC) Executive Committee (EC) and Local Organising Committee (LOC)** – the committees responsible for organising Europlanet’s annual meeting overall and for local organisation.
- **The Europlanet Early Career (EPEC) Network** – the early career community within the Europlanet Society, covering undergraduate students through PhD candidates to professionals up to 7 years after their last degree.

- **The Sustainability Committee** – the committee responsible for sustainability planning of Europlanet activities
- **The Europlanet AISBL Board** – the elected Officers of the Europlanet Society, who are directors of Europlanet’s legal entity, the Europlanet Association Internationale Sans But Lucratif (AISBL), hosted by the Planetary Atmospheres Group of the Royal Belgian Institute for Space Aeronomy (BIRA-IASB) located at the Space Pole in Brussels.

* During the Europlanet RI 2024, the Policy and Industry WGs initiated close collaboration on many activities due to common interests and overlap of objectives. As reported in the results section, the recommendation from the Industry WG is to continue future work as a joint entity.

1.4. Audiences

Europlanet industry engagement activities have a number of core audiences, including:

- The private sector
 - Large-scale space industry
 - SMEs within the upstream or downstream space sector
 - Other industry with links to planetary science (e.g. instrument manufacturers, service providers)
 - Industry clusters and trade associations
- The research community
 - Research institutions
 - Research networks like EANA and European Astrobiology Institute
 - Science consortia, including (European) research projects
 - Higher-Education
- Individuals
 - Researchers
 - Space professionals
 - Early career researchers
- Policymakers
 - The EU (EC, Parliament, and related agencies)
 - Space Agencies (ESA, NASA, JAXA, ISRO etc)
 - National policymakers and funding bodies
 - Strategic organisations (e.g. ESFRI).

1.5. Objectives for Europlanet Industry Engagement

This section summarises the main objectives of the industry engagement activities currently carried out by Europlanet.

Table 1: Main Objectives of Europlanet Industry Activities

Activity	Main Objective(s)	Lead (e.g. Industry WG,	Main Tasks
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		Board, EPSC Executive Committee	
Develop Europlanet industry engagement strategy	<ul style="list-style-type: none"> Develop an effective strategy for integrating industry into the Europlanet community with clear mutual benefits 	Industry WG	<ul style="list-style-type: none"> Draft and review strategic goals for Europlanet in engaging with industry Organise quarterly meetings with industry representatives from the Europlanet Regional Hubs and (where required or appropriate) other members of the community Define objectives and milestones for Europlanet Industry engagement over coming period Define funding proposals and requests from the Europlanet Executive Board and other sources
Define industry Budget	<ul style="list-style-type: none"> Determine appropriate level of investment to support Europlanet industry activities 	Treasurer / Executive Board	<ul style="list-style-type: none"> Evaluate and approve of annual budget envelope available for industry activities
Grow exhibition at EPSC	<ul style="list-style-type: none"> Develop EPSC as a valued networking event for industry Highlight industry opportunities to the planetary science community Build revenue streams for Europlanet Society/AISBL 	EPSC Local Organising Committee (LOC) / EPSC Committee/ Industry WG	<ul style="list-style-type: none"> Define space available for exhibition at annual EPSC venue (by LOC) Define exhibitor and sponsorship brochure (by EPSC Committee and Treasurer) Promote exhibition and sponsorship opportunities for EPSC (by LOC and Industry WG) Promote benefits of industry collaborations with scientific community and design programme in a way that the science community can attend industry specific events (see next point) Carry out a trade-off analysis on the type of programme allocation strategy (require abstract submissions?)
Organise industry sessions at EPSC	<ul style="list-style-type: none"> Develop closer relations between industry and academia in planetary science Create a platform for bringing together industry, academia and decision-makers relevant to planetary science Cement EPSC as a recognised event within the space industry calendar 	Industry WG LOC/EPSC Committee	<ul style="list-style-type: none"> Define a programme of industry engagement sessions during the annual Europlanet Science Congress (EPSC) Contact potential speakers and participants Design EPSC programme schedule in a way that industry activities have sufficient time without a science programme clash
Define value proposition of Europlanet services to industry	<ul style="list-style-type: none"> Focus on key stakeholders within Europlanet management on the realistic and achievable services which can be provided to industry at scale with limited resources 	Europlanet Management Industry WG	<ul style="list-style-type: none"> Assess the strongest assets of the Europlanet network and partner institutions Estimate resource support required within Europlanet both in terms of staff availability and associated costs Test the capability and desire to support this with key Europlanet science ecosystem members

Attend/organise Industry Events and Exhibitions	<ul style="list-style-type: none"> • Build the profile of Europlanet within the space sector • Promote benefits of joining Europlanet Society and attending EPSC 	Industry WG	<ul style="list-style-type: none"> • Identification of key events for industry engagement • Planning attendance (exhibits and crewing of stand) • Defining budget request from Europlanet Society Executive Board • Note that this should be done once a clear proposition has been designed for industry
Build industrial membership of Europlanet Society/AISBL	<ul style="list-style-type: none"> • Build an industrial community linked to planetary science and exploration • Build revenue streams for Europlanet Society/AISBL 	Industry WG/Board/Sustainability Committee	<ul style="list-style-type: none"> • Develop a clear membership package that is of benefit to industry • Work with Sustainability Committee to develop targeted organisational membership packages for industry partners (e.g. to include service access, facility access, early career research access, eligibility to co-fund PhD and exchange programs, EPSC etc). This should be done taking into account company size (start-ups, SMEs, large integrators) • Target industrial clusters across Europe and offer tailored memberships as an alternative mode for industry to join. This could be something lead by the regional hubs.
Support Early Careers	<ul style="list-style-type: none"> • Support the next generation of early career researchers • Build a planetary community that is informed about and engaged with industry and resulting opportunities 	Industry WG / EPEC	<ul style="list-style-type: none"> • Organise talks/webinars from different industry speakers to spark curiosity and questions for early career researchers. • Set up a matchmaking programme to assign industry mentors with early career researchers interested in working with/in industry
Build comprehensive network of industry contacts	<ul style="list-style-type: none"> • Understand the industrial landscape relevant to planetary science with the help of the hubs network • Inform planetary science community of potential partners and suppliers 	Industry WG	<ul style="list-style-type: none"> • Maintain and grow industry database • Build active network of partners engaged with Europlanet

2. Funding Needs

Funding for industry engagement fits within the wider picture of funding for the Europlanet AISBL and Europlanet Society.

2.1. Sources of income

In the current configuration the only source of income to Europlanet from industry is from participation at the EPSC annual conference. The Industry WG recognises that this is the best starting point to increase income from industry, and should be used to build up a longer term sustainability strategy. For this longer term an Organisational Membership has been considered by some members of the Industry WG, but more work will be needed to convert this into a tangible proposition for a targeted group of partners. The Industry WG

view is that starting with a free membership the industry partners who have the closest alignment of interests can be nurtured into becoming a paying member one or two years later.

2.1.1. Organisational Membership

In the short to medium term, an organisational membership package has to be developed that is suitable to the industry and different industrial types (hardware, software, SME, large integrators, etc.). The sales pitch to industry should also be considered by building on existing relationships where there is a natural partnership between industry and Europlanet to inspire broader industry membership packages.

While a comprehensive package has not yet been developed, the view of the wider Industry WG is that the package should contain a number of value points for industry with the following initial ideas being considered. Each of these items will need to be reviewed from a cost-benefit perspective taking into account the limited resources available for Europlanet in the near future.

- Access to Society services and resources (policy activities, industry database, shared stand space at industry events (e.g. Space Tech Expo, UK Space Conf.), reduced fees on exhibition space at EPSC, mentoring, expert exchanges, early career training..).
- For commercial facilities (e.g. Isotoptech, MATIS) inclusion of facilities in Europlanet Coordinated offering e.g. to ESA subcontractors
- For commercial entities, access to field sites and analysis and simulation facilities (subset of those included in current TA offering). Inclusion of other facilities (cleanroom, test facilities etc) also to be investigated.
- Access to scientific and software developer experts (could be data processing experts, or modelling experts for instance)
- Access to early career researchers and possibility to advertise job openings to a wide community, and cojoin PhDs
- Access to influential political actors (e.g. MEPs)
- Opportunity to engage with EP members on EC/ESA bids
- Participation to proposal bids

Specifically for the last bullet point, a major benefit for both industrial and academic partners in engaging with Europlanet remains the opportunity to form consortia for EC space bids, with at least 10 successful projects that can at least partially trace participation to Europlanet projects. Academia are involved in many missions/instruments, this entry access can be very interesting for SW based companies, in terms of putting proposals/projects around data processing and management, which on their own they will never get, and because of in the era of Big data is becoming difficult for institutes to do themselves, so collaborations between academia and industry can be seen as a plus. The Europlanet Science Congress (EPSC) can act as a forum to start building relationships with industry and start these conversations.

2.1.2. EPSC Exhibition

A clear opportunity for Europlanet to develop both its income and its engagement with industry is through the exhibition at EPSC. While some EPSCs have had a sizeable exhibition

associated with the event – notably 2011 ([10 exhibitors](#)) and 2015 ([large-scale public exhibition](#) with participation from CNES, CNRS, ESA, Thales, CEA and others) in Nantes, 2013 in London ([8 exhibitors](#)) and 2019 in Geneva ([14 exhibitors](#)), this has not been a standard part of the meeting and has been complicated by the two-year hiatus in physical meetings caused by the Covid-19 pandemic. Similar meetings (e.g. EAS and [DPS](#)) regularly attract 15-20 exhibitors without a targeted industry programme, and EGU (although a much larger meeting with a broader scope) attracts over 100 exhibitors, many of which are relevant to the planetary science community.

From 2024 onwards, the development of the EPSC exhibition is a high priority for the Europlanet AISBL/Society. Information for exhibitors was published in December 2023 and focused efforts should be made in early 2024 to promote this to companies and, in particular, to regional industry clusters. Personal networks can also be capitalised on to help draw attention to the available exhibition opportunities.

Options for space orientated at sales for EPSC participants could also be considered.¹

2.1.3. Sponsorship

Sponsorship packages could be conceived to either target specific events and venues or to be standard sponsor based on an annual membership with value propositions including high profile visibility at all events plus permanent website/marketing materials presence.

Some events could include:

- EPEC Annual Week
- Early career events at EPSC
- Industry and policy events at EPSC and other forums

2.1.4. Co-funding and in kind contributions

The European Commission is increasingly moving towards a co-funding model, at present with 70% of expenses covered by grants (but possibly aspiring for a 50:50 funding model in the longer term). While participants in early co-funding calls (e.g. HORIZON-INFRA-2023-SERV-01-03) report that the experience is challenging, lobbying of the European Commission is ongoing to try and ensure that this mechanism is significantly improved in potential future calls. As most Transnational Access service costs by facilities do not reflect real costs in practice, there is some flexibility with in-kind contributions. Nevertheless, if the EC

¹ Europlanet has in the past been approached by individuals and companies wishing to sell items at EPSC. Several people have also raised the idea of offering Europlanet merchandise for sale. The tax implications of ongoing commercial activities within the exhibition need to be considered, both within the AISBL (and ESF-hosted activities in 2024) and the venue/Copernicus, as well as practicalities for logistics. However, there are organisations that offer print-to-order services for merchandise (e.g. <https://teespring.com>), which means there is no risk and no storage issues for Europlanet (although commission is high so profit margins are low – though this is not necessarily an issue if brand recognition is more important than fundraising). More broadly, if there was a desire to attract commercial activities, contacts could be leveraged e.g. within the Comic Con community (the Swiss Space Centre/NCCR-PlanetS/Europlanet Swiss Hub have an established relationship with Fantasy Basel, which has 90,000m² of exhibition, a large part of which are space related).

continues to pursue co-funding routes, Europlanet should aim to develop a sustainable, independent TA/VA programme through organisational membership packages (even if small scale) that can be included as co-funding contribution calculations.

Europlanet can also provide a platform that supports the development of bilateral industry-academia partnerships and consortia between organisations for the benefit of the community, e.g. fostering/brokering arrangements for industrial and academic partners to co-fund PhDs. This can be an interesting pathway for industry to engage with academia since there are often national and even regional schemes that makes it attractive for them.

2.1.5. Grants

Horizon Europe

Horizon Europe Cluster 4 – Space (destination 5) is the civil Space research and innovation programme of the EU. Its purpose is to support the evolution of the operational “EU Space Programme” components and to foster the competitiveness of the European Space sector as a whole. Its programming is the responsibility of the European Commission’s DG DEFIS, in close coordination with stakeholders at European (such as ESA) and national level (such as national Space agencies), from industry and research. The estimated EU funding for Horizon Europe Cluster 4 – Space, destination 5, 2021-2027 is €1.5 billion.

The Directorate-general for Defence Industry and Space (DEFIS) has given a mandate to European Health and Digital Executive Agency (HaDEA) and the European Union Agency for the Space Programme (EUSPA) for the implementation of Horizon Europe Cluster 4 - Space, and works with ESA as a partner. HaDEA funds grant agreements tackling challenges in these domains of the programme:

- Fostering competitiveness of space and related ground systems:
- Reinforcing the EU capacity to access and use space
- Contributing to the evolution of Copernicus services;
- Developing and advancing innovative space capabilities such as Space Situational Awareness (SSA) and Quantum;
- Supporting the EU space sector with a number of targeted and strategic actions in the areas of critical space technologies for EU non-dependence and competitiveness, space science activities, outreach, education and international cooperation activities, as well as cooperating with ESA for the establishment of regular and cost-effective flight opportunities for In-Orbit Demonstration/In-Orbit Validation (IOD/IOV).

The present Europlanet 2024 Research Infrastructure (RI) project is expected to be the last RI in the format that we have become used to. Future EC-funded initiatives are likely to operate under different financial models and/or be larger consortia. Nonetheless, in collaboration with other partners, there will continue to be opportunities for Europlanet through Horizon Europe Infrastructures Calls e.g. under:

- Destination - Developing, consolidating and optimising the European research infrastructures landscape, maintaining global leadership (INFRADEV),
- Destination - Enabling an operational, open and FAIR EOSC ecosystem (INFRAEOSC)
- Destination - RI services to support health research, accelerate the green and digital transformation, and advance frontier knowledge (INFRASERV)

- Destination - Next generation of scientific instrumentation, tools and methods and advanced digital solutions (INFRATECH)
- Destination - Network connectivity in Research and Education – Enabling collaboration without boundaries (INFRANET)

ESA General Support Technology Programme (GSTP)

In the frame of the European Space Agency’s General Support Technology Programme (GSTP), the European space industry develops leading edge space technologies that enable missions to discover the Universe, understand our environment, navigate, educate and save lives.

The GSTP has an annual budget of around 120m€, which supports around 150 procurements per year. A potential value add of the Industry WG, subject to availability of people with experiences in this domain, would be to organise occasional workshops providing an overview and guidance on such funding opportunities.

2.2. Expenditure

Activity	Priority (High / Medium / Low)*	Resources needed (where activities can be scaled, list options)	Potential funding sources and timescale (e.g. per year, per month, occasional)
EPSC exhibition for industry (self funded/generates surplus)	High	Minimum of two organising personnel; exhibition space at the conference venue (Costs highly dependent on venue)	<ul style="list-style-type: none"> • Selling exhibition spaces can be used to fund these activities in part with the rest supporting other activities below • One time expenditure per year
Organise quarterly webinars for early career researchers	Medium	Volunteers from EPEC, Industry WG; software to host webinars (£200 GBP/year)	<ul style="list-style-type: none"> • No income from this activity • Sponsorship opportunity
Organise a mentor-mentee matchmaking programme	Medium	Volunteers from EPEC, Industry WG; software (£200 GBP/year) to capture and manage information from participants	<ul style="list-style-type: none"> • No income from this activity • Sponsorship opportunity • Frequency can be defined by the volunteers based on what’s realistically possible
Space sector relevant conferences Eg: Space Tech Expo or UK Space Conference	Low	Travel costs, exhibition costs, personnel costs (Highly dependent on event and venue)	<ul style="list-style-type: none"> • No income from this activity • Sponsorship opportunity

3. Roadmap for 2024-2027

3.1. Recommendations

Several key recommendations are proposed:

- Widen the stakeholders of the Industry Working Group
 - Objective: The Industry Working Group, with proper representation from the Hubs, and in the context of the new ASBL format, needs to obtain a larger group of stakeholders and meet on a regular basis.
 - Action: Define roles and responsibilities as well as commitment levels for paid and voluntary roles, including clarity on resources and support available from the hubs structure.
 - Leads: Europlanet Board, Industry WG, Industry officers from hubs
 - Resources: Consistent efforts from the board and working group members
 - Efforts: Contribution of 2 working days per quarter per member of the WG
- Continued encouragement of academia to work with industry
 - Objective: Continue encouraging the academic community to consider collaboration with industrial partners.
 - Process: This can be supported by showcasing success stories to help dispel some concerns that scientists might have and via Industry-academia collaboration sessions at EPSC (and other events) to increase industry engagement. For instance, showcasing success stories in the Europlanet magazine and making it a regular section.
 - Leads: Industry WG
 - Resources: Efforts of the Industry WG, events/resources to make it easier for the academic community
- Delivering feedback to funding bodies and policy makers
 - Objective: Deliver feedback to funding bodies / EC / policy makers about the need to encourage the academic landscape to accept careers where scientists move between industry and university/research institutions. This will encourage academics to spend time with industry and share/learn best practices.
 - Process: Setting up a bulletin board for industry to advertise open roles might help in the short term while co-funded internships can be a long term target.
 - Leads: Industry WG, EPEC, Europlanet Board
- Deliver a clear proposition of Europlanet membership for industry
 - Objective: Design a membership that benefits industry as well as Europlanet.
 - Process: Consult with industry to discuss potential benefits across different industry sectors and areas of Europlanet activity, and use this as a basis to define packages.
 - Leads: Industry WG, Europlanet Board, Hubs
- Funding support for collaboration
 - Objective: Funding support for collaboration is necessary. This can be a big driver in encouraging academia to engage with industry and bring more industry partners into contact. For instance, grants that support industry-

academia projects or enabling co-funded PhDs where industry has to participate.

- Leads: Industry WG, Europlanet Board, Hubs
- Fostering researchers interested in industry
 - Objective: Collaboration meetings with EPEC to foster young researchers interest in industry, help them with transitioning, and offer industry pull of high-skilled researchers.
 - Process: Participation in conferences and providing first hand experience of working in industry. Providing support to develop CVs and prepare for interviews.
 - Leads: Industry WG, EPEC
 - Efforts: Time contribution from Industry WG members to facilitate meetings

3.2. Risks

- Falling out of scope with the EC strategy and aim at increasing the level of industry participation
- Missing of potential funding opportunities (e.g. co-fund PhDs, additional memberships)
- Decrease impact in proposals
- If there is no engagement with industry, it is a missed opportunity to bring in capital from this ecosystem. Opportunities will also be missed to train young people and offer experience e.g. through internships.
- There is a risk of missing out on opportunities to benefit from the European Commission requirements to work with industry.
- If the free memberships are not converted into paid memberships, we risk expenditures which result in zero value.

4. Appendices

[Report on Industry-Academia survey](#)