



LIGHTer

International Strategy for
LIGHTer

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Introduction to the Report

There are two initial reasons for the creation of an international strategy for LIGHTer;

- A recommendation from Vinnova to create an international strategy was presented during the evaluation of Stage 1 of SIP Lightweight¹.
- A decision from the director of LIGHTer and its board members to create an international strategy as a result of Vinnova's recommendation.

The international strategy proposal for LIGHTer was created by a working group that consisted of:

- Elisabeth Sagström-Bäck, RISE² (former Swerea IVF)
- Kerstin Hindrum, RISE
- Leif Asp, Chalmers
- Patrik Fernberg, RISE (former Swerea SICOMP)

The following board members supported these efforts:

- Bengt Nilsson, Lamera
- Kaj Fredin, Volvo Cars
- Tomas Ireman, Saab

and LIGHTer's management team

- Cecilia Ramberg, RISE (former Swerea IVF) - Executive Director LIGHTer, Programme Manager for SIP Lightweight
- Fredrik Stig, RISE (former Swerea SICOMP) - Deputy Executive Director LIGHTer, Deputy Programme Manager for SIP Lightweight

¹ SIP Lightweight is a Strategic Innovation Programme for the development of lightweight technology

² Since October 1st 2018, Swerea IVF, Swerea SICOMP, Swerea SWECAST, and parts of Swerea KIMAB are part of RISE – Research Institutes of Sweden.

LIGHTer, SIP Lightweight and the Member Programme

LIGHTer is a national and cross-sector lightweight arena where organisations, companies, research institutes, academia, industry associations, municipalities, regions and government authorities work together to develop technologies, test environments and people.

LIGHTer consists of a Member Programme and SIP Lightweight (Strategic Innovation Programme Lightweight).

“LIGHTer” is used in the text below to refer to the entire arena, i.e. both SIP Lightweight and the Member Programme. “SIP Lightweight” is used when referring to the Strategic Innovation Programme specifically.

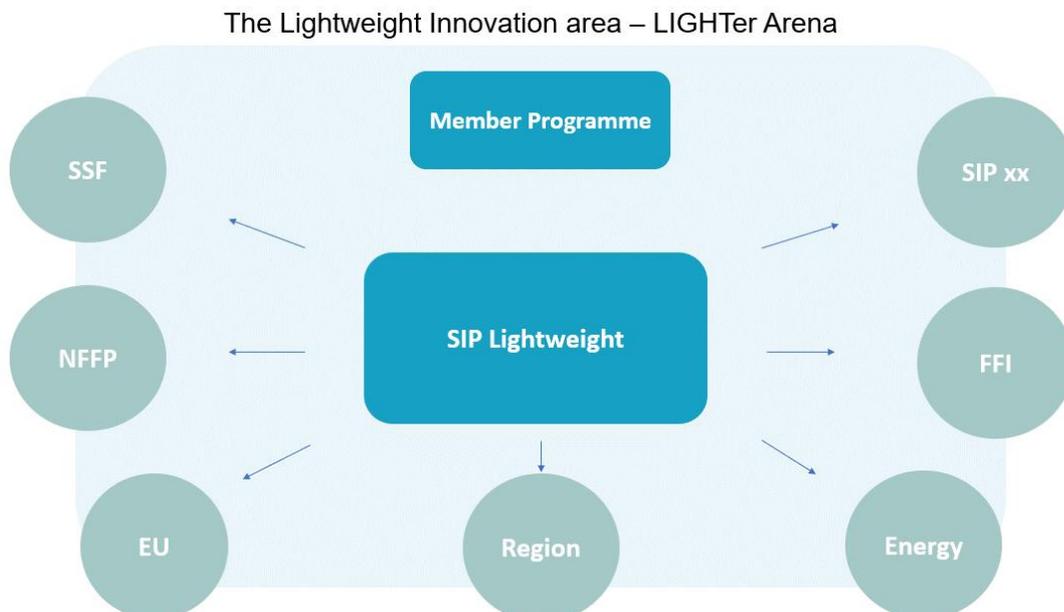


Figure 1. LIGHTer and SIP Lightweight are a hub for Swedish research and skill development in the area of lightweight technologies.

Goals and Objective of an International Strategy for LIGHTer

The purpose of creating an international strategy for LIGHTer is to provide a direction and prioritise the various international activities that fall within the scope of SIP Lightweight. It also serves as a tool for conducting international activities that will enable us to achieve the impact goals prioritised in the roadmap. The international strategy is an integral part of LIGHTer's strategy.

LIGHTer's international efforts also rely on close collaboration with other strategic innovation programmes, such as Innovair and other stakeholders, including Business Sweden.

LIGHTer is addressing major challenges in society by striving to achieve the demanding 2037 goals in the areas of environment, growth and innovation efficiency.

Environment	Growth	Innovation efficiency
Swedish lightweight products & services reach end customers.	Swedish lightweight solutions create growth in the economy.	Creative structures for research and innovation give a greater return per krona invested.
<ul style="list-style-type: none"> More than 75% of lightweight technologies (materials, products and services) that are developed as part of the lightweight agenda are industrialised. 		
<ul style="list-style-type: none"> Swedish industrial companies meet or exceed national and international environmental targets linked to lightweight solutions. Thanks to world-class expertise within lightweight solutions, Sweden has a strong international profile when it comes to energy and the environment. 	<ul style="list-style-type: none"> Swedish lightweight exports are increasing by more than 10% annually. 5–10 Swedish start-up companies within lightweight technology have developed into established global companies. 100% increase in the number of engineers and researchers with degrees in lightweight technologies. 	<ul style="list-style-type: none"> More than 50% of Sweden's lightweight innovations are based on cross-industry technological development. Doubled staff mobility within lightweight between industry and academy/institutes (every 10 years).

Figure 2. LIGHTer's 2037 impact goals.

Among the operational goals for SIP Lightweight during Stage 2, 2017 – 2019, there are a number of goals where the international strategy serves as a tool for the deliverable. See Table 1.

*Table 1. Performance targets * for SIP Lightweight Stage 2 that are linked to the international strategy*

Innovation mechanism	Deliverables	Contribution through international activities
1. Strategic Research Areas	Scientific publications (number)	Collaboration with international researchers
	Cross-sector scientific co-publications (number)	-
1.5 Industry-Supported link Projects	Link Projects (number)	-
2. Industry-Supported Development Projects	New industry-relevant development projects (number)	-
	New industry sectors collaborating in projects (number)	-
	Organisations participating in projects (number)	-
3. Tests and Demos (T&D)	T&D identified for lightweight with strategy developed (number)	Field trip to international T&D environment
	Demonstrators on TRL5-6 developed in projects (number)	-
	Companies involved in T&D activities (number)	-
4. Exchange with Small and Medium-sized Enterprises (SMEs)	Companies having received innovation checks (number)	-
	Companies that have border-crossers (number)	-
	Percentage of SMEs participating in SIP Lightweight's activities (%)	-
	SMEs participating in projects funded by SIP Lightweight (number)	-
5. Expertise	New strategy and structure for industrial courses	-
	Industrial courses developed (number)	-
	Individuals with a LIGHTer diploma PhD (number)	-
6. Collaboration	Regional nodes established (number)	-
	International projects created via SRA (number)	International financing of projects
	International conferences arranged (number) **	Invitation from designated organisations
7. Management and Structure	Organisations participating in any of the programme's activities (number)	Access to international organisations
	Turnover – directly generated by the programme (incl. SIP budget) – which we coordinate (SEK million per year)	-
	LIGHTer workshops	-

* Performance targets are based on the long-term goals and impact described in the 2037 Lightweight Agenda. A zero-based measurement

The international strategy also supports several of the concrete performance targets for SIP Lightweight Stage 2, see below.

Table 2. Performance targets for SIP Lightweight Stage 2 that are supported by international activities*

Performance targets, Stage 2	Contribution through international activities
10 concrete results/demonstrators in the form of, for example, new materials, processes and methods, have been implemented in commercial products	-
90% of all individuals with a LIGHTer PhD are working in organisations with a focus on lightweight technology	-
Lightweight exports have increased by at least 30%	Through the creation of an international network via the international conference, project collaboration, field trips and international visits, SIP Lightweight can offer its network a variety of new potential international business contacts.
5 Swedish seed companies focussed on lightweight technology are becoming established globally	Through the creation of an international network via the international conference, project collaboration, field trips and international visits, SIP Lightweight can offer its network a variety of new potential international business contacts.
20% increase in the number of engineers and researchers with lightweight technology expertise	SIP Lightweight's international network facilitates mobility during education and training
15 success stories show how Swedish lightweight innovation is based on cross-sector technology development	Through its international network, SIP Lightweight can get better coverage and recognition of its success stories.

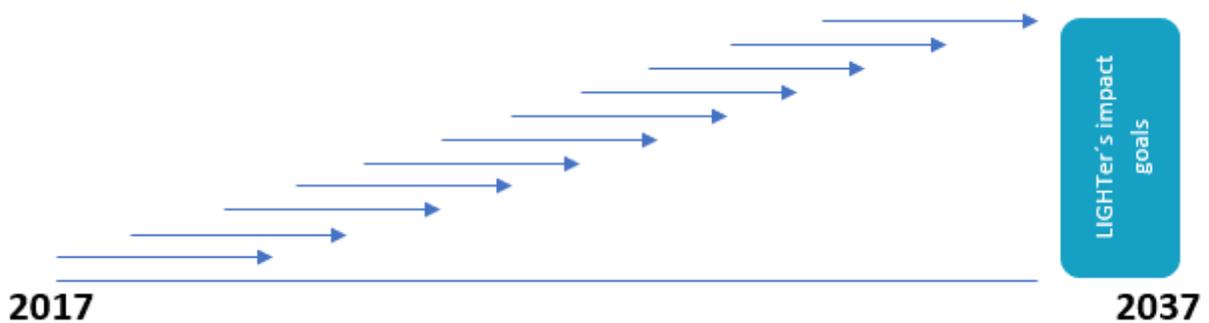
** Performance targets are based on the long-term goals and impact described in the 2037 Lightweight Agenda. A zero-based measurement*

Plan for LIGHTer's International Activities 2017 – 2021

We propose structuring LIGHTer's international activities in 5-year plans that are revised each year by LIGHTer's management team. The ongoing 5-year plans include planned activities for the next 5 years, with the highest level of detail for years 1 and 2.

The following aspects should be highlighted in the international activity plan.

- A. International branding strategy
- B. Identification of international knowledge front
- C. Benchmarking of international test and demo facilities
- D. Management of international inquiries
- E. Opportunities for International funding



Ongoing 5-year plans for LIGHTer's international strategy up until 2037

A. International Branding Strategy

Goals

The international branding strategy is based on the Swedish Lightweight Agenda and its goals. The international strategy should support these efforts by promoting LIGHTer and its efforts in an international context.

LIGHTer should support the reputation of Swedish lightweight technology development, provide important access to both the Swedish innovation system for lightweight technologies to international partners, and to the international innovation system for lightweight to Swedish lightweight stakeholders.

What we strive to show

As Sweden's national node for lightweight technology, LIGHTer takes an international leading role in the design of strategies that rely on lightweight technology to improve industrial products.

- Access to collaboration and cooperation with Swedish lightweight stakeholders
- Cross-sector collaboration
- Companies focussed on lightweight technology
- Swedish research and researchers at the forefront of development
- Lightweight projects with national and international participation

Internationally, we want to connect with

- Clusters and networks for lightweight technology
- European Commission
- Research financiers

We want to be involved and consulted in the following circumstances:

- Referral body for future research and innovation initiatives in the EU
- Initiation of new international research efforts
- Organiser of international conferences on lightweight technology
- Contacts with other clusters and centre trainings through field trips
- Organiser of field trips in Sweden for important international stakeholders in lightweight technology

Partners

- Public bodies in Brussels and other strategically important locations that can assist in setting up events.
- Our members in selected contexts

Tools for visibility

- Setting up an international conference
- Web, social media, podcast, photo
- Newsletter
- Participation in international events

B. Identification of International Knowledge front in 5 Steps

LIGHTer's roadmap, the strategic research and innovation agenda for lightweight technology, is the fundamental governance document for all activities within the scope of LIGHTer. The first version, which was created in 2013, defined the needs, direction and boundaries for the strategic innovation programme that got underway later that same year. The strategic agenda was updated in 2016 prior to Stage 2 of LIGHTer. The roadmap includes the international outlook, which is an important foundation.

The development of a relevant roadmap requires access to a thorough understanding of the national and international knowledge front in the field of lightweight technology. With an understanding of the knowledge front, we can prioritise the knowledge that LIGHTer should develop nationally, along with the knowledge that requires a European/global dimension. We can also prioritise other stakeholders, like clusters and networks, companies and researchers with whom we should set up an international relationship.

The following five methods are proposed for continuous identification of the knowledge front in lightweight technology:

1. State-of-the-art via projects
2. Trend monitoring at conferences and exhibitions
3. In-kind reports from researchers
4. Gap analyses that can be used for calls
5. International collaboration

1. State-of-the-art via Projects

The state-of-the-art description in LIGHTer's approved projects can be used as a tool for providing the LIGHTer management team and Board with an easily accessible and broad understanding of the external environment.

For approved projects, there should be a requirement that the state-of-the-art description is made public. In addition, at the end of the project, LIGHTer's management team will interview all of the project managers to discuss how the project helped change state-of-the-art and whether any new information on the external environment arose during the project.

Suggestions for the state-of-the-art template are provided in Attachment 1.

2. Trend Coverage at Conferences and Exhibitions

Early trends can be captured by covering international conferences and exhibitions.

At present, LIGHTer encourages active members to apply for up to 50% subsidy for travel, hotel and conference costs in conjunction with international conferences, workshops and seminar on lightweight technology. A person receiving partial financing for travel, hotel and conference costs must document and summarise the conference, workshops and/or seminar according to the template found in Attachment 2. All of LIGHTer's members have access to that material once it has been published on LIGHTer's website.

Very few of LIGHTer's members are currently taking advantage of this opportunity however, so very little trend coverage is being reported. We propose a stronger marketing effort to the entire LIGHTer network to encourage more trend coverage, with a special focus on researchers and PhD students since they often participate in conferences.

3. In-kind Reports from Researchers

We propose that members from non-profit organisations in the LIGHTer Member Programme provide summary reports on the external environment as an in-kind contribution.

We propose that all LIGHTer researchers submit a summary report each year which, for example, summarises the research on lightweight technology that has been conducted at a particular university or institution during the year.

4. Gap analyses that can be used for calls

LIGHTer proposes that an annual workshop should be organised each year for management, Board members and specially invited guests to conduct a gap analysis that:

1. Identifies new international opportunities in the area of lightweight technology
2. Identifies areas where new lightweight expertise needs to be developed in Sweden
3. Provides the basis for future calls that can fill the gap.

To prepare for the annual workshop, we suggest that the LIGHTer management team appoints one or two persons responsible of compiling the material concerning *1. State-of-the-art from projects, 2. Trend monitoring at conferences and exhibitions* along with *3. In-kind reports from researchers* used to compile a report on the external environment that is distributed to the workshop members prior to the meeting.

5. International Collaboration

Based on steps 1 – 3 above, we propose that LIGHTer's management team and Board should, each year, draw up and prioritise a list of the international stakeholders with whom collaboration is desired.

LIGHTer would also benefit from collaboration and cooperation with individual stakeholders (companies, universities and institutions) and clusters that focus on lightweight technology.

The following are examples of tools that can be used to make contact with the prioritised international stakeholders:

- Invitation to speak at LIGHTer's international conference
- Invitation to join in field trips with LIGHTer's network
- Opportunities for creating joint projects

We also suggest that everyone on the prioritised list of potential partners is invited to join LIGHTer as an international network member. The logos of international network members are then featured on the LIGHTer website, they are invited to the international conference and they are sent information, such as the LIGHTer roadmap.

C. Benchmarking of International test and demo (T&D) Facilities

Establishing Swedish T&D facilities for lightweight technology that are highly relevant to industry is an important strategic issue that is included in LIGHTer's 2037 roadmap (version 2, updated 2016).

Successful T&D facilities can serve as a source of inspiration and provide the foundation for developing top international facilities in Sweden. The destination of LIGHTer field trips should be to successful international T&D facilities so that we can learn more about the success factors used to ensure high industrial relevance and use.

LIGHTer identified four T&D facilities in Germany for the 2017 field trip:

- **Arena2036, Stuttgart**
<https://www.arena2036.de>
A flexible research facility for future production of lightweight vehicles
- **Open Hybrid LabFactory Leichtbau, Wolfsburg**
<http://open-hybrid-labfactory.de/>
- **MAI Carbon, Augsburg** <http://carbon-composites.eu/en/network/departments/mai-carbon>
Innovation clusters for manufacturing carbon fibre composites
- **Chair of Carbon Composites, Technical University of Munich (TUM)**
<http://www.lcc.mw.tum.de/en>
Department for material development and manufacturing of carbon fibre composites

Our recommendation is that LIGHTer's management should, each year, update a list of top international T&D facilities for lightweight technology and use the list when planning future field trips.

SIP Lightweight's Stage 2 (2017 – 2019) highlights in particular the strategic importance of T&D facilities. In 2019, it would be worthwhile to determine whether this should also be a prioritised activity for the international strategy even beyond 2019.

D. Management of International Inquiries

A favourable development of LIGHTer is expected to result in an increased number of international inquiries. The nature of the inquiries may vary, including everything from requests for more information on LIGHTer's activities to requests to visit LIGHTer's network's facilities or setup collaborations. LIGHTer needs to manage such international inquiries in an organised manner.

Up until now, international inquiries have primarily been about business opportunities, rather than research collaborations. This is why the Member Programme is a suitable forum for managing such inquiries.

LIGHTer's management team needs to create a policy document on how to manage international inquiries. There should be guidelines and a preparedness on how to manage inquiries from international stakeholders based on the level of interest in having them become involved in LIGHTer in some way.

The policy document should be linked to the list of prioritised international stakeholders (identified in section B4) that LIGHTer members are particularly keen on engaging with. LIGHTer's management team should involve relevant members when dealing with inquiries from such prioritised international stakeholders, or, at the very least, inform such members about the inquiry.

For non-prioritised international stakeholders, LIGHTer's management team would not need to involve members in such communication.

For international inquiries, we feel that the LIGHTer management team should create some special documents for communication purposes. We propose that the material should include information on LIGHTer's T&D facilities and the international conference. That way, it can hopefully result in a higher level of occupancy at LIGHTer's T&D facilities and higher participation at LIGHTer's international conference.

E. Lightweight Technology and Opportunities for International Funding

EU Framework Programme

The EU Framework Programme provides an opportunity for LIGHTer to increase its international presence. A large percentage of the funding under Horizon 2020, the existing EU Framework Programme, has been allocated to projects where LIGHTer's national stakeholders may participate as individual organisations.

Examples of the various types of research and innovation projects under Horizon 2020 are: *Research and Innovation Action (RIA)*, *Innovation Action (IA)*, *Marie Curie Sklodowska Actions (MSCA)* and *European Research Council Grants (ERC Grants)*. Besides that, there are funding schemes like *Coordination and Support Actions (CSA)*, covering such things as standardization, dissemination and use of knowledge or policy issues.

LIGHTer's international strategy should include a way of getting more of the arena's stakeholders to participate in projects that are funded via the EU framework programmes. It has been demonstrated that this has positive side effects like higher brand exposure internationally, increasing the total funding of LIGHTer's business area and, it could also result in new business contacts for LIGHTer's stakeholders via new contacts with project partners. The strategy is supported by the efforts of EULIGHTer, which includes advocacy work to increase the number of lightweight calls and communicate opportunities for international lightweight projects to members.

LIGHTer is not a legal entity, so it cannot itself participate in projects that fall within the scope of the EU Framework Programme. However, member organisations may represent LIGHTer in applications to cluster projects, for example. Decisions having to do with LIGHTer's participation in EU projects via member organisations should be made by LIGHTer's management team, after having consulted with LIGHTer's Chairman of the Board. When making such decisions, priority should be given to project collaboration with corresponding international cluster organisations.

Within LIGHTer, there should be discussion on whether participation in the EU Framework Programme is of such high priority that it should be supporting applications and projects.

- One way would be to create parallel international and national projects by synchronising national calls with EU calls on lightweight technology. At present, projects under the scope of the EU Framework Programme receive about 65% of their budget, which could be an obstacle for higher international exchange. A researcher involved in an EU project typically needs to obtain co-financing of around SEK 1 – 2.5 million.
- Another way is to work proactively with coaching of LIGHTer projects and their consortium to create international projects.

Besides that, EULIGHTer (which is LIGHTer's influence platform for international calls) has the task and strategy to, during the preparation phase of the 9th EU Framework Programme, identify new funding opportunities for lightweight using the mechanisms that will become available there. Continued funding of EULIGHTer is important to the international strategy.

Other International Financiers

Other sources of European funding are EUREKA, ERA Net, Eurostars etc. Responsibility for coordination lies with either Vinnova or regional authorities. For SMEs in particular, international collaboration via these programmes can be a much easier first step compared to collaboration in a project that falls within the scope of the EU Framework Programme. Accordingly, LIGHTer should be working proactively to inform its stakeholders about opportunities via these programmes.

Proposal for an International plan 2017 - 2021

LIGHTer's management team is responsible for prioritisation and implementation of the international plan. The international tools described in the next chapter could serve as resources for implementation.

Some of the activities below fall within the scope of LIGHTer's current business plan, which means that they do not require any additional resources. Others are not planned at the present time and they will either require re-prioritisation within the scope of LIGHTer's current business plan or additional funding.

Table 3 International Plan for 2017 - 2021

Activity	Date of deliverable	Requires additional resources
Establishment of an international plan for 2017-2021	Q3 2017	
Podcast on international efforts	Q4 2017	
LIGHTer International Conference 2017	Q4 2017	x
Field trip to T&D facilities in Germany with benchmarking	Q4 2017	x
Documentation of lightweight clusters and regions in EU	Q4 2017	x
Continued role of EULIGHTer	Q4 2017	x
Coaching national projects → international projects	cont.	x
Requirements on state-of-the-art via projects	Q1 2018	x
1st invitation to priority partners to become a member of the international network	Q1 2018	x
In-kind reports from researchers	Q3 2018	
Implementation of international DigiDemoDay on test bed Lightest	Q3 2018	x
Targeted marketing of travel subsidies for conferences and exhibitions	cont.	
Documentation of international T&D facilities	Q4 2018	x
External Environment Analysis 2018	Q4 2018	x
Gap analysis workshop 2018	Q4 2018	x
Development of version 1 international T&D facilities for lightweight technology	Q4 2018	x
Strategy on possible co-financing of EU projects	Q4 2018	x
International branding strategy	Q4 2018	x
Five-year plan for international strategy 2020 – 2025, including plan for Stage 3	Q4 2019	x
LIGHTer International Conference 2019	Q4 2019	x
External Environment Analysis 2019	Q4 2019	x
Gap analysis workshop 2019	Q4 2019	x
Policy document for international inquiries	Q4 2019	x
Field trip 2020	Q2 2020	x
Five-year plan for international strategy 2021 - 2026	Q4 2020	x
External Environment Analysis 2020	Q4 2020	x
Gap analysis workshop 2020	Q4 2020	x
LIGHTer International Conference 2021	Q4 2021	x
External Environment Analysis 2021	Q4 2021	x
Gap analysis workshop 2021	Q4 2021	x
Five-year plan for international strategy 2022 - 2027	Q4 2021	x

Activity	2017				2018				2019				2020				2021				
	Q1	Q2	Q3	Q4																	
Establishment of the international plan for 2017-2021																					
Podcast about international work																					
LIGHTer International Conference 2017																					
Study trip to German T&D with benchmarking																					
Mapping of lightweight clusters and regions EU																					
Continued role for EU LIGHTer																					
Requirement of State-of-the-art via projects																					
Coaching national projects ==> international projects																					
1st invitation to prioritised actors of collaboration to become an international network member																					
In-Kind-reports from research practitioners																					
Realisation of an international DigDemoDay about the testbed LIGHTTest																					
Directed marketing of travel allowance for conferences and exhibitions																					
Mapping of international T&D																					
International branding strategy																					
State-of-the-art 2018																					
Workshop Gap analysis 2018																					
Production of version 1 International test- and demo facilities within the lightweight area																					
Strategy for potential co-funding of EU projects																					
Study trip 2019																					
LIGHTer International Conference 2019																					
State-of-the-art 2019																					
Workshop Gap analysis 2019																					
Policy document for international inquiries																					
State-of-the-art 2020																					
Workshop Gap analysis 2020																					
Study trip 2021																					
LIGHTer International Conference 2021																					
State-of-the-art 2021																					
Workshop Gap analysis 2021																					

LIGHTer's International Tools

At present, LIGHTer has a number of tools that its management team can use for implementation of the international strategy.

- International Conference
- Strategic Research Area
- Field trips
- EULIGHTer
- Regional nodes
- Travel subsidies

International Conference

Every other year, LIGHTer organises a cross-sector international conference on lightweight technology. The conference was held for the first time in 2015.

The aim is to establish the conference as the leading international conference on lightweight technology.

The strategy for reaching the goal is as follows:

- Create recognition by sticking to the same format and theme, LIGHTer's 4 innovation themes, as the foundation for the conference's 4 sessions
- Announce future conferences during the current one
- Invite reputable key-note speakers
- Use the LIGHTer members' network for inviting to the conference
- Have long-term planning for future conferences

Strategic Research Area

Strategic research is one of LIGHTer's seven innovation themes.

A wide-ranging national/international network is developed via research collaboration that involves both senior researchers and PhD students.

Field trips

Via frequent field trips, contacts can be established with new potential partners to bring them into LIGHTer's international network.

EULIGHTer

EULIGHTer is LIGHTer's influence platform for international calls, first and foremost within the EU. EULIGHTer strives to promote lightweight in a variety of programmes, with a focus on European collaboration.

EULIGHTer works with a strategy to actively influence a small, select number of influence paths and uses its members to act in a wider variety of influence paths.

The following are the paths that have been identified in 2017 for active, direct LIGHTer influence:

Path of influence	Explanation
NMBP (nano, material, bio, production)	Research programmes within the scope of Horizon 2020
PK NMBP	National reference group for NMBP
ELCA	Cluster project, lightweight focus on composites
EGVI (European Green Car Initiative)	
KIC Raw Materials	Knowledge Innovation Community on use of materials

During the period 2015 – 2017, Vinnova provided funding for the influence platform in addition to LIGHTer's ordinary financing. For 2018 and beyond, LIGHTer needs to determine whether EULIGHTer should continue being funded within the scope of LIGHTer's ordinary financing.

Regional nodes

At present, LIGHTer has set up 5 regional nodes. They are located in Västra Götaland, Jönköping, Halland, Blekinge and Östergötland.

The regional nodes should be able to take responsibility for engaging SMEs in international projects.

Travel subsidies

All LIGHTer members may apply for a travel subsidy to participate in international conferences or exhibitions. LIGHTer covers 50% of the expenses. Individuals who receive the subsidy must submit a travel report using the template provided as Attachment 2.

Attachment 1 State of the Art template

Please note that the information provided below will be made public

Title

State the Innovation theme [choose 1 of 4 options]

Key words:

Author: Co-authors

Knowledge front nationally and internationally [max 400 characters]

Primary stakeholders nationally and internationally [Max 400 characters]

Projects previously completed by members of the project group [max 400 characters]

Attachment 2 Travel Report

Summary of the activity

Title	Location	Date
Prepared by: Name	Prepared by: Organisation	Short description of the activity

Summary (impressions/trends etc.)

Interesting presentations – short summary

Interesting contacts

Name	Organisation/country	Comments (how it relates to LIGHTer etc.)