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**HSbooster.eu**  
Horizon Standardisation Booster

# Recommendations Report - Framing the future HSbooster.eu Framework Contract

Deliverable

# 5.2

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The HSbooster.eu has received funding from the European Union's Horizon Europe Framework Programme (HORIZON) - under grant agreement no 101058391.

## Glossary

Acronym	Description
AUWP	2024 annual Union work programme for European standardisation (C/2024/1364)
CCMC	CEN-CENELEC Management Centre
CEN	European Committee for Standardisation
CENELEC	European Committee for Electrotechnical Standardisation
CEN BT STAIR	CEN-CENELECs group on research, innovation and education
CWA	CEN workshop agreement
DG Grow	The Directorate General for Internal Market, Industry, Entrepreneurship and SMEs
DG RTD	The Directorate General for Research and Innovation
EAG	Expert Advisory Group (HSbooster.eu)
EC	European Commission
EISMEA	European Innovation Council and SMEs Executive Agency
EPE	External Pool of Experts
ESO	European Standardisation Organisations <sup>1</sup> (CEN, CENELEC, ETSI)
ETSI	European Telecommunications Standards Institute
EC	European Commission
EU	European Union
FP	Framework Programme
H2020	Horizon 2020
HE	Horizon Europe
HEI	Higher Education Institute
IEEE	Institute of Electrical and Electronics Engineers “Eye-triple-E”
IPR	Intellectual Property Rights
JRC	Joint Research Centre
NC	National committee (IEC/CENELEC)
NSB	National Standards Body (ISO/CEN)
Project	Any European R&I project receiving the HSbooster.eu services or contacted by the HSbooster.eu partners
R&I	Research & Innovation
RO	Research Office
RTO	Research and Technology Organisation
SDO	Standardisation Developing Organisation, a term that signifies any organisation developing standards, normally used for the industry or other sector specific organisations outside the formal organisations.
SoME	Social Media
SOP	Standard Operating Procedure
SOT	Standardisation Orientation Tool
T	Task
TA	Training Academy (HSbooster.eu)
TC	Technical Committee
TTO	Technology Transfer Office
WG	Working Group

<sup>1</sup> [https://europa.eu/youreurope/business/product-requirements/standards/standards-in-europe/index\\_en.htm](https://europa.eu/youreurope/business/product-requirements/standards/standards-in-europe/index_en.htm)



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## Executive Summary

D5.2 “Recommendations Report - Framing the Future HSbooster.eu Framework Contract” gives a set of recommendations for a future booster concept and framework based on the learnings and experiences in the HSbooster.eu project.<sup>2</sup> The objective is to sustain and enhance the link between research and standardisation domains in Europe. A series of external workshops and reviews were conducted to refine the recommendations further. The continuous engagement of all stakeholders in this process of ongoing review and enhancement is a reflection of the collective commitment that is essential to HSbooster.eu and future endeavours.

The report commences with a background summary that sets the stage for a potential future booster. Following this, seven well-founded recommendations are elaborated, each supported by a comprehensive set of considerations and accompanied by practical suggestions aimed at maintaining momentum in a future booster initiative. This structured approach ensures that this report is both informative, actionable, and provides a clear roadmap for sustained progress.

The seven recommendations are:

- **Recommendation 1 – Framework and resources**  
A future booster should mature the HSbooster.eu concept while maintaining a high service level. To do so, a clear scope and framework should be established, coupled with the allocation of adequate resources.
- **Recommendation 2 – Collaboration between key stakeholders**  
Establishing a long-term, sustainable link between R&I and standardisation requires a tightly knit collaboration between key stakeholders. A future booster should promote interaction and collaboration between the EC, the booster, the standardisation communities, and beneficiaries.
- **Recommendation 3 – Premium Service**  
The HSbooster.eu premium service concept has a proven track record of providing support and advice of very high quality and with a high satisfaction score. The continuation of the premium service or a very similar concept is fundamental for a booster successor.
- **Recommendation 4 – Tools and platform**  
HSbooster.eu has developed a comprehensive platform and a varied set of tools that can be pivotal in increasing the link between R&I and standardisation. To maximise their impact, the HSbooster.eu platform and tools should be further developed, further promoted, and widely utilised.
- **Recommendation 5 – Training Academy:**  
Education and training are prerequisites for a successful and mutually beneficial relationship between R&I and standardisation. A future booster should increase the use of the existing Training Academy, add new elements continuously based on user feedback and data tracking, and be developed and advertised further to enhance usage.

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<sup>2</sup> D3.2 Lessons Learned

- **Recommendation 6 – Framework programmes and the Annual Union Work Programme (AUWP)**

Systematic integration of standardisation in framework programmes and full incorporation of standards/standardisation in calls related to AUWP topics/items will strengthen European priorities. A closer link between R&I and standardisation requests should be established by linking relevant FP calls with AUWP topics and by collaboration with DG GROW and DG RTD to support European legislation and policy goals.

- **Recommendation 7 – Upscaling**

Upscaling and full implementation at the member state level is paramount for a booster to create significant and long-term impact. Mechanisms for upscaling should be developed in dialogue with multipliers and concepts for one-to-many services should be further explored.

Through these recommendations, a future booster will deliver the necessary impact to support and sustain a resilient link between research and standardisation domains.

# **1 Introduction**

Bridging the gap between the Research & Innovation community and the standards community requires a continuous effort, and HSbooster.eu is a vital starting point. This deliverable, D5.2 “*Recommendations Report - Framing the Future HSbooster.eu Framework Contract*” gives recommendations for a future booster Framework Contract based on the experiences and lessons learned from the HSbooster.eu project. The deliverable is written with the EC as the target audience.

## **1.1 Relation with other project deliverables**

The activities encompassed in this document are closely related to the following deliverables:

- D4.2 Intermediate Standards Impact Report (month 22)
- D3.2: Lessons learned and service report (month 28)
- D5.3: Sustainability and exploitation plan (month 30)

## **1.2 Structure**

The document is divided into the following sections:

1. Background findings
2. External workshops and reviews
3. Recommendations for a future booster Framework Contract

Each chapter can be read independently or in a sequence. Chapter 3 is also available as a stand-alone pamphlet to give a quick overview of the recommendations.

## **2 Methodology**

The background findings provide a solid foundation for the report, detailing the key findings that have guided the HSbooster.eu initiative. These findings are the building blocks central to shaping the strategic recommendations and actions that serve as the foundational bedrock of HSbooster.eu.

### **2.1 Sustainability and framework**

In the dynamic landscape of innovation, establishing a robust connection between research endeavours and standardisation processes is paramount for translating cutting-edge discoveries into practical applications.

A future booster should build on the concept, lessons learnt, and momentum of HSbooster.eu. To do so, a clear scope and framework should be established, sufficient resources allocated, and a set of key competencies should be present.

In HSbooster.eu it has been fundamental to employ several complementary competencies and knowledge when developing the concepts, tools, and training material. To ensure successful execution, continuous improvement, and sustainability of a booster concept, these competencies, skills, and sets of knowledge should be present. These include but are not limited to sufficient experience in delivering booster services, project management, training, data management, platform development, communication and networking as well as strong knowledge of standardisation, EC framework programmes and the European policy landscape.

HSbooster.eu has dedicated a significant effort to developing its concept, tools, training and has been successful in developing a stable and secure platform for linking R&I with standardisation. A future booster should use and build on the existing HSbooster.eu concept and platform to ensure institutional stability. Resources should be allocated to further develop the concept while improving existing and developing new services, tools, and training material. This includes direct funding for projects to acquire standards, participate in TC/WGs,<sup>3</sup> and develop CWAs and support key stakeholders such as EPEs and EAG in conducting concrete activities.

A limiting factor in HSbooster.eu was originally the short project duration. The project extension has allowed additional time for piloting and creating an impact. A future booster can benefit from an increased duration of at least three years to increase impact and secure a stable, long-term effort.

HSbooster.eu has benefited from strong cooperation and support from the European Commission, aligning its concepts with key EC policy documents and communications, such as the AUWP, Standardisation Requests, and the Code of Practice on standardisation in the European Research Area. A booster successor must closely follow and integrate these policy aspects to support EU ambitions effectively.

### **2.2 Stakeholders and communication**

Targeted stakeholder communication has been a cornerstone to HSbooster.eu and from the outset HSbooster.eu set out to design methods and approaches to reach and engage relevant stakeholders.

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<sup>3</sup> For additional details please see D3.2 Lessons Learned, section 4.2.



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It has been central for HSbooster.eu to have continuous dialogue with the European Standardisation organisations and the project has started exploring the possibility to forge long-term partnerships and collaborations with other entities such as Technical Committees, other projects, and professional organisations. This is still in its early stages, however instituting regular dialogue and discussions with beneficiaries and multipliers is pivotal in ensuring support for the future booster and increasing booster impact.<sup>4</sup>

Continuous dialogue and interaction with the EC, the CEN-CENELEC Working Group STAIR (Standards, Innovation & Research) and ETSI has been particularly useful and helped build trust and create a channel to the National Standards Bodies.

The project has also benefited from existing networks in the group as a foundation for the project. Other ways of communicating with key stakeholders has been through the HSbooster.eu website, LinkedIn posts, and a YouTube channel for the project.

The project has seen the value of being represented at events with a high-project or researcher concentration with a presentation or information stand e.g. the ENLIT Europe where a project pavilion on clean energy projects that was organised by the EC. This has facilitated direct interaction with projects. Greater interaction with the EC and DGs to facilitate participation of a future Booster would enable greater face-to-face engagement with individual projects to help understand project needs and how the booster services could support standardisation activities.

## **2.3 Services, EPE and EAG**

HSbooster.eu offers three levels of services to bridge the gap between the research and innovation community and the standards world: Automated, Proactive and Premium.

During the development of the services, it became clear that there is a strong link and interconnectivity between the different service types. The services provided cannot be viewed as a linear progression where R&I projects at a certain level receive automated services, while others receive proactive ones. On the contrary, flexibility and interconnectivity are key to ensuring that R&I projects receive the service needed at any time during their contact with HSbooster.eu<sup>5</sup>.

HSbooster.eu has developed a method for linking research/innovation and standardisation while reaching the highest level possible of replicability. The thought behind the HSbooster.eu concept is that scalability and continuity are key in securing a long-lasting impact of the project.

A lack of awareness within the research community about the importance of standardisation for valorisation and dissemination of project results has subsequently affected the uptake of booster services. Recognizing this, there is a valuable opportunity to elevate awareness and further weave standardisation into the fabric of R&I projects, thereby maximizing the booster's impact and reach.

### **2.3.1 Automated services**

The automated service tools are sustainable project assets that can and should be used in a future booster. The goal of the automated service is to provide guidance and support to steer research results

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<sup>4</sup> For additional details please see D3.2 Lessons Learned, section 4.2.

<sup>5</sup> For additional details please see D3.2 Lessons Learned, section 4.2.



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of projects towards the most promising standardisation pathway. The automated service is delivered through a set of tools, namely FAQs, explainer pages,<sup>6</sup> Helpdesk<sup>7</sup>, chatbot, meetings with projects as a follow up to outreach campaigns, and a self-assessment tool (Standardisation Orientation Tool)<sup>8</sup>.

By design, the automated service provides freely accessible information via different channels available on the website and one-on-one sessions with HSbooster.eu staff.

While the FAQs, Helpdesk, and Chatbot provide information for projects on key inquiries, the Standards Orientation Tool (SOT) is designed to support researchers in developing informed standardisation strategies.<sup>9</sup> The tool can be used both for ongoing and completed projects but may also be used in the proposal stage of projects to guide applicants toward the most beneficial standardisation strategy and activities.

While each of the automated tools offers a unique benefit for projects, a key learning is that direct interaction with projects is the most effective way to encourage projects to apply for Premium services. Other automated tools such as the SOT have different value propositions and can for example be integrated into service delivery so that experts can use these resources when starting new services.

### **2.3.2 Proactive services**

The proactive service is delivered through direct engagement with projects. The purpose of the proactive service is to understand the needs of the project, provide standardisation landscape overviews and mappings, and nudge them toward Premium services where relevant.

The service was originally designed as a one-to-one model. However, the consortium struggled to make a satisfying outreach and impact on the projects contacted.

Based on an assessment of the effectiveness and impact of the one-to-one Proactive service delivery, the consortium changed its approach to mainly deliver one-to-many proactive services in the form of online, interactive webinars. Inviting projects to targeted webinars resulted in a higher success rate (number of projects engaging in a dialogue with HSbooster.eu and eventually receiving one or more of the services) and thus a higher impact rate compared to contacting projects via regular proactive outreach where a one-to-one call is proposed. Additionally, locating and contacting projects within a specific webinar-related topic requires less time and resources compared to conducting a broader search within the open call themes. This enhances the efficiency of the proactive service and increases its potential to impact more projects.

The new format of the proactive service has shown to be a successful way to raise awareness of standardisation, regulation, current activities and how standardisation can help valorise results for projects. The webinars are of a high quality and promote cooperation between key stakeholders by involving different SDOs, NSBs, standardisation experts, the European Commission, projects, and other key stakeholders as speakers or panellists. As a tool to engage projects and the standards community, the proactive service has been of great value. In terms of raising awareness of the standardisation landscape in different fields, the webinars have also proven to be effective. The webinars are recorded and can be used for a period of 1-2 years as a resource to spread information

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<sup>6</sup> <https://hsbooster.eu/how-it-works>

<sup>7</sup> <https://hsbooster.eu/helpdesk>

<sup>8</sup> <https://sot.hsbooster.eu/#/SOT/>

<sup>9</sup> For additional details please see D3.2 Lessons Learned, section 4.2.



about certain standardisation areas and showcase standardisation opportunities that are of key strategic relevance in Europe and for the R&I community.

### **2.3.3 Premium services**

The HSbooster.eu project offers a premium service through a continuous open call process for standardisation experts and projects, providing dedicated and specialised assistance to projects in their standardisation efforts. The open call system, managed by the project partners, facilitates the selection of projects for premium services, including one-on-one consultancy and support from an EPE.<sup>10</sup> The Premium Service is offered on “first come, first served”, where the applicant projects will only be rejected on an eligibility element.

Procedures, documentation, and digital platforms for the management of open calls have been developed and tested. The structure and methodology are sound and efficient and can be implemented in a future booster with minor modifications.

The open call management is supported by a streamlined procedure designed to ensure efficiency and prompt response. European Research and Innovation projects get matched with standardisation experts who support the exploitation of EU-funded research by ensuring new technologies and innovations meet standardisation requirements and when relevant integrate project results into standardisation working groups or technical committees. Once a project and expert have been matched, the expert establishes the first conference call. Up to 4 meetings (and overall, 2-day effort for the experts, including time to prepare for the meetings) can be delivered by the expert in a period of up to 3 months. The service provided is meticulously documented by the designated expert on the HSbooster.eu platform, culminating in the development of a comprehensive service report.

After the initial pilot phase of the service, it became evident that for experts and R&I projects to derive the most value and effectively utilise all the tools and training provided by HSbooster.eu, the objectives, expected outcomes, and advantages of the services must be explicitly communicated from the outset. Consequently, establishing a robust platform, fostering direct one-on-one interactions, and organising targeted workshops for both experts and projects to gather feedback and recommendations to further improve services have been imperative to ensure clarity and enhance engagement.

Length and format of the premium service has proven to have an immediate effect on service delivery and quality of service. There is an increase in perceived quality of support for projects when the possibility for experts to extend service length is present which is stated in testimonials from projects and the experts themselves. As a result, the possibility to engage in longer services with effort from the experts, the equivalent of up to six days, has been included in the premium service offer.

The call topics are selected based on several sources, e.g. ICT Rolling plan for standardisation, the AUWP, foresight analysis and monitoring of legislative efforts, SDO strategies and trend analyses (e.g., CEN-CENELEC trend analysis, ETSI long-term strategy), and the European Standardisation Strategy. By collecting and combining these sources of knowledge and insight, HSbooster.eu has been able to determine a set of top European urgencies that R&I projects should address. Projects within these areas are also recognized as having the potential to amplify their impact significantly through active engagement with standards and contributing to the standardisation process.

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<sup>10</sup> More detailed overview of the Premium Services can be found in D3.2 Lessons Learned and Service Report.



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Thematic calls have been a good promotional opportunity and there is additional potential responsive to e.g. the AUWP that may be taken advantage of in a future booster .

A new concept in HSbooster.eu is the deep dive Premium service workshops. In this type of service one or more experts are matched with a series of projects to increase efficiency and promote synergies between the projects. This service recognises the critical need for a collaborative approach to standardisation between clusters or groups of projects perhaps funded under the same call or addressing similar challenges.<sup>11</sup> This has led to spin-off individual Premium Services and further Deep Dive service where, based on their newly acquired knowledge of the project landscape (Nature Based Solutions) gained through the Premium Deep Dive service, has proposed a new Deep Dive service to engage projects to contribute to the development of a new standard.

Another newly developed concept is the support provided to projects to develop CWAs when relevant through mentoring and financial support. CWAs are pre-normative documents that are highly suitable for innovations and novel technologies. They serve as reference documents and may pave the road to future standardisation activities. In the CWA services carried out in HSbooster.eu, the CWAs would not have been developed without this type of financial and expert support.<sup>12</sup>

#### **2.3.4 EPE**

One of the unique features of HSbooster.eu is the extensive external pool of experts, which represents a vast reservoir of knowledge ready to be tapped into when applicant projects submit relevant inquiries. The applications from persons requesting to become experts have been stable since the first few months when the highest number of applications were received. The use of SoMe and direct engagement with Technical Committees has proved to be an effective way to continuously increase the pool of experts.

The expert is assigned a vote based on quantitative criteria, such as gender, and qualitative criteria, such as specific roles and experience. The voting scale has been revised to 1-10 to ensure a homogeneous process. The assigned votes generate an expert ranking, which remains visible to the project consortium only. Experts that score lower than 3 are considered to be below par and will not be assigned to projects.

The pairing of experts with projects constitutes the core of the HSbooster.eu service methodology. The deployment of experts for service delivery has been effective, with projects frequently giving high evaluation scores to the experts.

In some cases, it has been difficult to match experts and projects due to the wide range of subject areas covered in HSbooster.eu. Additionally, some subject areas are very popular such as clean energy, data interoperability, and materials, which means that early on some experts were allocated to many services.

The current limitation on the number of services an expert can deliver within HSbooster.eu has been a point of contention. Imposing this restriction may be unnecessary; and this has, in some cases, been lifted. Experts who demonstrate both willingness and capability in service provision should be supported rather than restricted. Allowing experts to undertake multiple services has enabled the

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<sup>11</sup> For additional details please see D3.2 Lessons Learned, section 4.2.

<sup>12</sup> For additional details please see D3.2 Lessons Learned, section 4.2.



creation of an Experienced Pool of Experts proficient in delivering a multitude of booster services promptly, accurately, and with high quality.

There are also examples where the service has been more extensive than anticipated and hence required more time spent by the EPE than envisioned in the original standard Premium Service. EPEs are now able to request an extension of service delivery in case this is needed. The result has been an increase in the quality of the service delivery and guidance provided.

It was observed that despite providing a personal introduction to HSbooster.eu for all experts, not all tools and resources were being fully utilised. Therefore, dedicated workshops were developed focusing on the tools and resources available and better signposting within the HSbooster.eu platform. Examples of elements that were not being utilised to their full potential by the EPE are the Training Academy, the Standardisation Orientation Tool, and the opportunity to purchase standards during the services. This should be further developed in a future booster.

### **2.3.5 EAG**

The EAG offers guidance for HSbooster.eu and is composed of selected professionals from a variety of organisations and research institutions. EAG members have been selected based on diversity, knowledge base, and experiences within research and standardisation. The EAG meetings are held on a monthly basis and the project has so far kept to the quorum, hereby ensuring consistency and engagement in the project.

The EAG give strategic advice to the HSbooster.eu project and help steer the project in the optimum direction for both present and forthcoming initiatives. An example of input for the Premium Service from the EAG is:

*“Early engagement (year one or quarter 1 of year 2) in funded projects provides an opportunity for project teams to learn about specific standards and influence approaches taken by the team.”*

EAG members contribute to the review and analyses of Premium Service reports to extract essential insights and conduct thorough quality assessments. Their assessment and expert advice on the reports has contributed to the evolution of the Standards Catalogue which is currently in draft status. The Standards Catalogue provides insight into key standards, technical committees, and standardisation deliverables relevant for applicant projects.

EAG members' contributions are invaluable to the review of training materials. Their extensive knowledge and experience ensure that the content is accurate, relevant, and up-to-date. Their feedback helps identify gaps and areas for improvement, enhancing the overall quality of the training materials.

The Expert Advisory Group (EAG) is a cornerstone of the HSbooster.eu project, providing vital strategic guidance and contributing to the project while also giving concrete advice and input for HSbooster.eu tools and methodologies.



### **2.3.6 Training Academy**

Continuous training is a prerequisite to improve the skills and competencies needed for H2020 and Horizon Europe projects to ensure the elevation and valorisation of project outcomes through active involvement with Standard Development Organizations, utilization of standards, and contributions towards the creation or revision of standards.

Since there is limited education and vocational training on standardisation, the HSbooster Training Academy serves as a critical element in addressing the skills gap highlighted in the Code of Practice on Standardisation by delivering training at different levels for project participants. The Training Academy concept has evolved to explore the impact and efficiency of different types of training resources including online course material, a role-play game, webinars and physical workshops.

The Training Academy has created a growing network of academic researchers, standardisation professionals, and experts from industry to serve as subject matter specialists in targeted training sessions. While fifteen specialists have contributed to the Training Academy, achieving a balanced representation and engaging the appropriate mix of stakeholders remains a challenge. Enhancing the involvement of specialists and projects in the Training Academy is crucial to ensure that the content and training align with the users' needs.

The most popular webinars offered by the Training Academy have been the two webinars on introduction to standardisation<sup>13</sup> which shows the need for basic training in standardisation.

In the dynamic landscape of R&I communities, the existence of multiple training academies presents both opportunities and challenges. Recognising the potential for overlap, the groundwork for synergies with the StandICT academy has been laid, albeit these collaborations have yet to be fully realised with other entities. Moving forward, it is imperative to further explore the opportunity for synergies; actively seeking out and fostering collaborations that can enrich the ecosystem as partnerships and synergies between academies can be of benefit.

A future booster Training Academy should continuously provide high-quality training that resonates with the thematic areas outlined by a forthcoming booster to meet the needs of the Horizon Europe, Digital Europe Programme and H2020 projects.

While HSbooster.eu currently offers training materials on its website, a future Training Academy should incorporate an E-learning Platform to provide comprehensive educational resources and videos for self-paced, independent remote learning, potentially accelerating project scalability.

The project has also recognized the value of complementing online materials and training with on-site sessions at major research conferences and events, at leading research institutes and National Standardisation Bodies. However, this approach requires planning well in advance, suggesting that a project duration of three years might be more practical to implement such a comprehensive training strategy.

The Training Academy should incorporate a train-the-trainer model to bolster the training capabilities of EPE enabling them to provide expert advice and disseminate best practices to European Research and Innovation projects.

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<sup>13</sup> Deliverable 4.2 *Intermediate Standards Impact Report* Section 3.2.4 - table 7



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The continued visibility of the Training Academy and online resources such as the Standardisation Orientation Tool (SOT) is critical and new avenues for promoting the Training Academy and the SOT needs to be explored.

Finally, in a future booster, the content of the Training Academy should be evaluated by users to ensure that the Training Academy is state-of-the-art, delivered at the right time and that the content meets user needs.

### **2.3.7 Automation and scalability**

One of the important elements of HSBooster.eu is the automation of the services which has increased efficiency by leveraging digital technologies to carry out processes with as little human intervention as possible. Although this automation was a time-intensive endeavour, it has resulted in a fully operational platform, which supports voting of EPE and delivery of services.

Scalability and automation of the services have shown to be important to ensure effective and large-scale dissemination of the standardisation booster effort. Therefore, considerable time has been spent on investigating and assessing different solutions.

Another benefit of the automation of processes and services has been the standardisation of processes which has assisted in achieving consistent results that can be exploited further and help scale up the services in a future booster.

RTOs can act as key multipliers for linking R&I with standardisation and for disseminating the booster services. A major part of public research funded through the FPs are conducted by RTOs. Thus, systematic link with these through hosting of booster activities and partnership agreements should be explored.

The HSbooster.eu consortium has only had limited resources to engage with Research Offices and TTOs as these were not initially outlined in the Description of Action. It is clear, however, that there is potential for a future booster to engage with both Research Offices and TTOs as they can act as gateways to the booster, directing projects to the HSbooster.eu services, as well as promoting the advantages of standardisation. Also, they can serve as knowledge centres at the local level to deliver basic support in the standardisation process when drafting project proposals to include reference to standards and standardisation and provide advice on relevant standardisation deliverables.

The thinking behind HSbooster.eu is that scalability and automation are key to securing a long-lasting impact and sustainability of the project and its results. Bridging the gap between the R&I community and the standards community is a sustained and long-term effort that must be developed to meet the changing needs of researchers, standards developers, and society.

### 3 External workshops and reviews

To validate and enhance the recommendations, three external workshops were conducted in April 2024. These workshops engaged the EPE and project representatives, the EAG) and the CEN-CENELEC's group on research, innovation, and education (STAIR). The objective was to critically assess the HSBooster.eu consortium's draft recommendations and solicit feedback on the most effective and efficient implementation of a prospective booster

The three stakeholder groups were invited to the workshops due to their insights, involvement, and valuable contribution to the HSBooster.eu project and their feedback is particularly important as they qualify the recommendations and the best path forward for a future booster.

#### **About the review workshops**

The workshops were held online. Each workshop started with a presentation of the seven recommendations before opening the floor to the participants for their immediate reactions to the recommendations.

To ensure that the input and feedback was captured in all the workshops, participants were requested to provide their comments/suggestions and feedback on the following questions below using an online tool (Mural):

- What went well?
- What should be improved?
- What ideas do you have for a future booster?
- What action should be taken?

After providing their input, the comments/feedback were discussed in a plenary session at each workshop before closure.

Below is a summary of the main points, input and feedback received that were not already been covered in the draft recommendations circulated in April 2024 to the EAG, STAIR and the EPE and experts.

The final recommendations in Chapter 4 integrates the input received.

#### **Summary of feedback, areas for improvement and suggestions received**

Highlighted below are novel insights that were derived from the workshops. For a comprehensive compilation of feedback, please refer to Annex 1.

#### **Areas for improvement**

- **Early-Stage Support:** Target support to be at an earlier stage in the project lifecycle.
- **Increase Alignment and Coordination:** Foster greater alignment and coordination among various EC-funded projects.
- **Involve Multiple EPEs:** Engage more than one expert per project to cover a broader range of standardisation aspects.
- **Link with the AUWP:** The EPE and EAG should carefully analyse if and how standards can support the AUWP.
- **Networking Events and Workshops:** Organise networking events and workshops that link R&I projects with standardisation committees and industry leaders, promoting better understanding and direct communication.





- Establish regular feedback mechanisms: Incorporate a "what went well" and "what should be improved" questionnaire after sessions or on a regular basis to foster a culture of continuous improvement. Set up regular feedback channels for projects to communicate their challenges and suggestions directly to HSbooster administrators.
- Follow-Up on Premium Services: Ensure continuity by following up on completed Premium services with the same expert, offering extended support after EPE recommendations and the final report. This could include longer-term interactions between the project and the expert, acknowledging that standardisation activities are time intensive.
- Educational Resources on Proposals: Develop specific courses, guides, and manuals to educate researchers on integrating standardisation activities into project proposals
- Integrate and Synergize: Look for synergies with tools developed in other relevant projects that aim to link research with standardisation.

### **Suggestions for a future booster**

- Influence External Factors: Enhance HSbooster.eu's impact by increasing standardisation in Horizon Europe calls and providing long-term motivational actions for projects. This includes refining KPIs, amplifying recognition of project incentives, and bolstering national engagement. Improve clarity in calls regarding standardisation requirements.
- Offer Cascade Funding: Provide cascade funding to projects lacking allocated budgets for standardisation.
- Annual Research and Education Conference: Establish an annual conference dedicated to research and education, hosted by a European university.
- National Activities: Extend activities to include not only EU projects but also nationally funded R&I projects.

The feedback and input garnered from these collaborative workshops have been integrated into the final set of recommendations for framing the future HSbooster.eu contract. The dedication of all stakeholders to this iterative process of review and improvement is a testament to the cooperative ethos that is fundamental to HSbooster.eu and future initiatives.

## 4 Recommendations

D5.2 provides a strategic set of recommendations for a prospective booster concept and framework, drawing on the insights and experiences gained during the HSbooster.eu pilot project and fundamental contributions from stakeholder workshops. The collaborative effort ensures that the recommendations are aligned with stakeholder needs and expectations.

It features seven principal recommendations, each bolstered by a set of considerations and suggestions for sustaining activities aimed at ensuring the continuity and success of subsequent booster initiatives.

### 4.1 Recommendation 1 – Framework and resources

*A future booster should mature the HSbooster.eu concept while maintaining a high service level. To do so, a clear scope and framework should be established, coupled with the allocation of adequate resources.*

A future booster should consider:

1. A long-term initiative running for a minimum of three years to have sufficient time and resources to further develop the concept while improving existing and developing new services, tools, and training material.
2. Funding to cover a set of direct costs and subcontracting:
  - a. A pool of funding for acquiring standards, participating in TC/WGs, and developing CWAs should be made available for projects that apply for this support and are selected based on a set of predefined criteria.
  - b. Funds to the EAG to give advice and carry out concrete tasks such as screening premium project service reports, supporting the development of tools, and further developing the methodologies established in HSbooster.eu.
  - c. Funds to subcontract specialists to carry out concrete training activities including development of e-learning, articles, games, and training materials. Training and webinars often require specialised skills to be of a high quality.
  - d. Flexible funding to the EPE. Experts should be able to apply for additional funding when carrying out more extensive or complex services such as activities that require knowledge of several fields and TCs.
3. Having a key set of competencies in place in a future booster including sufficient experience in delivering booster services, project management, training, data management, platform development, communication, and networking as well as knowledge of standardisation, EC framework programmes, and the European policy landscape.
4. Increasing the standardisation knowledge base e.g. by having a pool of national standard bodies, CEN, CENELEC, and ETSI etc. as affiliated entities or subcontractors.

### 4.2 Recommendation 2 – Cooperation between key stakeholders

*Establishing a long-term, sustainable link between R&I and standardisation requires a tightly knit Collaboration between key stakeholders. A future booster should promote interaction and collaboration between the EC, the booster, the standardisation communities, and beneficiaries.*

A future booster should consider:



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1. Carrying out joint workshops with the EC to include the policy aspects at workshops and webinars to increase visibility and outreach to beneficiary stakeholders.
2. Creating a close partnership with CEN-CENELEC and ETSI, through CCMC and the ETSI secretariat and through the management/leadership of these.
3. Continuous dialogue with ESO strategic groups addressing R&I e.g. CEN-CENELEC working group on standards, innovation, and research and ETSI RISE to build trust and create a channel to CEN, CENELEC, NSBs, other projects, and the EC.
4. Collaborating more closely with NSBs as this is crucial for the success of a booster continuation.
5. Developing a concept for interaction with TCs e.g. by promoting the booster concept at TC and WG meetings and facilitating more cooperative activities between the booster and TCs e.g. joint workshops.
6. Cooperating with the JRC on identifying science and technology areas to be systematically considered by CEN, CENELEC and JRC as topics for the standardisation foresight workshop “Putting Science into Standards”.
7. Increasing dialogue with beneficiaries e.g. dedicated workshops to collect input and as members of the EAG.
8. Hosting a forum to stimulate cooperation, joint activities and foster synergies to enable cross collaboration between vertical and horizontal activities. This may include organising networking events and workshops that connect R&I projects directly with standardisation committees to foster better understanding and direct communication.
9. Setting up an annual conference dedicated to research and innovation hosted by a European university.

### **4.3 Recommendation 3 – Premium Service**

*The HSbooster.eu premium service concept has a proven track record of providing support and advice of very high quality and with a high satisfaction score. The continuation of the premium service or a very similar concept is fundamental for a booster successor.*

A future booster should consider:

1. Continuing and leveraging the HSbooster.eu premium service concept.
2. Adapting the premium service model to support projects more dynamically across their lifecycle by offering initial consultation and support during the proposal writing phase and early project stages. In certain cases, involving more than one EPE per project should be considered to cover more standardisation aspects.
3. Regularly following up on finished services after a fixed or agreed time period to offer additional support as standardisation activities can be lengthy and further advice and support may be needed.
4. Establishing regular feedback mechanisms where projects can voice their challenges and suggestions directly to the HSbooster administrators to continually refine and improve the service.
5. Providing premium services for nationally funded research and innovation projects across EU and EFTA, as European standardisation is intricately connected to and reliant on national initiatives and activities
6. Continuously offering one-to-many webinars dedicated to the EPE to raise awareness and increase the use of the training academy and key booster tools and methodologies when carrying out services.



7. Adopting the existing EPE and increasing the number of experts in key strategic areas (such as those defined in the AUWP) and in areas where there are many applicant projects but few experts by developing targeted promotion material, using social media, and cooperating with TCs.
8. Developing a specialized training program to enhance the skills and knowledge of experts that are below par to elevate their advisory capabilities and to ensure that they provide researchers with the most effective and engaging guidance on standardisation.
9. Engaging more experts from National Standard Bodies as experts as they can be crucial in the delivery of services. Due to their extensive knowledge and access to standards, NSB experts can be matched with all types of projects and are crucial when there is no expert available in the requested domain.
10. Further developing and automating the ranking of EPEs to facilitate an easier processing of scoring of experts and to decrease the number of experts rejected due to errors or lack of data.
11. Promoting, and assisting project representatives in selecting relevant TCs and WGs and entering either as members or as document subscribers to follow and contribute to the standardisation work.
12. Continuing to use the Premium Deep Dive service as it is a mean to facilitate coordinated and collaborative strategies between projects to contribute to standardisation in a timely manner.
13. Encouraging stakeholders such as EPE members and TC/WG members to promote the Booster Premium service and Premium Deep Dive service in their network to engage projects to contribute to the development of standards.
14. Evaluating the structure of the EAG to ensure effectiveness and best practice. The EAG should include key representatives of ESOs, selected NSBs, EC representatives, RTOs, projects, and multipliers to deliver value driven insight and advice.
15. Extending the CWA Premium Service support to enable projects to develop CWAs.

#### **4.4 Recommendation 4 – Tools and platform**

*HSbooster.eu has developed a comprehensive platform and a varied set of tools that can be pivotal in increasing the link between R&I and standardisation. To maximise their impact, the HSbooster.eu platform and tools should be further developed, further promoted, and widely utilised.*

A future booster should consider:

1. Continuing and leveraging the Intranet developed in HSbooster.eu as a seamless IT platform, along with its suite of digital tools and procedures, as it is essential for supporting the services provided and is integral to the upscaling effort.
2. Further developing and implementing the SOT as it has an unused potential to support FP project applicants in determining their standardisation route and potential. The SOT could be incorporated into EC support platforms for proposal writing to increase linkages to standardisation.
3. Including a mechanism for crediting researchers for their input in the standard catalogue, to recognize and incentivize the research community's contributions to standards thereby acknowledging their valuable role in advancing standardisation efforts.
4. Handling data and data management exclusively via the platform to support workflow processes and promote traceability.
5. Utilising the contact databases developed for the project as it is a key asset for future outreach campaigns providing available contact information of projects and beneficiaries.



6. Integrating and looking for synergies with tools developed in other relevant projects looking at linking research and standardisation.

#### **4.5 Recommendation 5 – Training Academy**

*Education and training are prerequisites for a successful and mutually beneficial relationship between R&I and standardisation. A future booster should increase the use of the existing Training Academy, add new elements continuously based on user feedback and data tracking, and be developed and advertised further to enhance usage.*

A future booster should consider:

1. Continuously providing targeted, high-quality training that is in line with thematic areas set out by a future booster.
2. Investing in long-term capacity building programs for the R&I Community to be able to contribute effectively to standardisation activities.
3. Developing courses, guides, the SOT, and manuals for the R&I community on how standardisation activities can be introduced in a project proposal.
4. Continuing to produce more success stories based on the premium services activities to increase demand of services from projects and to inspire experts when providing services.
5. Cooperating with other Training Academies and the ESOs, as well as similar projects to grow the network of stakeholders delivering training in the TA and incorporating training material from other initiatives.
6. Developing and expanding the online platform with E-learning material to serve projects with relevant educational materials for self-paced, independent, and remote learning.
7. Offering on-site training sessions to/in collaboration with targeted partners, for instance major universities/research institutes as well as major research conferences and events.
8. Developing and integrating a module for training-of-trainers to enhance capabilities of standardisation experts to meet the needs of projects.
9. Continuously evaluating and updating the TA based on online reviews, data tracking, and QR-codes for fast evaluation by users to ensure that the TA is renewed, fit for purpose, and state-of-the-art.

#### **4.6 Recommendation 6 – Framework programmes and the Annual Union Work Programme**

*Systematic integration of standardisation in framework programmes and full incorporation of standards/standardisation in calls related to AUWP topics/items will strengthen European priorities. A closer link between R&I and standardisation requests should be established by linking relevant FP calls with AUWP topics and by collaboration with DG GROW and DG RTD to support European legislation and policy goals.*

A future booster should consider:

1. Collaborating with DG Grow and DG RTD to strengthen the link between R&I framework programmes and standardisation through systematised reference to and incorporation of research and standards in framework programmes pillars and individual calls. Links to a future booster should be provided when relevant.



2. Providing support for EISMEA standardisation projects and function as the link between R&I stakeholders and the standardisation community. EISMEA standardisation projects should consider heightened emphasis on incorporating research & innovation and societal stakeholders into standardisation activities, ensuring a more inclusive and comprehensive approach.
3. Supporting projects in several R&I domains. Actions and priorities should be aligned with the AUWP actions to support the EU's policy ambitions.
4. Cooperating with the European Commission to strengthen the link between the R&I community, Standardisation Requests, and the TCs responsible for developing the requested standard documents by e.g. matchmaking and providing training to relevant R&I stakeholders to enable them to participate actively in the work being carried out.
5. A trial where specific calls refer to the booster and/or where projects, clusters, or missions are contacted by the European Commission as pilots of the services.
6. Cooperating with the European Commission on dissemination activities, as communications endorsed by the European Commission are highly effective and can significantly amplify the usage of booster services.

#### **4.7 Recommendation 7 - Upscaling**

**Upscaling and full implementation at the member state level is paramount for a booster to create a significant and long-term impact. Mechanisms for upscaling should be developed in dialogue with multipliers and concepts for one-to-many services should be further explored.**

A future booster should consider:

1. Further developing the one-to-many services where one or more experts serve several interlinked projects e.g. within the same research area, sister projects or EU missions.
2. Continuously developing webinars and workshops on dedicated areas as they attract a significant audience and support several projects at once. They can be recorded and placed on social media channels which can create further impact.
3. Providing support services for proposal writing to ensure that standardisation is considered during strategic planning and consortium selection. Services could include current project assets such as the SOT, informative webinars, training, and consultancy from proposal stage up to ongoing projects.
4. Developing a systematic link and cooperation mechanisms with universities and their Technology Transfer Offices and Research Offices to support knowledge transfer and dissemination of booster activities.
5. Developing a systematic link to research associations and networks and RTOs e.g. by developing joint workshops and dissemination activities.
6. Developing a systematic link to pan-European entities e.g. sectoral clusters, professional associations, and European Digital Innovation Hubs (EDIHs)
7. Close collaboration with National Research and Innovation Agencies such as National Contact Points as they are in close contact with projects from the consortium preparation phase to the grant agreement support.

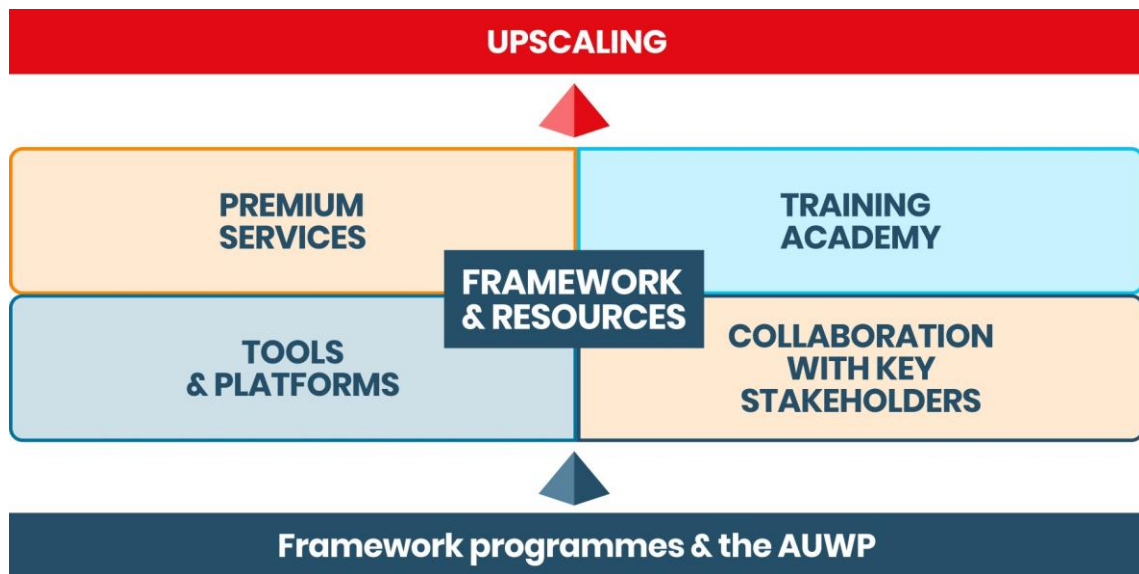
##### **4.7.1 Set up for a future booster framework**

Figure 1 provides a comprehensive visual representation of the essential elements that constitute the future booster framework. It delineates the critical components and their interconnections with



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European Union framework programmes and the AUWP, highlighting the potential for scalability. This illustration serves as a conceptual map, guiding stakeholders through the intricate landscape of a future booster's structure, its operational mechanisms, and its strategic alignment with overarching EU objectives aimed at fostering innovation and standardisation.



**Figure 1 Illustration of framework**

The visualisation underscores the importance of synergy between the booster and EU programmes, ensuring that the booster's initiatives are well-integrated and contribute to the broader goals of enhancing research and innovation across the Union.



## 5 Conclusion

D5.2 "Recommendations Report - Framing the Future HSbooster.eu Framework Contract" encapsulates the collective insights and experiences from the HSbooster.eu project. It outlines a series of well-founded recommendations aimed at fostering a robust connection between research and standardisation within Europe.

The report, through its structured approach, provides a clear and actionable set of recommendations that are expected to guide future initiatives. The recommendations, enriched by external workshops and reviews, reflect a commitment to continuous improvement and collaboration among stakeholders.

Seven recommendations form the core of the HSbooster.eu's strategic vision for future initiatives:

- **Recommendation 1 – Framework and resources**  
A future booster should mature the HSbooster.eu concept while maintaining a high service level. To do so, a clear scope and framework should be established, coupled with the allocation of adequate resources.
- **Recommendation 2 – Collaboration between key stakeholders**  
Establishing a long-term, sustainable link between R&I and standardisation requires a tightly knit collaboration between key stakeholders. A future booster should promote interaction and collaboration between the EC, the booster, the standardisation communities, and beneficiaries.
- **Recommendation 3 – Premium Service**  
The HSbooster.eu premium service concept has a proven track record of providing support and advice of very high quality and with a high satisfaction score. The continuation of the premium service or a very similar concept is fundamental for a booster successor.
- **Recommendation 4 – Tools and platform**  
HSbooster.eu has developed a comprehensive platform and a varied set of tools that can be pivotal in increasing the link between R&I and standardisation. To maximise their impact, the HSbooster.eu platform and tools should be further developed, further promoted, and widely utilised.
- **Recommendation 5 – Training Academy**  
Education and training are prerequisites for a successful and mutually beneficial relationship between R&I and standardisation. A future booster should increase the use of the existing Training Academy, add new elements continuously based on user feedback and data tracking, and be developed and advertised further to enhance usage.
- **Recommendation 6 – Framework programmes and the Annual Union Work Programme (AUWP)**  
Systematic integration of standardisation in framework programmes and full incorporation of standards/standardisation in calls related to AUWP topics/items will strengthen European priorities. A closer link between R&I and standardisation requests should be established by linking relevant FP calls with AUWP topics and by collaboration with DG GROW and DG RTD to support European legislation and policy goals.
- **Recommendation 7 – Upscaling**  
Upscaling and full implementation at the member state level is paramount for a booster to create significant and long-term impact. Mechanisms for upscaling should be developed in dialogue with multipliers and concepts for one-to-many services should be further explored.



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These recommendations are designed to ensure a seamless integration of research and standardisation efforts.

It is imperative to acknowledge the diligent efforts of all contributors whose dedication has been instrumental in refining these recommendations. The future booster concept envisioned by this report is aimed at sustaining and enhancing the momentum achieved, ensuring that the bridge between R&I endeavors and standardisation processes is strong and effective.

The HSbooster.eu project stands as a testament to what can be achieved through cooperative effort and a shared vision for progress. The recommendations laid out in this report are not just a culmination of past efforts but also a beacon guiding us towards a future where R&I and standardisation continue to evolve in tandem, driving innovation and excellence in Europe.




## 6 Annex 1: Input from workshops



### Feedback from workshop with EPE

Well	Needs to be improved	Ideas	Action
<ul style="list-style-type: none"> <li>The EPE guidance is a strong HSbooster asset, helping projects to align their research outputs with relevant standards.</li> <li>The EPE service communicates well and offers excellence support and guidance, also with respect to contributing to existing standards and creating new standards, GDPR compliance in websites, and apps.</li> <li>Engaging with HSbooster is a good opportunity to learn about other EU projects and their interests in standards.</li> <li>The Training Academy and its resources are beneficial in providing foundational knowledge about standardization, suitable for beginners and advanced users alike.</li> <li>The automated services are excellent and make it easy to undertake standardization work.</li> <li>The HSbooster team communicates well and gives good support.</li> <li>The online platform and templates are user-friendly and help to start the consultancy with less stress and to set the direction of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Involve more than one EPE per project, so more standardization aspects can be covered.</li> <li>Simplify the process of engaging with SDOs/NSBs and establish a dedicated network of national contact points to make it more transparent for projects how and where they can contribute to standardization.</li> <li>Projects should be able to get HSbooster service during the writing of the project proposal to better allocate project resources to standardization contributions.</li> <li>Collaborate between different European projects.</li> <li>Provide a longer and more focused support for high TRL projects that develop products that are closer to market entry.</li> <li>Follow up on a finished consultancy service with the same expert who initially provided the service. Offer additional support services after EPE recommendations and final report or offer longer-term interactions between project and expert, because standardization activities take time. Currently, if a project wants the service to be extended, the application process must start over, but a project cannot register twice with the same e-mail address. Maybe adding an option to request a renewal of the consultancy as part of the application process?</li> <li>Focus on communication with regulatory agencies in different countries to better incorporate standardization in national R&amp;I projects.</li> <li>Offer better guidelines and support for projects that are new to standardization on identifying relevant standardization activities and understanding how to contribute to standardization.</li> </ul>	<ul style="list-style-type: none"> <li>Make standards easily available for projects that receive premium service.</li> <li>Join forces with other similar initiatives such as the "Standard+Innovation" web portal and facilitate collaboration with alliances or associations such as AIOTI, Alliance for Internet of Things, via white papers etc.</li> <li>Develop a platform where projects can share their outcomes and learnings directly with standardization bodies without needing to engage directly in standardization process. This could facilitate easier integration of innovative solutions into existing frameworks.</li> <li>Propose standardization activities not only for EU projects, but also for nationally funded R&amp;I projects.</li> <li>Make HSbooster serve as a contact point to share experience between projects and facilitate contact between them if they have common interests.</li> <li>Help experts with sharing their knowledge and contributions to standards without going through an administrative process, which is different for every standardization body. Introduce a mentorship program where novice projects are paired with experienced projects or standardization experts, who can guide them through the initial phases of standardisation activities.</li> <li>Give the support at an earlier stage of the project life cycle.</li> <li>Become better at conveying the need for clarity when communicating project deliverables.</li> <li>Introduce onboarding workshops for new experts to reduce complexity.</li> <li>Offer read-only options with relevant information like what is available with different NSBs.</li> </ul>	<ul style="list-style-type: none"> <li>Develop detailed onboarding sessions/workshops for new projects that explain the standardization landscape, key players, and pathways for contribution. This should include practical examples and step-by-step guides.</li> <li>Implement a key account.</li> <li>Create a stronger connection between ISO/CEN/CENELEC and other TCs and WGs to increase an effective participation in standards development or refinement.</li> <li>Establish regular feedback mechanisms where projects can voice their challenges and suggestions directly to the HSbooster administrators to continually refine and improve the service.</li> <li>Organize networking events and workshops that connect R&amp;I projects directly with standardization committees and industry leaders to foster better understanding and direct communication.</li> <li>Offer marketing and dissemination activities through key channels to reach wider audience and make them aware of these supporting services.</li> <li>Help create synergies among standardization bodies. IEEE, W3C, ISO, ETSI, OntM2M, and IEC are developing ontologies with common (redundant?) concepts.</li> <li>Become better at understanding the demand for making the standardization process simple for organizations and individuals, with a focus on SME markets.</li> </ul>



### Feedback from workshop with EAG

Well	Needs to be improved	Ideas	Action
<ul style="list-style-type: none"> <li>Premium services allowed experts to upskill in standardization and upbring consensus for their contributions.</li> <li>Tailored approach to project needs is very good and needed.</li> <li>Convening experts in the HSbooster and developing the internal HSbooster community.</li> <li>The reviewing format was very easy to use but could do with some finessing.</li> </ul>	<ul style="list-style-type: none"> <li>The reports we read was very different-it was a bit hard to extract and know what was wanted.</li> <li>Understanding the impact of our work has not been made clear to me or ostensibly measured.</li> <li>Try to go further than high level recommendations and say how this could be achieved (a bit more operational recommendations in some cases are needed).</li> </ul>	<ul style="list-style-type: none"> <li>Proposal for EC: including in all calls an assessment of the potential role of standardization and a capacity building plan.</li> <li>Need to be clearer in calls as to what is requested regarding standardization.</li> <li>Ask the EC to have a more strategic/holistic view on standardization requests, and how outcomes of projects can support this. This needs to be done at call stage already.</li> <li>Introducing clear impact measurement and feedback loops related to our work.</li> <li>Provide paths on how to transfer project results to standards, and also further economical/societal impact.</li> <li>Understanding to whom the project was communicated to and how.</li> <li>Gaining a clear picture about the demand for the work and which areas are of most value to the EU.</li> <li>Specific courses/guides/manuals for researchers on how standardization activities can be introduced in a project proposal. Why should the experts from TCs and/or NSBs be used?</li> </ul>	<ul style="list-style-type: none"> <li>Following up on Lindsay's suggestion: case use case studies for HSB success stories</li> <li>Set up surveys or feedback loops to identify successes and failures.</li> <li>Target additional stakeholders: TechTransfer Offices (for academia), R&amp;D&amp;I Units (for SMEs)</li> <li>Showcase success stories and challenges in reaching impact.</li> <li>Greater interaction between R&amp;I stakeholders and NSBs that want to get involved. Maybe CEN-CLC could mediate here.</li> <li>Set up workshops to discuss areas of standardization that are not clear and how best to provide that clarity for standards makers across the EU.</li> <li>Integrate and look for synergies with tools developed in other relevant projects looking at linking research &amp; standardization.</li> <li>Monitor KPIs as economic impact of the supported standardization initiatives.</li> <li>Become a HUB for standardization supporting economic impact of EU based initiatives.</li> </ul>

## Feedback from workshop with STAIR

Well	Needs to be improved	Ideas	Action
<ul style="list-style-type: none"> <li>Keep supporting and developing the Training Academy.</li> <li>Continue to communicate the vision of HSbooster.</li> <li>Support the continued raising of awareness about HSbooster in the standardization ecosystem including standardization and R&amp;I communities.</li> </ul>	<ul style="list-style-type: none"> <li>Influence the external factors around HSbooster, such as increasing the presence of standardization in HE calls and provide more long-term motivation actions for projects, including improved KPIs, more recognition of project incentives, and increased national engagement.</li> <li>Improve the coordination between HSbooster and the ESOs.</li> <li>Attract and recruit more knowledgeable standardization experts.</li> <li>Increasing alignment and coordination between various EC funded projects (offering more education and advice).</li> <li>Define who the users of HSbooster should be - and figure out what they need.</li> <li>Deliver more high-level outputs, i.e., new standards.</li> <li>Clarify the link between HSbooster and NSBs.</li> </ul>	<ul style="list-style-type: none"> <li>Cascade funding can be offered to projects with no budget allocated to standardization.</li> <li>Offer more education about standardization in HEIs and PROs to increase the demand for HSbooster services in the long run.</li> <li>Increase investment in awareness raising activities for projects (e.g., pitching events where projects can present their results to be valorized with standardization).</li> <li>There is a need for indicators!</li> <li>Develop HSbooster online training videos to give advice and consultation about standardization.</li> <li>Set up an annual conference dedicated to research and education - hosted by a European university.</li> </ul>	<ul style="list-style-type: none"> <li>Extend the scope of HSbooster beyond the time span of Horizon funding.</li> <li>Combine short-term and long-term actions to raise awareness and motivation among projects.</li> <li>Have more focus on low hanging fruits, i.e., projects that are on higher standard-readiness levels.</li> </ul>



# Consortium





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