

AIPF ACTIVITY REPORT

2024-2026

Reporting period: July 2024 – June 2026

Cut-off date: 30 June 2026

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SUMMARY

This report reflects the commitment to advancing Accelerator Science and Technology (ASc&T) from the AIPF (ASc&T Industry Permanent Forum) by fostering impactful collaborations between industry and research institutions. As a forum, AIPF strives to be the primary reference point for European projects within ASc&T, facilitating partnerships that drive innovation and address societal challenges, promoting early engagement collaborations, streamlining innovation processes, and creating a coherent roadmap for co-innovation in the domain of accelerators.

This consolidated Activity Report follows the inaugural AIPF Annual Report 2023–2024 and covers the period from July 2024 to June 2026.

During the reporting period, AIPF moved from initial coordination to operational engagement. Key achievements include supporting the successful EPITA and COORDINA-INNOV proposals, contributing to European discussions on innovation procurement and risk-sharing, advancing a common technology taxonomy and a Big Science industry opportunity platform, and promoting a concrete model of industry leadership through EPITA WP7. These results provide the basis for AIPF's next phase: translating strategic recommendations into structured actions, measurable commitments and long-term influence.

Detailed within this report are our vision, mission, and goals, alongside a comprehensive account of the main activities. We highlight the tangible results achieved thus far and outline strategic actions poised for implementation in the coming years.

INTRODUCTION

AIPF

The AS&T Industry Permanent Forum was endorsed by the TIARA Governing Council* on February 21, 2023. The Forum reports via its Chairs to the TIARA Collaboration Council on the status and outcomes of the activities, also presenting any communication that the Forum asks to transmit to TIARA.

TIARA can at any time submit requests of feedback to the Forum on specific issues or invite the Forum to cooperate in initiatives promoted by TIARA itself.

VISION

- Act as an efficient link between industry and research institutions, representing the collective voice of the entire Accelerator Science and Technology (AS&T) community.
- In subjects related to the link between industry and research institutions, become the main permanent reference forum for future European projects and decisions pertaining to AS&T.
- Strive to exploit AS&T capabilities, aligning them with societal needs and addressing pressing challenges in our society.

MISSION

- Promote collaborations between industry and research labs at the earliest possible stage to enhance scientific achievements.
- Promote and streamline innovation by the generation of innovative solutions ready for industrialization, market entry and exploitation.
- Create a coherent and accessible roadmap for co-innovation in accelerators developments, fostering strategic scientific innovation and societal progress.

By promoting collaborations, we envision a future where the AS&T community stands at the forefront of ground-breaking advancements, driving innovation that makes a tangible impact on industry, society, and beyond.



*<https://www.eu-tiara.org/>



PRIORITIES

- Synergies between roadmaps
- High-level support body
- Facilitate dialogue



OPPORTUNITIES

- Enhance industrial competences
- Foster innovation
- Align efforts
- Identify pipeline of innovation common interests



PERSPECTIVES

- Growth as community
- Enabler of actions

GOALS

INDUSTRY COLLABORATION AND PARTNERSHIP

Enabling efficient alliances between research institutions and industry, aiming to enhance industrial involvement in manufacturing and engineering competences, improving cooperation on a technical level, committing research institutes to involve industry early in new developments facilitating coherent technology advancements across research institutions to foster industry participation, and establishing a long-term co-innovation strategic cooperation between industry and research institutions.

ADVOCACY AND POLICY INFLUENCE

Becoming a premier reference industrial forum for policymakers, delivering a compelling message regarding the strategic importance of AS&T, while also serving as a high-level support body for EC projects involving the AS&T community, and delineating strategies aimed at overcoming obstacles hindering the optimal exploitation of collaboration between industry, research institutions and technology innovators.

FUNDING AND INVESTMENT

Mobilizing funding, leveraging both public and private investments to support research institutions and industry, while concurrently establishing mechanisms to find synergy between scientific and industrial roadmaps and facilitate the necessary support.

KNOWLEDGE TRANSFER AND COMMUNICATION

Fostering and facilitating information exchange among research institutions, industry stakeholders, and funding institutions, thus strengthening the linkages between research and industries on present and future programs, competences, and business development strategies.

ROADMAP DEVELOPMENT

Encouraging the science community to actively consider industrial requirements and applications, promoting initiatives to provide support in defining accelerator Science and Technology roadmaps. To guarantee that the development of the roadmaps will foster a bridge between industry and scientific institutions to expedite innovation, facilitating increased industrial activities and participation in prototyping phases at R&D centres, enhancing technology transfer processes and methods in accelerators, and establishing a pipeline to identify a sufficient number of innovation proposals with an appropriate Technology Readiness Level (TRL).



2024-2026 RESULTS AND ACHIEVEMENTS

In this Activity Report, we embark on a journey that began with the 2024 Work Plan which outlined our strategic trajectory for the years ahead. The action plan had 5 priorities:

- Promote the integration, classification, and distribution of information on new initiatives, calls, projects and infrastructure upgrades.
- Promote the integration of roadmaps between synergetic communities.
- Work on R&D Funding programs focused on industry.
- Strengthen the relationship with the Research Institutions, being proactive in the ASc&T strategic development plans.
- Promote mechanism to share the risk between Research infrastructures and Industry for the development of prototypes and low TRL components.

During 2025, we decided to merge the third and fourth priorities.

WORKING GROUPS

INTEGRATION, CLASSIFICATION, AND DISTRIBUTION OF INFORMATION

The working group dedicated to promoting the integration, classification, and distribution of information on new initiatives, calls, projects, and infrastructure upgrades aims to strengthen communication channels that are essential for effectively disseminating opportunities to industry stakeholders.

Initial efforts focused on establishing a systematic framework for collecting and structuring information across these domains. While this approach was well received within the community and demonstrated potential effectiveness in certain contexts, it became evident that aggregating data from existing sources, such as market surveys, tenders, and opportunities in a portals with such structure, would require substantial software development and sustained operational resources.

In parallel, discussions with several Big Science organisations revealed a more pragmatic and impactful approach. This approach relies on the identification of keywords in the description of the opportunity. Part of the work carried out within this activity can be leveraged to develop a harmonised set of keywords commonly used in these descriptions of market surveys and tenders. This shared vocabulary would support procurement officers in describing their needs in a consistent manner across organisations, thereby improving clarity and accessibility for industry.

In addition, the portal under development will provide concise descriptions of activities and topics, making it easier to distinguish closely related areas for both procurement officers and industry representatives. This will also clarify the types of companies and competencies required for these opportunities.

The first steps towards establishing such a portal have been completed. Draft specifications have been prepared with contributions from Big Science organisations, Industrial Liaison Officers, company representatives, and software providers. These inputs have ensured that the proposed solution meets user needs while remaining technically feasible and sustainable. The resulting concept is based on a simple, standardised format to be provided by participating organisations. Importantly, the portal will not host documents directly but will instead link to the original information on the respective organisations' websites.

The next steps include finalising the specifications, developing the platform, and onboarding the first participating organisations. A governance framework will also be established to ensure that the portal remains aligned with its original purpose: serving as a reliable, up-to-date, and user-friendly entry point. A “one-stop shop” for European companies seeking to engage with the Big Science community.

The prototype will be presented during BSBF 2026 in Maastricht.

PROMOTE THE INTEGRATION OF ROADMAPS WITHIN SYNERGETIC COMMUNITIES

There is a call for a shift in focus towards industry competencies: rather than solely highlighting the equipment needed for future accelerator infrastructures, upgrades and research and development projects in the accelerator field, the emphasis is placed on understanding the competencies required to provide such equipment and R&D, not only in the Accelerator field, but in Big Science areas with related technological needs in general. This approach aims to attract a wider range of companies and enlarge business opportunities, expanding the pool of potential suppliers, industry collaboration at early stages of the research and, most important, seeking standardization and market widening in the Big Science community in general.

During 2025, this AIPF working group has focused its efforts on providing support to two specific actions. The EC Horizon Europe Work Program 2025 opened calls in the INFRA TECH and INFRA DEV destinations specifically in the line of the interest of this WG. AIPF has contributed to the preparation of proposals for these calls.

The call HORIZON-INFRA-2025-01-TECH-02 was aimed at implementing research infrastructure technology roadmaps in consolidated technology communities. AIPF provided support to the accelerator community to prepare a proposal that suitably fit the expected outcome of the call.

The proposal EPITA, that can be considered as a natural continuation of the common efforts developed in IFAST, included among its objectives the review of roadmaps and strategic agendas of accelerator communities and technology developers to compile a preliminary list of integrated needs across the Physical Sciences and Engineering domain. It was highlighted that the work will emphasise collaboration with industry.

The proposal was approved and this WG has committed its support to the project, starting in May 2026. This can be considered as an ideal scenario to initiate an explicit contribution of AIPF in the operative activities of the accelerator technology community in the frame of this WG aim.

This collaboration can be considered as a next step of the AIPF actions initiated in IFAST. It is worth mentioning that one of the main achievements identified in the EC Final Review of IFAST was precisely that the project led to the establishment of AIPF to ensure long-term industry-research synergy.

The call HORIZON-INFRA-2025-01-DEV-05-Area 3 targeted a topic exactly in the focus of this AIPF WG: advance on frameworks for joint research infrastructure technology developments, identifying technology building blocks that can be used by various research infrastructure communities and across different domains.

Since this call was cross-sectorial, the three Horizon 2020 INFRA INNOV-04-2020 (one of them the Accelerator community) federated to submit a joint proposal: COORDINA-INNOV. AIPF provided explicit support to this proposal, participating in the preparation of some parts of it. The ambition of higher level of this proposal is proposing a new model of organization among the technology developer consolidated communities to be implemented in the next EC Research Framework Program.

The support of AIPF to this proposal can be considered strategic in two specific targets:

- Guarantee that the vision of the industry involved in co-innovation is considered in the relevant exercise of technology road mapping needs, covering both transversal and domain-specific needs, and
- Identification of optimal interaction modes between research infrastructures and industry, including SMEs, depending on the research infrastructure technology innovation ecosystem.

The proposal COORDINA-INNOV has been approved, starting activities in May 2026. AIPF, via this WG, will interact with this project mainly in two work packages:

- WP2, to influence in the definition of the Taxonomy of Technology Fields throughout the research and technology infrastructures of several ESFRI domains, and
- WP4, to contribute to a proper proposal for implementing the so-called innovation-hubs, an implementation of real optimal interaction modes between research infrastructures and industry.

With the contribution to this project, AIPF guarantees a proactive collaboration towards a fundamental strategic analysis that can help to consolidate in FP10 all the efforts done in IFAST towards an integrated approach of the funding tools for technology development underpinned on an efficient industry-research institutions partnership.

RELATIONSHIP BETWEEN RESEARCH INSTITUTIONS AND INDUSTRY

Strengthening Europe's innovation capacity is essential to maintaining global competitiveness and ensuring sustainable support for scientific research. Currently, the time required to translate scientific discoveries into market applications remains a significant challenge.

Accelerating this "science-to-market" process requires not only alignment between scientific and industrial roadmaps, but also their integration into concrete, jointly defined research programmes. When scientific objectives are directly connected to current and future industrial technology developments, innovation can be significantly accelerated. This creates mutual benefits: research infrastructures achieve their scientific goals more effectively, while industry can more rapidly exploit emerging technologies in new products and services.

To enable this, it is essential that research and development funding is directed towards areas of overlapping interest between science and industry. Such an approach ensures efficient use of public resources by simultaneously addressing both scientific and industrial priorities.

AIPF advocates for a stronger and earlier involvement of industry in governance and strategic processes. In particular, industry representatives should not only participate in Industrial Advisory Committees but also be included in strategic boards and proposal preparation teams for European funding programmes supporting RI–industry collaboration.

From this perspective, AIPF promotes the development of public–private research and innovation programmes designed to accelerate the deployment of new technologies. Compared to traditional, transactional knowledge transfer models, collaborative programmes involving end-users from the outset offer more effective pathways for addressing complex technological challenges. They also foster continuous learning, strengthen partnerships, and support the development of sustainable innovation ecosystems.

See the AIPF Strategic Statement.

PROMOTE MECHANISM TO SHARE THE RISK BETWEEN RESEARCH INFRASTRUCTURES AND INDUSTRY

Previous AIPF reports highlighted the importance of establishing effective risk-sharing mechanisms between research infrastructures (RIs) and industry. Key challenges include differing interpretations of Technology Readiness Levels (TRLs), unclear allocation of risks, and difficulties in developing joint financing schemes.

In 2025, the Risk Sharing Group intensified its efforts through regular meetings, participation in an EU survey, and an exchange with the ERMiNe (Enterprise Risk Management International Network) community. Together, ERMiNe and AIPF analysed topics such as innovation and industrialization financing, TRL definitions, and the use of grants or loans for innovation. A key outcome was the shared recognition that mutual understanding of TRLs between RIs and industry requires improvement. The discussions also underlined the need for new cooperation models that better reflect the innovation process and the differing risk perceptions of the involved stakeholders.

AIPF also contributed to an EU survey on innovative solutions for the public sector in Europe. The survey aimed to explore new financing instruments—such as grants, loans, and guarantee systems—to strengthen support for

innovation within the EU. The AIPF contribution was based on input from its members and was followed by an interview. The EU has since announced a workshop on this topic, in which AIPF plans to participate.

To further strengthen its visibility and impact, AIPF proactively engaged with relevant institutions, encouraging their participation in both the association's activities and the Risk Sharing Group.

Looking ahead to 2026, AIPF aims to deepen cooperation with research and industry organizations. A European workshop organized by AIPF—bringing together all major stakeholders from RIs and industry—could serve as an important starting point for establishing a shared framework and advancing risk-sharing practices.

EU-PROJECTS AND INITIATIVES

Some of the concrete actions from AIPF to support EU projects and initiatives:

- Participation to the interviews for the [New financial products to derisk innovation procurement initiative](#) of the Directorate-General for Research and Innovation and promotion among Industry and RI members of the online survey and meetings with the EIB/EC, so to bring insights to design new financial instruments to support innovation procurement.
- Support letter for COORDINA-INNOV and in the communications section the Participation to [the joint Kick-off of COORDINA-INNOV](#). Letter is annex to this activity report.
- Participation to the [Enlarged TIARA meeting](#) on enabling technologies for future accelerators with the positioning of the Accelerator R&D priorities for industry as contribution to the HORIZON-INFRA-2025-01-TECH-02 proposal
- Support to the preparation of the EPITA project and an active technical role on it. Specifically, AIPF is engaged in the following EPITA goals:

Reinforcing Co-creation with Industry (WP3)

EPITA work package (WP) 3 has four specific objectives targeted towards comprehensively reinforce co-creation and innovation. The second one is (sic) b) ensure that the [AIPF](#) is a permanent platform fostering continuous research-industry collaboration, funding mobilisation, and strategic alignment.

In this scope, the mission of EPITA Task 3.2. is to consolidate [AIPF](#) as a permanent platform to align accelerator R&D with industrial capabilities and societal needs.

Permanent Magnets (WP7)

EPITA WP7 is a technical work package with two goals. First, develop a tuneable permanent magnet quadrupole, integrating magnet engineering, accelerator physics, and industrial production methods to produce a fully functional, “plug-and-play” ZEPTO-PRO ready for deployment across various applications. Second, design, build and qualify innovative Permanent Magnet Wigglers for the next e+/e- colliders.

A particularly significant development is the role of industry in EPITA WP7 on Permanent Magnets. For the first time in the long sequence of integrated accelerator projects, from ARIES and IFAST to EPITA, a technical work package is led by an industrial partner with direct experience in accelerator technology development, manufacturing and delivery. This represents an important step from consultation to operational co-innovation: industry is not only invited to comment on strategic roadmaps, but is directly involved in shaping, coordinating and delivering technology development activities.

- Participation in the RTI Summit 2025 with presentation and panel debate participation (see communications section) – and article in CERN Courier.
- Presentation [INPROCAP WEBINAR 6](#): Pre-Commercial Procurement-Phases, Cases and Practice. Following the presentation and the feedback from AIPF that the 51% requirement for PCPs on R&D-services is a difficult threshold to reach considering the expensive equipment and tooling for the development of hi-tech hardware prototypes. AIPF received the following message from the Policy officer for innovation procurement and experimentation spaces.
- *We are working on a solution to make it official that we can remove this 51% requirement for PCPs (as there is already some CJEU case law that ruled that services procurements remain services procurements even if the value of products in the contract are higher than 50% of the total contract value, as long as providing the service was the main objective of the contract and the products were inextricably linked to/needed for providing the service).*

- TIARA nominated two industry representatives from AIPF for the evaluation process of the IFAST-2 proposals for emerging technologies.

COMMUNICATION ACTIONS

During the 2024-2026 period, AIPF has used its internal network to spread the information on the different activities organized by the RIs and EU projects to the ASc&T community.

Some articles published during this period are:

Accelerating news: quarterly newsletter for the particle accelerator community that reaches a core readership of approximately **1,500 to 1,750 active subscribers**.

[Bridging research and industry: The Accelerator Science and Technology Industry Permanent Forum](#) This article describes the Accelerator Science and Technology Industry Permanent Forum (AIPF) as a strategic initiative to strengthen collaboration between industry and research institutions in accelerator science and technology. It presents AIPF as a bridge that aligns early-stage research and development with industrial needs, enabling co-innovation and facilitating the transfer of scientific advances into practical applications. The article outlines the forum's initial work in identifying barriers to collaboration, including differing stakeholder priorities, and highlights efforts to improve communication, contractual approaches, and risk-sharing mechanisms. It also details future goals such as increasing industrial involvement in strategic planning, reassessing Technology Readiness Levels, and expanding membership to reinforce AIPF's role in European innovation.

BSBF 2024- Trieste: The Big Science Business Forum 2024 was a major European industry–science event bringing together key stakeholders to strengthen collaboration and business opportunities around large-scale research infrastructures and advanced technologies.

[Public meeting](#) with two open discussions over 80 participants.

- Can a forum between industry and research labs enhance collaboration that drives innovation that makes a tangible impact on industry, society, and beyond?
- AIPF: Bridging the chasm between Research and Industry.

The participants were invited to share their ideas on how to integrate tendering and business opportunities information, foster communities' synergies, prioritize industry R&D funding, effectively engage industry with research institutions, and facilitate risk-sharing.

CERN Courier: The CERN Courier has an estimated readership of 100,000 readers worldwide across its print and digital platforms.

[Big Science and industry meet in Copenhagen](#) This article, co-written by one of our members, Nikolaj Zangenberg, reflects the position of AIPF. Administrative simplification and sustained coordination would further reduce barriers to participation. SME-friendly procedures, standardised template agreements and faster feedback can make engagement less daunting. Permanent, lightly funded structures can help maintain continuity and provide a platform for strategic road mapping and collaboration. Ensuring that the industrial perspective is embedded in long-term strategies is essential.

Panellist: Both the RTI Summit and the kick-off COORDINA-INNOV gathered over 200 high-level representatives.

- [RTI Summit 2025](#). AIPF was proud to contribute to these discussions, with the participation of its co-chairs Raffaella Geometrante as panelist and Isabel Bejar Alonso as co-organizer of the [Accelerators and Superconducting Magnets session](#).
- Kick-off of COORDINA-INNOV. AIPF was proud to contribute to these discussions, with the participation of its members Raffaella Geometrante and Nikolaj Zangenberg, sharing their experience in promoting and supporting collaboration between industry and research organizations.

Activity in **LinkedIn** with post commenting on:

- European Innovation Council Info Day – Work Programme 2025
- New financial products to derisk innovation procurement initiative
- Benchmarking of innovation procurement investments and policy frameworks across Europe
- EIC released of the 2024 Technology Report, highlighting 34 emerging technologies
- Towards a European policy for technology infrastructures report
- EU competitiveness Compass
- The Regional Innovation Valleys (RIVs) initiative
- Technology Infrastructures: A Strategic Asset for European Competitiveness conference
- RTI Summit 2025
- EU Innovation Platform
- Launch of the EU project EPITA
- Kick-off of COORDINA-INNOV
- ESFRI reports on funding of Research Infrastructures

Reposting of information on Innovation procurement related projects (INPROCAP, ECLIPSE), conferences (CONCORDi) and reports (EIC Forum) and local events to prepare BSBF.

WWW: aipf.web.cern.ch

LinkedIn: [linkedin.com/in/aipf-asct-permanent-forum-215332296](https://www.linkedin.com/in/aipf-asct-permanent-forum-215332296) and [linkedin.com/company/109224766](https://www.linkedin.com/company/109224766)



INTERNAL EVOLUTION

In 2025 Jose Antao was promoted to Head of Innovation in the ANI. We congratulated him and regret that he had to leave his position as ILO representative. He was replaced by Robert Aare, ILO for Estonia with extensive experience in industry engagement, R&D for accelerator programmes, and a thorough understanding of infrastructures in Northern Europe.

In 2026 we started the rotation of the members of the steering board. We would like to thank Miguel Angel Carrera, Mauro Morandin, Luis Tavares and Josef Troxler. Throughout their mandate, their commitment has significantly contributed to strengthening the collaboration between industry and research institutions, one of the core missions of AIPF. Their experience, professionalism, and engagement have helped advance the forum's objectives, fostering innovation and reinforcing the links within the Accelerator Science and Technology community.

We welcome as new members:

- **Adrian Garcia-Aranyos:** Spanish technology and innovation strategist known for leading European deep-tech and startup initiatives President - Thune Eureka.
- **Paolo Giubellino:** INFN director known for leading major accelerator and heavy-ion research programs, including serving as ALICE spokesperson and later Director of the GSI/FAIR facility.
- **Miguel León López:** Spanish engineer with 10+ years of international experience in photovoltaics (France, USA, Spain) and particle accelerators (Switzerland / France, Spain), across both public and private sectors.
- **Carsten Welsch:** Accelerator physics known for his research in beam diagnostics, medical accelerators, and leadership in international particle-accelerator collaborations.

Integrating
information

Fostering
community
synergy

Prioritizing
industry R&D
funding

Engaging with
research
institutions

Facilitating
risk-sharing



WHAT'S NEXT

From Forum to Platform

From Industry Consultation to Industry
Leadership

For 2026–2027, AIPF will focus on transforming the results achieved so far into structured and visible actions. The main priority will be to consolidate AIPF as a permanent operational platform connecting accelerator R&D, Big Science organisations, Industrial Liaison Officers, funding stakeholders and high-tech industry.

In this framework, BSBF 2026 will represent a key milestone. AIPF will use the event to present the first prototype of the Big Science industry opportunity platform, further develop the common taxonomy of industrial competences, and promote open discussions on technology standardisation, SME participation, innovation procurement and risk-sharing mechanisms.

A second priority will be to support European initiatives such as EPITA and COORDINA-INNOV, ensuring that the industrial perspective is not only consulted, but structurally included in technology road mapping, proposal preparation, innovation hubs and technical work packages.

For 2026–2027, AIPF will focus on transforming the results achieved so far into structured, visible and measurable actions, consolidating its role as the permanent strategic and operational interface between accelerator R&D, Big Science organisations, funding stakeholders and European high-tech industry.

FURTHER OBJECTIVES

INTEGRATION, CLASSIFICATION, AND DISTRIBUTION OF INFORMATION

After the planned introduction of the Big Science Marketplace portal at the BSBF2026 with the support of the three organisations involved in the pilot phase; CERN, ESS and F4E, the next steps will be to include other organisations that are interested in having their opportunities for industry presented on the platform. A separate step is to advertise the platform via the various networks of industrial liaison officers to the companies active or interested in working in the big science domain. In the run up to the next Big Science Business Forum, efforts will be aimed at making this the clear one-stop-shop for all opportunities in the European Big Science domain from market surveys, tenders, webinars and any other activity that could be of interest for the European companies.

With time, the use of the list of keywords with their concise explanations should provide a more coherent presentation of similar opportunities to the European industry. To encourage the use of these keywords, we will connect with the procurement teams of the organisations connected to the portal. They are mainly responsible to ensure the uptake of these keywords among their procurement and technical staff.

PROMOTE MECHANISMS TO SHARE THE RISK BETWEEN RESEARCH INFRASTRUCTURES AND INDUSTRY

During the last two years, AIPF has facilitated discussions among Research Infrastructures (RIs), industry representatives, Industrial Liaison Officers and members of the ERMINE network on the challenges associated with innovation financing and risk allocation. These exchanges confirmed that one of the main barriers to earlier industrial participation in R&D projects is the uneven distribution of financial, technical and schedule-related risks, particularly for prototype developments and technologies at lower Technology Readiness Levels (TRLs).

The next step is therefore to move from awareness to practical implementation. AIPF will continue working towards a common understanding of TRL definitions and innovation maturity, while promoting procurement and funding models that better reflect the realities of co-development between RIs and industry. Particular attention will be given to innovation-oriented procurement approaches, staged development models, and funding instruments capable of reducing the financial exposure of companies participating in high-risk developments.

AIPF will actively engage with European initiatives exploring new financial products to de-risk innovation procurement and will seek opportunities to contribute the experience gained within the Accelerator and Big Science communities. The objective is to identify best practices that can be replicated across research infrastructures and translated into concrete policy recommendations.

To support this objective, AIPF intends to organize a dedicated European workshop bringing together research infrastructures, industry, funding institutions, public procurement experts and policymakers. The outcome should be the development of a shared framework describing principles, mechanisms and possible financial instruments that enable fair risk allocation, accelerate industrialization of innovative technologies, and strengthen Europe's capacity to transform scientific excellence into industrial competitiveness.

PROMOTE THE INTEGRATION OF ROADMAPS WITHIN SYNERGETIC COMMUNITIES

The next two years may be essential for taking the next step in the evolution of more integrated technology development roadmaps. The EC Work Program 2025 (particularly through the call INFRA-2025-DEV-05) explicitly promoted technology developer communities to propose collaboration formats to implement coordinated programs for research infrastructures and beyond. Plans for implementing co-innovation ecosystems must be proposed. In this working plan, industry is not just a stakeholder but also a research and innovation partner. Specifically, AIPF aims to play a significant role in these activities. From its initial participation in launching these activities, AIPF will be invited to active discussions that will result in recommendations for integral collaboration among various research and development actors. Projects in the INFRA-2025 calls of 2025 (EPITA) and, eventually, 2027 will open new opportunities for the industry to have a voice at an appropriate level. AIPF will play this role within the accelerator community. Exciting times lie ahead for AIPF in its support to a suitable coordination of the different technology clusters' roadmaps.

TOWARDS BSBF

Big Science Business Forum (BSBF) is a business-oriented congress, focused on high technology and innovation with the aim to be the main meeting point between Research Infrastructures and industry in Europe. For this reason, AIPF would like to profit of the event and have several open discussions. In particular:

- Technology Standardisation and SMEs
- Are the SMEs interested in leading research projects.

BSBF 2026 will represent a key milestone in AIPF's transition from dialogue to impact. The objective of the AIPF session will not only be to present the Forum's activities, but to identify concrete conditions, commitments and follow-up actions for strengthening industry-research collaboration. The discussion will focus on three interconnected topics:

- Enabling conditions for co-innovation: standardisation, procurement and risk-sharing.
- Early industry involvement in projects and governance.

- Building a permanent co-innovation ecosystem beyond individual projects.

EPITA will be presented as a first operational test-bed for the AIPF approach, while COORDINA-INNOV and the AIPF-led Big Science industry platform will connect this work to the wider European Big Science ecosystem.

The session should conclude with a limited number of agreed recommendations, clearly identified follow-up actions and assigned responsibilities.

AIPF GOVERNANCE

AIPF is composed of members from European institutions and industrial partners, who are actively engaged in collaborating with the RI&TI to develop Accelerator technologies, materials and components.

- Researchers from European Centres and Institutions who have been playing key roles in important R&D Accelerator programs; have matured a consolidated experience in interacting with industry and have been involved in coordinating activities in the context of Accelerator projects.
- Industry professionals who are actively fostering valuable collaborations with research and technology institutions to drive impactful advancements in accelerator technology.
- Individuals, institutions, and associations enhancing the research-industry collaboration.

AIPF can invite as observers policymakers and members of the international community.

Membership is granted by the AIPF Steering Committee.

New members must be formally sponsored by current members.

The leadership of AIPF is provided through the Steering Committee, which is governed by two co-chairs, one elected among the institutional members and the other among the industrial members. The co-chairs are elected by consensus by the respective members of their group in the Steering Committee and the members representing the research-industry collaboration. The TIARA coordinator manages the process.

AIPF STEERING COMMITTEE

INDUSTRY



**Raffaella
Geometrante**
Co-chair



**Michael
Gehring**



**Hans
Priem**



**Rok
Hrovatin**



**Francois
Sylla**

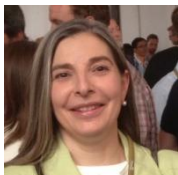


**Adrian Garcia-
Aranyos**

RESEARCH INSTITUTIONS



**Isabel Bejar
Alonso**
Co-chair



**Angeles
Faus-Golfe**



**Anthony
Gleeson**



**Antonio
Falone**



**Nikolaj
Zangenberg**



**Paolo
Giubellino**



**Carsten
Welsch**



**Miguel Leon
Lopez**

ILOs



Jan
Visser



Robert Aare

TIARA



Jose Manuel
Perez

FORMER



Peter Spiller
→05.24



Jose Antao
→04.25



Miguel Angel
Carrera
→06.26



Luis Garcia
Tabares
→06.26



Mauro
Morandin
→06.26



Josef
Troxler
→06.26

AIPF Strategic Statement on Elevating Industry–Big Science Collaboration in Europe

Enabling European Leadership in Accelerator Science and Technology

1. Executive Summary

Europe is at a crossroads. To secure global leadership in accelerator science and technology, we must establish a new paradigm of collaboration between research institutions and industry. The scale and complexity of future Big Science projects demand a shared innovation ecosystem where industry is no longer a supplier, but a strategic partner. The Accelerator science and technology Industry Permanent Forum (AIPF) calls for an urgent shift from episodic cooperation to structured, accountable, and performance-driven collaboration.

2. The Strategic Challenge

Over the past decades, European research institutions have delivered innovative scientific infrastructures. Yet, we now face a new reality:

- Scientific ambitions are growing in complexity and scale.
- The industry is evolving fast, often driven by commercial markets that are more predictable and profitable than Big Science.
- Global competition is intensifying, especially from North America and Asia, where public-private synergies are more fluid and better incentivized.

If Europe wants to lead—not follow—it must move beyond traditional procurement models. It must establish a new alliance between science and industry, grounded in co-design, co-development, and mutual investment in capabilities.

3. Key Insights from Stakeholder Discussions: Barriers and Opportunities in Science–Industry Collaboration

Discussions within the AIPF community—bringing together industry representatives, industrial liaison officers, and scientific leaders—have identified several recurring patterns that affect the effectiveness of collaboration between research institutions and industry. These insights highlight **both the perceived barriers and the opportunities for more structured engagement models**:

- **Perceived Constraints on Outsourcing**

Some scientific organisations report limitations in outsourcing work to industry due to:

- Concerns that industrial risk margins will push costs beyond available budgets.
- A perception that industry lacks the specialised capabilities required for certain scientific instruments.
- Insufficient confidence in industry's ability to lead the development of high-performance, one-of-a-kind components.
- The belief that there is no viable business case for industry involvement in niche or low-volume procurements.

- **Hybrid Development Projects**

Certain projects require the combination of frontier scientific knowledge and industrial engineering excellence. In these cases:

- The **front-end (conceptual design, scientific specifications)** may need to be carried out within the research institution.
- The **back-end (detailed engineering, industrialisation, production)** should follow industrial standards.
- These projects benefit from **collaborative execution**, leveraging the strengths of both worlds.

- **Serial Production and Design Optimisation**

For projects involving the production of multiple units or assemblies:

- Industry should be engaged **at the earliest possible stage**, even before final design decisions are taken.

- This ensures that engineering choices support manufacturability and cost control.
- A **staged procurement approach** is recommended, dividing the process into design consultancy, prototype development, first series production, and full production.
- **Outsourcing of Mature, Non-Core Activities**
When the required technology or capability is already well developed in the industrial ecosystem and lies outside the scientific institution's core mission:
 - Work should be **systematically outsourced**.
 - Where appropriate, a **staged or competitive procurement** involving multiple suppliers can be used to promote quality and resilience.
- **Avoiding Institutional–Industrial Competition**
A clear line must be maintained between research organisations and industrial actors:
 - Scientific institutions should **not engage in serial production or service provision** that competes directly with industry.
 - The roles of **technology development and scientific leadership (public)** vs. **industrialisation and delivery (private)** must be respected to maintain a healthy and innovative ecosystem.

4. AIPF Strategic Statement

The challenges and opportunities outlined in this document have been recognised across multiple working groups, expert panels, and collaborative boards. However, despite widespread consensus on the need for stronger industry engagement, little structural change has occurred.

The AIPF firmly asserts that without clear expectations and accountability mechanisms, this situation will persist. As long as research organisations face no consequences for systematically minimising industrial involvement or operating in ways that are inefficient, duplicative, or disconnected from market-ready capabilities, no meaningful shift will take place.

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Trieste, September 1st, 2025

Subject: AIPF support letter for COORDINA-INNOV proposal (INFRA-2025-DEV-05-Area 3)

On behalf of the Accelerator science and technology Industry Permanent Forum (AIPF), we are pleased to express our strong support for the COORDINA-INNOV project. AIPF is a board established to act as a bridge between industry and research institutions in the Accelerator Science and Technology (ASc&T) domain, representing the collective voice of the ASc&T community with a permanent, project-independent scope. Our mission is to enable efficient alliances between research institutions and industry, enhancing industrial involvement in manufacturing and engineering competences and improving technical-level cooperation.

COORDINA-INNOV is a timely proposal that directly aligns with AIPF's core mission: advancing the design of a coordinated innovation ecosystem connecting European research infrastructures with high-tech and deep-tech industry. The project's objectives to establish a coordination structure for identifying scientific and technological priorities, integrate industry players early, and focus on SME inclusion are fully in line with AIPF's vision. The development of cross-domain communication channels and financing models further reinforces this alignment.

We believe that COORDINA-INNOV has the potential to establish the foundational framework for one of AIPF's long-term ambitions: fostering early industry involvement in new research developments, promoting coherent technology advancement across research institutions, and building enduring co-innovation strategic cooperation between industry and research organizations in accelerator technology research projects.

The proposal's structured methodology—including phased co-creation, multi-level stakeholder engagement, integrated analytical methods, and community-rooted pilot approaches—ensures that scientific excellence translates into tangible industrial innovation. AIPF particularly values COORDINA-INNOV's commitment to creating interoperable and scalable innovation pathways, facilitating technology transfer, and enhancing SME and start-up integration into European value chains.

AIPF is ready to provide continued support, participate in advisory boards, and help promote the project's outcomes within the industrial community. We wholeheartedly endorse COORDINA-INNOV and look forward to its successful implementation and transformative impact on Europe's research and industrial ecosystem.