CTI – a successful chapter for Switzerland

1996 to 2017
During my time as CTI President, I have seen time and again how wonderful and diverse innovation and innovation promotion can be. Not least because we are lucky enough to be a positive commission that stimulates and motivates, and not one that regulates and inhibits. Admittedly, the CTI is a comparatively small player: with an annual budget of some CHF 200 million, it accounts for a mere 1 per cent of Switzerland’s total innovation activities. But it provides those funds exactly where they are needed – for high-risk projects and those that would not go ahead otherwise. Experience shows that CTI support – whether financial or in the form of expertise – acts like a catalyst. This is certainly due in part to the fact that Switzerland has been topping the competitiveness and innovation rankings for years, and therefore offers the ideal breeding ground.

But views on what constitutes good innovation that merits funding can vary greatly. As the federal innovation promotion agency, we are faced with conflicting priorities. On the one hand, our task is to fund projects that improve on an existing offer by meeting a customer need or because they will pay off in the literal sense. On the other hand, it is also important to support ‘crazy ideas’ that we believe can be successful. Because if you had asked people 200 years ago what modes of transport they
wanted to see, they would undoubtedly have said better carriages and stronger horses. And nobody would have invented the motorcar.

A good example of this is our start-up promotion programme. Launched in the mid-90s as a CTI initiative rather than a mandate from the federal government, it was so successful from the outset that it was later enshrined in law. We convinced many start-ups, such as Doodle, Covagen and HouseTrip, that a good business idea is about more than just great research results. Our start-up programme helped them develop something marketable.

Having said that, the CTI’s scope for action is limited because it has to comply with various political expectations and legal frameworks. It works with public funds, so it always has to be transparent and abide closely by the rules. At the same time, it has to be supportive and constructive to applicants. This balancing act is not always successful. We are all too aware of how difficult it can be to meet all these demands. We learned this the hard way back in 2011 in connection with the special measures to mitigate the effects of the strong Swiss franc. It was very frustrating that, due to time constraints, we could not even assess the additional applications we received.

As expected, we came under fire for that. During my seven years as CTI President, such criticism affected me deeply because innovation promotion has always been an activity close to my heart and one that I – like all CTI employees – always pursued in good faith. Ultimately, however, the positive memories of my time at the CTI far outweigh the negative.

The CTI chapter is now coming to an end, and a new one is beginning. I hope that Innosuisse brings the same enthusiasm to its work as we have always done, that it strikes up good relationships with its partners, and that it keeps reinventing itself. After all, innovation promotion has to be able to innovate, too.

Walter Steinlin, CTI President
When Robert Sum, Dominik Brändlin and Lukas Howald set up a business manufacturing nano microscopes in a garage in Liestal near Basel, their business idea was compelling but not yet ready to be marketed. The CTI believed in the project’s innovation potential and supported it. Nanosurf underwent CTI coaching and was the first ever Swiss start-up to be awarded the CTI Start-up Label in 1997. Fast forward 20 years and the company’s declared goal is to become the world number 3 in its market segment. More than 400 start-ups have since been awarded the CTI Label. And the statistics prove how valuable it is: 80 per cent of CTI Label businesses enjoy market success.

Success rate: 80 per cent
Start-ups with the CTI Label stand out

FUNDING EXAMPLES

Some 150 start-ups apply for CTI support every year; around half are accepted and follow the Coaching programme, which lasts several years. Around 30 businesses are awarded the CTI Start-up Label every year.

Lucrative Lötschberg
Fish farming at the end of the tunnel

Switzerland’s 700 plus tunnels have one thing in common: temperate water of up to 40 degrees Celsius drains from the rock out of their ends. And this water is begging to be used. Tropenhaus Frutigen, for example, grows tropical fruit and farms Siberian sturgeon using water from the Lötschberg base tunnel. This means caviar can be produced locally and the heavily endangered wild sturgeon stocks also benefit. The project was originally funded by the CTI and now serves as an example to other innovation projects. And in a spirit of sustainable innovation promotion, on the other side of the Lötschberg in Raron, fish are also being successfully farmed using water from the rock. This is soon to be replicated in Erstfeld on the northern end of the Gotthard base tunnel, where Basis57 AG is planning a pikeperch farm.

Sustainability is a key aspect of CTI support. Using and developing results from funded projects in subsequent projects years later is strongly encouraged.
Risk means business
Managing reputational risk

According to Philipp Aeby, transparency can make the world a better place. His company RepRisk identifies the risks that can bring down a business. It compiles business-critical environmental, social and political information from all over the world in a database, which it supplies to companies, banks and investors. With CTI support and in collaboration with the Zurich University of Applied Sciences, RepRisk has developed a quantification system that assesses highly exposed businesses and countries and can be used in supplier management. The “Grüнстadt Schweiz” Label project and the “Diversity and Gender” programme, which measures the diversity of Switzerland’s 1,000 biggest companies, are further examples of non-technical innovations supported by the CTI.

The CTI is open to all research disciplines. Since the mid-90s, it has also been involved in non-technology-based projects, for example relating to services, processes and social innovations.

The industry rendez-vous
Swiss Medtech Day – the Number 1 platform

Medtech is a key sector for Switzerland, with 1,350 companies, around 55,000 employees and turnover of over CHF 14 billion. And the annual Swiss Medtech Day is its major event. Founded by the CTI in 1997 as the CTI Medtech Event, it has been organised with the Swiss Medtech Association since 2016 and is considered Switzerland’s number 1 platform for industry, trade, research and start-ups. More than 50 exhibitors present the latest developments from medtech research and industry, and the 600 or so participants then vote for the best medtech innovation to receive the Swiss Medtech Award.

Since 1997, the CTI has supported more than 500 projects as part of its medtech initiative. In addition, between 10 and 20 start-ups from the medtech sector take part in the Coaching programme every year.
When Dragan Grabulovski and Julian Bertschinger were working on a new arthritis treatment as PhD students at ETH Zurich back in 2007 and received CTI funding to set up Covagen, the pair could never have dreamt that in 2014, six years after the biotech company received the CTI Start-up Label, Johnson & Johnson would pay over CHF 200 million to acquire it. The company’s founders are now returning the favour: Bertschinger is a member of the CTI Board, which awards the Start-up Label, while Grabulovski is a start-up coach.

Expertise does not always come from the CTI; sometimes it flows in the other direction when former start-up entrepreneurs get involved in the CTI’s support activities.

Successful bridge-building
BRIDGE fills a funding gap

Two funding partners, one programme – with BRIDGE, the Swiss National Science Foundation (SNSF) and the CTI have created a programme that supplements their respective activities and bridges the gap between basic research and science-based innovation. It offers two funding schemes: “Proof of Concept”, which is aimed at junior researchers keen to develop a marketable application or service on the basis of their research results; and “Discovery”, which allows more experienced researchers to explore and implement the innovation potential of their research findings. The initial calls show that the programme meets a major need.
FUNDING EXAMPLES

Groundbreaking ideas
Hocoma keeps things moving in the field of rehabilitation

When it comes to patient rehabilitation, CTI-funded companies are consistently one step ahead. One such pioneer is Hocoma, the current global leader in robotic rehabilitation. “Our devices don’t work miracles on their own,” explains Matthias Jörg, developer and co-founder of Hocoma, “but they allow a much more intensive therapy, and that’s what makes the difference.” Hocoma received the CTI Label as a medtech start-up back in 2002 and has received funding for various projects since. Hocoma’s has over 150 employees, who have helped make it the sector standout.

Joined-up thinking
Knowledge transfer drives innovation

Innovation promotion doesn’t start with a concrete innovation project. Often, knowledge and technology transfer (KTT) paves the way for the project to get off the ground in the first place. The CTI systematically promotes exchange between universities and industry through various channels, such as innovation groups. For example, via the S-WIN network, it supports the mid-term seminar of the European ERA-NET Wood-Wisdom-Net+, an event of international significance. This event brings together researchers working on 23 projects in forestry and the timber industry to share their results and to advise stakeholders on how they can be incorporated into industry. The CTI also contributes to specialist thematic events, such as the Swiss Symposium on Lab Automation.

The CTI provided CHF 42 million in funding to the life sciences sector in 2016, of which CHF 18 million went to medtech projects. Over half of the 100 or so applications in this field were approved. The CTI’s KTT activities boost cooperation between public research and industry through innovation mentors, eleven national thematic networks and the promotion of specialist thematic events.
 Going green
Hess perfects hybrid buses

A trolley bus that can travel up to 30 kilometres without mains power or diesel? This is now a reality thanks to Solothurn-based firm Hess. The company worked with a team at ETH Zurich to develop a particularly efficient energy pack. This, coupled with the hybrid bus’s “self-learning” energy management system, increases the battery performance in such a way that the vehicle consumes virtually no diesel in its day-to-day operations. This is fully in keeping with the federal government’s 2050 Energy Strategy, which also includes the promotion of new technologies. The project received support from the CTI.

FUNDING EXAMPLES

11,000 projects

Nearly 11,000 research and development projects have been assessed by the CTI since 2002. More than 5,000 have been approved. This equates to a funding rate of around 50 per cent. On average, an R&D project currently receives CHF 330,000 in funding and runs for 24 months. In three-quarters of cases, the business partner is an SME. SMEs involved in CTI projects invest significantly more in research and development than comparable non-supported businesses.

1,350 full-time jobs

The start-ups that took part in the CTI Coaching programme between 2005 and 2009 have created 1,350 full-time equivalent positions. So CTI start-up promotion boosts employment in innovative and dynamic sectors.

11,000 projects

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Accelerated market launch

Businesses that receive support from the CTI say they launch their products more quickly and enjoy higher market share than other firms. In other words, the CTI helps businesses improve their market positioning.

CHF 200,000,000

Very few countries invest as much money in research and development as Switzerland. The CTI currently provides some CHF 200 million in funding every year, which helps ensure Switzerland continues to top the global competitiveness and innovation rankings.

The CTI has supported numerous projects that promote renewables. One such example is the ETH spinoff Climeworks, which received CTI Coaching support. It has developed a technology which captures CO₂ from the air and processes it to make fuel.
SOME IMPRESSIVE FACTS AND FIGURES

10,000 innovative SMEs
Around 10,000 of Switzerland’s SMEs are interested in turning research findings into profitable products and production methods and have the opportunity to do so. They are the CTI’s target group.

Successful mentors
Since the new KTT strategy was launched in 2013, 671 projects have been submitted to the CTI as a result of support from innovation mentors. In addition, the CTI has supported 21 specialist thematic events, including 11 in 2016 alone.

55 %
universities of applied sciences
In 2016, more than half of all R&D projects were carried out with universities of applied sciences. The ETH Domain was in second place at 26 per cent.

CHF 7,500
To encourage SMEs to invest in innovative products in economically difficult times, the federal government introduced innovation cheques as a pilot scheme in 2009 as part of its economic stabilisation measures. The innovation cheques are now an integral part of R&D project funding. They give SMEs access to CHF 7,500 worth of R&D services from public research institutions.

1,152 researchers
The CTI launched its energy funding programme in 2014. Three years later, there were 1,152 researchers working at the 8 newly-created Swiss Competence Centers for Energy Research (SCCERs). Around half of these researchers are PhD students and scientific staff. In 2016 alone, they published 766 scientific articles.

55 %
universities of applied sciences

26 %
ETH Domain

9 %
Cantonal universities

10 %
Other

Smart materials
In 2008 the Swiss National Science Foundation and the CTI launched their first joint project, the “Smart Materials” national research programme (NRP 62), which concluded in 2015. The second joint programme, “Resource Wood” (NRP 66) followed in 2010 and runs until 2017.

40,000 participants
Close to 40,000 people have taken part in the four CTI Entrepreneurship modules on Business Ideas, Business Concept, Business Creation and Business Growth since the start-up training programme was launched in 2004. Some 80 courses are held every year.
MILESTONES IN THE CTI’S HISTORY

Out of sheer necessity: research for jobs

In the middle of the Second World War, the Federal Council passed two decrees on the promotion of research projects with the declared purpose of creating jobs. It appointed the then Commission for the Promotion of Scientific Research (KWF) to assess applications and in 1945 awarded it a multi-year credit of CHF 4 million, which almost equated to the ETH’s annual budget at the time. In 1954, the Federal Assembly integrated state research funding, which had been introduced under emergency law, into standard law in the Federal Act on the Preparation of Crisis Management and Job Creation. In doing so, it paved the way for the founding of the CTI more than 50 years later.

“Cooperation between the government and industry has long been a winning formula in Switzerland. In times of crisis, the authorities were particularly conscious of this fact.”

Tobias Straumann
Economic historian

Focus on the market: the new CTI

While from 1952 the Swiss National Science Foundation (SNSF) concentrated on basic research at higher education institutions, the KWF retained a more practical focus. Even under its new name – the CTI – its aim was to rapidly incorporate science-based innovations into new or existing products and to bring them to market. To this end it was also involved in research and development for commercial projects, start-up promotion and knowledge and technology transfer. However, as an extra-parliamentary commission it did not have any decision-making powers, merely acting in an advisory capacity.

“I was very impressed with the work of the CTI during my time as head of the Department of Economic Affairs. The expertise of the Board, which was made up of experienced and approachable business experts, was crucial for start-ups. I even invited the Board members to come and meet me one time so I could thank them in person.”

Pascal Couchepin
Former head of the Federal Department of Economic Affairs, 1998–2002
MILESTONES IN THE CTI’S HISTORY

1996

“As CTI coaching was particularly valuable to us as researchers. We not only received support in drawing up our business plan, but our coach’s business experience also helped us establish professional business structures more quickly.”

Marie-Christine Fluet
Founder of ReHaptix

New avenues: start-up promotion

Although not (yet) explicitly provided for in the Research and Innovation Promotion Act RIPA, in the mid-90s, on the initiative of Urs Althaus, the CTI started offering support to start-ups as a way of exploiting innovation potential more quickly. Instead of granting funding, it provided experienced businesspeople as coaches free of charge, and from 2003 started running training programmes. By 2017 some 400 start-ups had been awarded the CTI Start-up Label. This is a seal of quality, with 80 per cent of companies awarded the Label still going strong, including Doodle, Flyability, Covagen and HouseTrip.

2011

The innovation agency: the CTI is granted more powers

When the Federal Constitution was revised in 2006, the promotion of research as well as innovation was explicitly enshrined as a federal task, and the existing Research Act was adapted accordingly. This led to an upgrade for the CTI, too: it no longer only had an advisory role, but was spun off from the Federal Office for Professional Education and Technology (OPET) as an independent executive commission and given decision-making powers. As the federal innovation agency, it had its own secretariat from 2011.

“As OPET director I was responsible for innovation promotion and for developing the seven public universities of applied sciences. There were synergies between these activities. In the process, I found the CTI to be a very efficient and effective funding institution.”

Ursula Renold
Former OPET director
Special measures: first aid for innovative SMEs

As the strong Swiss franc threatened to cripple Switzerland’s export industry, the federal government initially granted the CTI CHF 100 million for special measures. The CTI used these funds to support R&D and high-risk projects that would not have been pursued otherwise and that allowed the rapid implementation of research-driven market projects. Between October and December 2011, 245 additional projects were approved. On account of the high demand and the many unprocessed applications, in spring 2012 Parliament granted an additional budget of CHF 40 million, which was used to support a further 120 projects.

“The more creative you are, the more needs you generate: to win over customers for our groundbreaking portable lift system, we have to keep coming up with additional solutions. Thanks to the funding from the CTI, we were able to do so at a crucial time.”
Andreas Maurer
Owner HighStep Systems AG

“By encouraging more intensive cooperation between higher education institutions and between academia and industry, policymakers can boost the development of technologies that will help accelerate the energy transition.”
Tony Kaiser
Former president of the Federal Energy Research Commission

The move to clean energy: more power through networking

If everything goes to plan for the Federal Council and Parliament, Switzerland’s energy supply is set to change radically, and very soon. The Swiss Coordinated Energy Research Action Plan, which the CTI is also involved in, aims to contribute to this transition. It coordinates and finances the development and operation of the eight Swiss Competence Centers for Energy Research (SCCERs). It also has additional funds at its disposal for R&D projects in the field of energy. The SCCERs do not focus solely on technical solutions, but also consider the policy and social implications of the energy transition.
Since the launch of the new KTT support strategy in 2013, the CTI has been operating three schemes to promote knowledge and technology transfer (KTT) between higher education institutions and businesses. First, the eleven national thematic networks (NTNs) promote exchange between researchers and businesses. Second, innovation mentors in all areas of Switzerland link up SMEs and scientists, providing impetus and acting as facilitators. Third, specialist events serve as thematic platforms for the transfer of expertise and knowledge between industry and research. KTT support connects people, disseminates knowledge and creates scope for innovation.

Within the strict confines of the commission structure, the CTI has done its utmost and set high standards. We now expect Innosuisse to build on that and above all to embrace the opportunity for more flexibility.”

Gregor Haefliger
Deputy director, State Secretariat for Education, Research and Innovation SERI

Structural change: becoming Innosuisse

After four years as an executive commission, it became clear that the CTI would function much more effectively and better meet the demands of innovation promotion if it was a public law institution with simpler structures and clear segregation between operational and strategic management. The Federal Council and Parliament therefore advocated an organisational restructuring, paving the way for Innosuisse. They are confident that in its new form, the CTI will be more flexible and autonomous, and that it will be better able to act as a catalyst for innovation. André Kudelski has been named as the Board president and Annalise Eggimann as director.
The transformation of the CTI into an institution under public law as of 1 January 2018 is based on a policy decision taken in 2014 by the Federal Council, when it commissioned the Federal Department of Economic Affairs, Education and Research to draft federal legislation on the issue.

On 17 June 2016, both the National Council and the Council of States approved the Innosuisse Act by a clear majority. Later the same year, the Federal Act on the Swiss Innovation Agency (SIAA), which governs the organisation of Innosuisse, partially entered into force. On that basis, preparatory work was carried out on strategic issues, such as regulations and ordinances. The tasks of Innosuisse are defined in the Federal Act of 14 December 2012 on the Promotion of Research and Innovation.

For the 2017–2020 funding period, Innosuisse has just under CHF 950 million at its disposal. The expenditure ceiling amounts to CHF 238.4 million for 2018, CHF 236.9 million for 2019 and CHF 230.7 million for 2020.

Good Luck,

Innosuisse

[CTI logo]
MOVING FORWARD WITH INNO SUISSE

From 2018
Innovation – a source of prosperity

In today’s world, the combination of knowledge, experience, research and development is the key to economic success. Innosuisse specifically promotes cooperation between science and the market with innovation projects, networking, training and coaching. Its aim is for this to result in successful Swiss start-ups, products and services. Innosuisse adds value to ensure a prosperous and sustainable economy. For Switzerland – and for the world.

Digitalisation is transforming the world even faster than globalisation did. Until now, only a small number of sectors have been directly affected, but we are heading for a sea change. We should not underestimate the way this will transform our economy and society. We are at a pivotal moment – let’s innovate to build Switzerland’s future.

Such upheaval has occurred throughout history. For centuries, it was vital for countries to have access to the sea to safeguard their prosperity. In the 19th century, the advent of railways fundamentally changed the notion of distance across continents. This made it possible for countries to be connected to the world without having access to the sea. The development of rail placed Switzerland at the crossroads of Europe before its airports opened it up to the rest of the world. In the age of digitalisation, the key to success lies in a subtle combination of innovation, critical mass, speed of execution and a willingness to question outdated rules and methods.

Periods of upheaval present both opportunities and challenges. A country or business that finds itself on a downward slope tends to get trapped in a negative spiral, neglecting to invest and focusing only on reducing spending and costs. This way of thinking has heavily impacted Europe’s public sector and businesses.

Obviously you have to adapt your spending to the economic situation, but this should not stop you from continuing to invest,
particular in innovation. It is therefore a better idea to reduce basic spending even further to be able to innovate and invest in the future. For Switzerland this challenge is even more pronounced. We can’t make do with being as good as everyone else; we have to be the best to make up for our smaller size compared to most of our neighbours.

Apart from a handful of large companies that are well known far beyond the country’s borders, Switzerland is primarily a country of SMEs. They form the backbone of our economy. It’s therefore particularly crucial that these businesses are able to take calculated risks to innovate and to secure their own, and Switzerland’s, future.

Through targeted support, Innosuisse intends to promote innovation and contribute to the creation of jobs with high added value. We will also support innovative business models and establish international partnerships to open up new horizons for Swiss companies. The protection of intellectual property will also be a key focus. Businesses that invest in research and development and create new technologies have to be able to defend them, in particular against counterfeiters who try to piggy-back on their innovations.

To achieve our goals, we need to be willing and above all able to take risks. This involves aiming to achieve great success with all the potential positive effects, while also accepting the risk of making a mistake or failing without it being the end of the world.

This notion of risk-taking is somewhat alien in Switzerland, a country that is all about continuity and the optimisation of existing models. This is something we do very well and that has brought us great success. We have more trouble when it comes to taking a disruptive approach and considering problems from a completely new and fresh perspective. But this is precisely what is needed at a time when long-established technologies and services are being fundamentally called into question or even completely supplanted by novel, broad-based digital approaches and new business models. This is why Innosuisse will place great emphasis on business models when assessing projects, because a disruptive business model can be just as crucial to success as innovative technology.

Innosuisse has almost a billion Swiss francs at its disposal to support innovation and help SMEs on the road to digitalisation between now and 2020. It is therefore well placed to fulfil its mandate from the federal government. Innosuisse will do everything it can to ensure that the Swiss economy remains internationally competitive in this new era of digitalisation in order to help secure Switzerland’s prosperity.

André Kudelski
Innosuisse President
“Every SME in Switzerland that can turn research findings into profitable products or services should be familiar with Innosuisse.”

Ms Eggimann, you previously headed the secretariat of the CTI, an autonomous executive commission, and you are now director of Innosuisse, an institution under public law. That sounds like you’ve gained new freedoms.

That’s true, but those freedoms obviously have their limits. The new organisation will make our job easier. We have more leeway, can form partnerships and even invest in non-profit organisations, for example. From a financial perspective it’s important that we are able to create reserves and procure third-party funds. But we will still only be able to fund projects for which we have a legal basis.

What are the benefits of the new structure?
The new structure meets current requirements in that strategic and operational tasks are carried out by separate bodies: the Board is responsible for strategy, the Secretariat for operational issues and the 21-member Innovation Council for specific funding projects. When assessing applications, the Innovation Council is assisted by experts. Compared with the more ponderous executive commission structure, Innosuisse is more agile and has better checks and balances in place.

What does Innosuisse want to do better?
We want to fulfil our central mission even more effectively in an increasingly fast-moving economic environment. This means making a positive contribution to employment and growth in Switzerland by providing targeted funding to promising innovations in science and business. Innosuisse intends to focus more heavily on this particular segment. And we want to raise our profile. Our aim is for every SME in Switzerland that can turn research findings into profitable products or services to be familiar with Innosuisse and its support programmes.

Is the momentum from the CTI-Innosuisse change process expected to bring other benefits, too?
Absolutely. Because ultimately this is about enabling companies – particularly SMEs – to develop new products, services and processes that will generate sustainable added value and create highly specialised jobs in the age of digitalisation. Everyone involved in Innosuisse is looking forward to being part of this exciting undertaking.
Our Support Programme

From January 2018 Innosuisse will replace the former CTI as the Swiss innovation promotion agency. We support science-based innovation in Switzerland by bringing academia and the market together.

We remove the obstacles to innovation: Startups, businesses and researchers need to be able to focus fully on realising their ideas. We offer financial support and expertise and link them up with the right partners. In this way we bring clear added value to the Swiss economy.

Specifically, our support involves:
• Helping startups realise business ideas
• Assisting with innovation projects in businesses (in particular SMEs) and at public research institutions
• Helping firms do business internationally (particularly the manufacture and launch of market-ready, innovative product ideas), and supporting start-ups who want to branch out internationally
• Running networks and events in key innovation fields.

Read on to find out more.
Innosuisse promotes entrepreneurial thinking in the next generation of scientists and business people through targeted training programmes. These include tailored modules for students with business ideas, courses on preparing to launch a business, and seminars on individual growth strategies.

Our Coaching programme offers optimal support to start-up entrepreneurs. Once they are admitted to the programme, they can choose from a pool of accredited experts, depending on their needs. We help knowledge-intensive and technology-based start-ups with significant market potential draw up business models, identify investors and clarify any intellectual property issues.

In addition, Innosuisse has been given two additional tasks to promote the entrepreneurs and scientists of the future. The Innosuisse Act stipulates that support should also be offered to individuals taking over existing firms who are keen to overhaul their businesses through the injection of innovative ideas. Grants and interest-free loans are also to be awarded to those wanting to innovate. The relevant support programmes are being developed.
INNOSUISSE ACTIVITIES

Start your innovation project
Need some help getting your idea off the ground?

Innosuisse primarily supports and funds innovation projects that are conducted jointly by companies and research institutions. We offer both parties a flexible way of getting started. While the innovation cheques allow SMEs to try working with a research partner, our support allows research institutions to press ahead with their projects in an initial phase even without an implementation partner. If required, mentors with years of experience in industry and research can help set them on the right track. The mentors know which research institutions and companies are a perfect match, which funding organisations offer support and which partners – including those outside of Innosuisse – can fund promising ideas. This advice is free of charge.

In collaboration with the Swiss National Science Foundation (SNSF), Innosuisse runs the BRIDGE programme, providing support to young researchers who are keen to apply their research findings and develop an innovative application or service. We also support experienced researchers who want to realise the innovation potential of their many years of basic research.

Through the Energy funding programme, Innosuisse controls and finances the development and operation of the eight research competence centres between higher education institutions (the SCCERs). The SCCERs develop market-ready, scalable and socially acceptable solutions in the following seven action areas: efficiency, grids, storage, power supply, economy/environment/law/behaviour, mobility and biomass.
To achieve success with niche technology products in foreign markets, you have to be familiar with the local setup. Working closely with swissnex and the Swiss embassies’ science and technology counsellors, Innosuisse gives start-ups the opportunity to test their product or business model abroad in market entry camps, which put them in touch with suitable partners, customers and future employees.

Innosuisse can also help with innovation projects where international expertise is required. Close collaboration with partners abroad allows easier access to international projects and research networks.

In addition, Innosuisse leads the Enterprise Europe Network (EEN), which helps SMEs set up partnerships in Europe and other countries. The innovation and research project implementation network consists of more than 600 member organisations in over 60 countries.
Innosuisse currently supports **eleven national thematic networks (NTNs)**, which act as innovation drivers, bringing together Swiss SMEs and public research institutions. The NTNs address topics such as Industry 4.0, the digital economy and imaging technologies, which will lead to key product developments in Switzerland in the next few years.

Innosuisse also offers targeted support for **specialist events**, which present new research findings with high innovation potential in clearly defined fields of application. The events bring together representatives from industry and science.

Innosuisse is keen to ensure that all potential applicants are aware of its support programmes. Events, speeches and reports in relevant publications help achieve this. As part of the information transfer funding instrument, Innosuisse supports **awareness-raising activities**.
INNOSUISSE ORGANISATION

From 1 January 2018, Innosuisse will take over the functions of the CTI, the federal agency concerned with promoting science-based innovation in Switzerland. Its remit is to boost the competitiveness of Switzerland’s economy. The ability of businesses to innovate is key to safeguarding jobs.

The Innosuisse Board is responsible for strategic management. The Innovation Council, which reports to the Board, is a specialist body that decides on funding applications and develops proposals for the funding strategy. The part-time members of both bodies bring valuable professional experience to Innosuisse. The Innovation Council calls on experts to assist with the assessment of applications and supervise projects. Innosuisse-accredited coaches and mentors provide expertise to start-ups and businesses. The management team is responsible for daily business and for preparing important decisions. The statutory auditor is the Swiss Federal Audit Office.
**Board**

The seven-member Board defines the Innosuisse strategy on the basis of the Federal Council objectives, oversees operations and appoints the members of the Innovation Council and the experts called upon to assess and supervise funding applications and projects. It reports annually on the use of funds and results achieved.

**President**
- **André Kudelski**
  CEO, Kudelski SA, Cheseaux-sur-Lausanne

**Vice president**
- **Prof. Martina Hirayama**
  Director, School of Engineering, Zurich University of Applied Sciences ZHAW, Winterthur

**Management team and Secretariat**

As the operational body of Innosuisse, the management team and the Secretariat are responsible for preparing decisions for the Board and Innovation Council. The management team is responsible for financial management, reporting and funding activity controlling. The six-member team is headed by **Annalise Eggimann**.

**Members**
- **Edouard Bugnion**
  Professor at the EPFL Data Centre Systems Laboratory, Lausanne
- **Dr Thierry Calame**
  Partner and cohead of the Intellectual Property Practice Group at law firm Lenz & Staehelin, Zurich
- **Trudi Haemmerli**
  CEO and director of PerioC Ltd, Ongar, UK and Managing Director TruStep Consulting GmbH, Basel
- **Marco Illy**
  Managing director and head of Swiss Investment Banking at Credit Suisse, Zurich
- **Nicola Thibaudeau**
  CEO MPS Micro Precision System, Biel/Bienne
Innovation Council

Innosuisse’s specialist body is made up of 21 figures from industry and academia. The Board selects individuals who are professionally active and can contribute their knowledge and expertise to the Innovation Council’s work. Thanks to the members’ professional and cultural backgrounds, they are well placed to respond to the challenges of the future, for example in the field of digitalisation, the protection of intellectual property and innovative business models. The Innovation Council decides on funding applications, supervises projects from a scientific and business perspective and works up proposals for funding strategies and schemes. It defines the implementing regulations, draws up multi-year programmes for the attention of the Board, and can call on experts who are appointed by the Board on its recommendation.

Chair
- Bernhard Eschermann
  ABB Group

Vice chair
- Alois Zwinggi
  World Economic Forum

Members
- Jean-Luc Bazin
  Swatch Group
- Yves Béhar
  fuseproject
- Nicoletta Casanova
  FEMTOprint SA
- Christophe Copéret
  ETH Zurich
- Christine Demen-Meier
  Ecole hôtelière de Lausanne, HES-SO – University of Applied Sciences and Arts Western Switzerland
- Alisée de Tonnac
  Seedstars SA
- Clemens Dransfeld
  FHNW – University of Applied Sciences and Arts Northwestern Switzerland
- Frédéric Hemmer
  CERN – The European Organization for Nuclear Research
- Renat Heuberger
  South Pole Group
- Emanuela Keller
  Zurich University Hospital
- Sophie Kornowski-Bonnet
  F. Hoffmann-La Roche AG
- Myriam Meyer
  mmtec
- Adriano Nasciuti
  SUPSI – University of Applied Sciences and Arts Southern Switzerland
- Thomas Puschmann
  Swiss FinTech Innovation Lab
- Philippe Renaud
  EPF Lausanne
- Monika Ribar
  SBB
- Kelly Richdale
  ID Quantique SA
- Stephan Sigrist
  W.I.R.E. think tank, ETH Zurich
- Stelios Tzonis
  digital-strategy

Experts

The Innovation Council can call on experts to assess funding applications and to supervise projects; these experts are appointed by the Board on the basis of the Council’s recommendations. They have to disclose their vested interests and sign a confidentiality agreement.