

# UK ILO Experiences

2021 to 2023

# UK ILO Experiences

- The ILO Team.
- Historic perspective.
- The story since 2020.
- The plans for the future.
- Wider perspective.

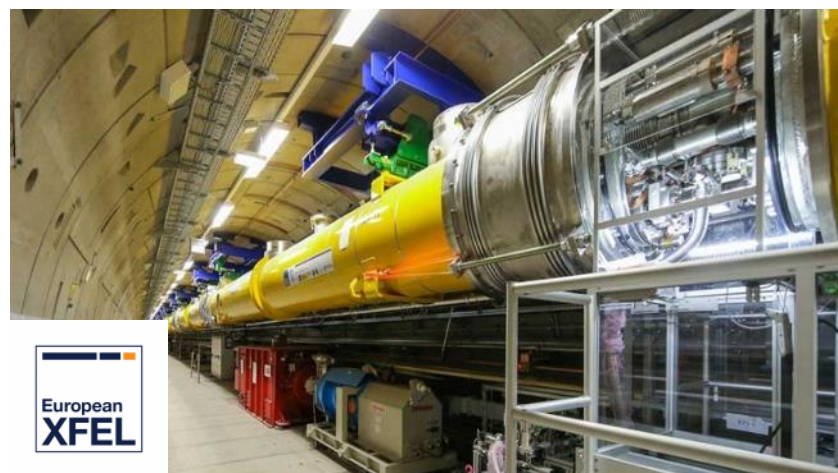


**UK Research  
and Innovation**













# CERN GENEVE

# UK CERN Industrial Liaison Team



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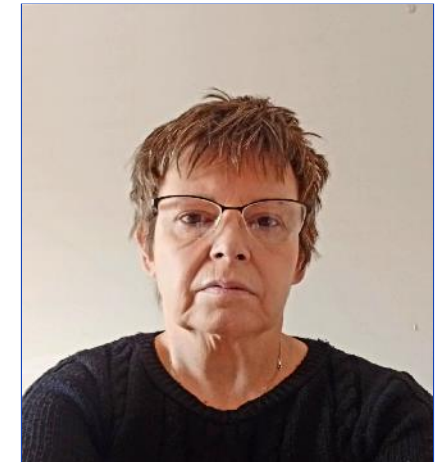


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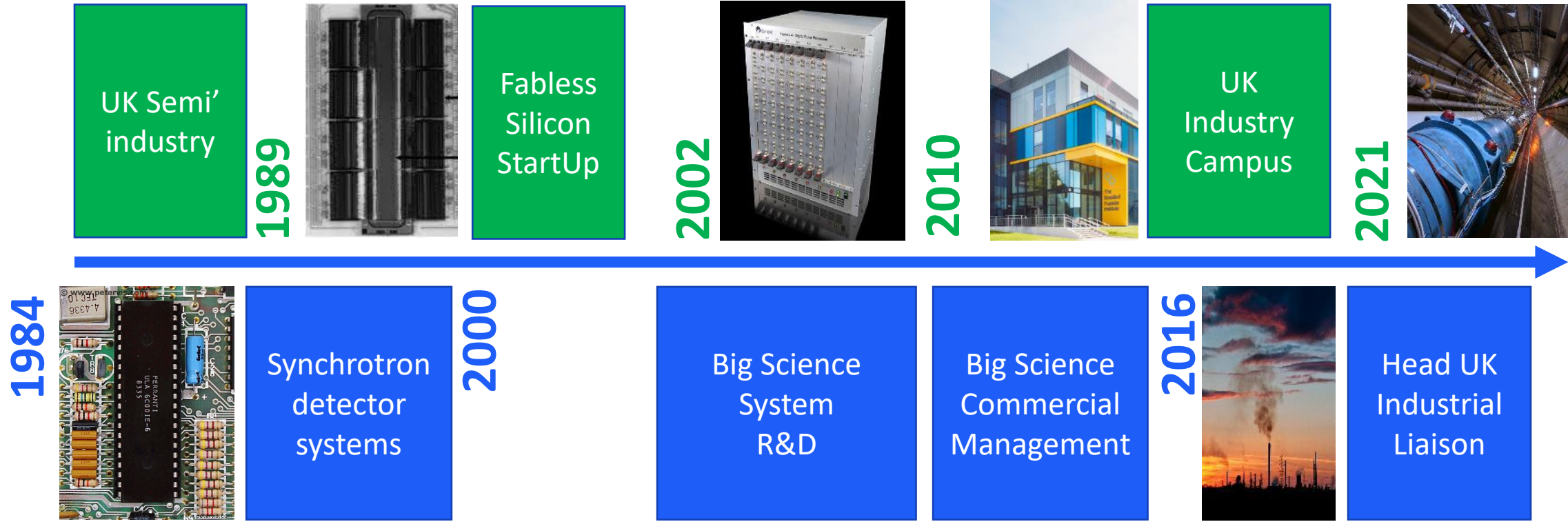


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# Commercial Science and Technology

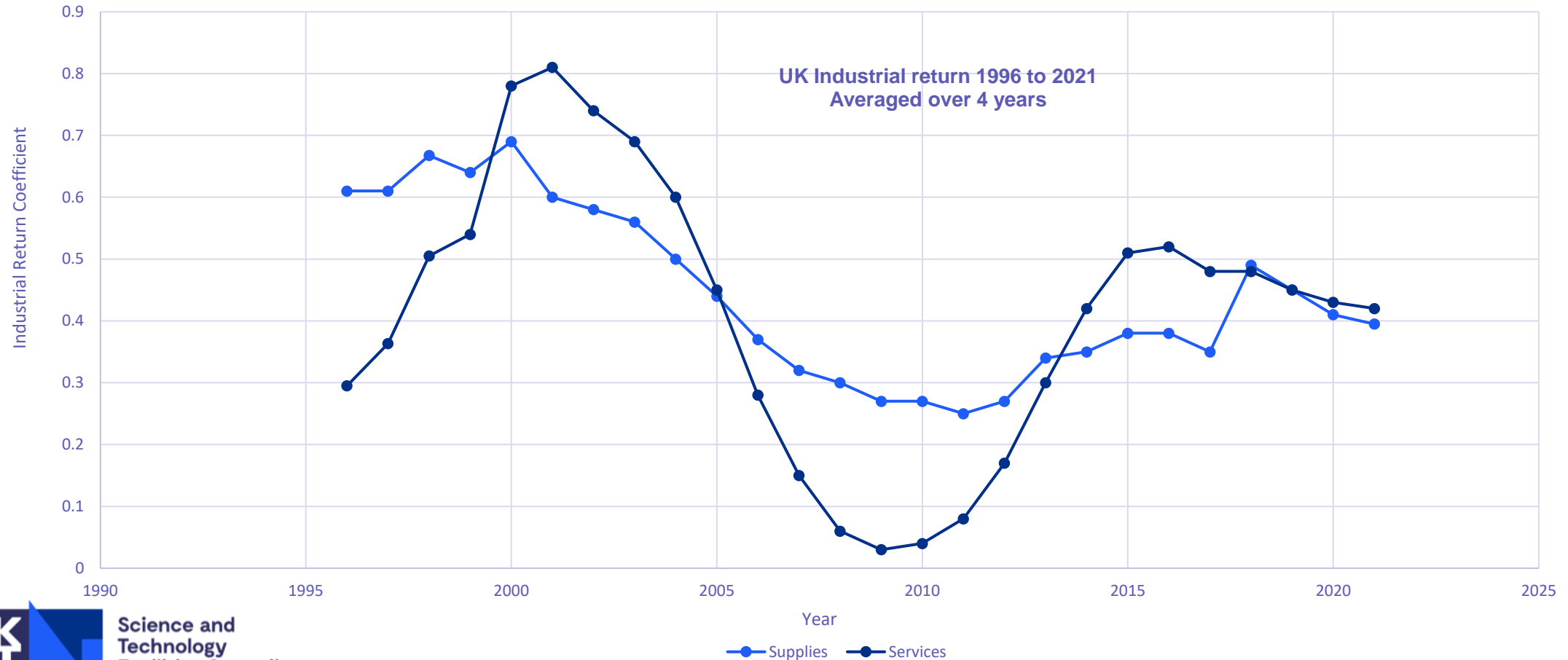


## Big Science and Engineering

- UK Position end-2020.
  - Start position (VPB) and why is it so bad?



# UK Industrial Return Coefficient (since 1996)



# Contributions and Returns (2020)

185M CHF

Germany
United Kingdom
France
Italy
Spain
Netherlands
Switzerland
Poland
Belgium
Sweden
Norway
Austria
Israel
Denmark
Finland
India
Romania
Portugal
Greece
Czech Republic
Hungary
Turkey
Slovakia
Bulgaria
Serbia
Pakistan
Slovenia
Ukraine
Croatia
Cyprus
Lithuania

Switzerland
France
Hungary
Denmark
Spain
Slovakia
Italy
Czech Republic
Austria
Bulgaria
Romania
Netherlands
Germany
Turkey
Greece
Poland
Lithuania
Pakistan
Portugal
Finland
United Kingdom
Sweden
Croatia
Belgium
Ukraine
Serbia
Slovenia
Cyprus
Norway
Israel
India

~ 33M CHF  
'Deficit'

IRC 0.36 (4y Supply)



# Why is the UK return so bad?

## Comments and reasons freely given!

- It's all about the adjudication. UK can't compete.
- UK don't win/participate in large civil engineering contracts.
- CERN is biased and favours local companies.
- CERN always buys from the same suppliers.
- It's all about how good the ILO is.

**All true and all lies.**

**But what is the reality....and what can we do about it?**

# Analysis : March 2021

- Reviewed existing ILO internal processes
- Key findings.
  - Metrics led to quantity not quality. 2<sup>nd</sup> highest number of companies on CERN database. More companies....more success.
  - Administrative process vs Relational approach.
  - Limited dialogue with CERN (IPT and Technical).
  - Fewer UK scientists and less connected to ILO Team.
  - Local knowledge invaluable.



# Analysis : July 2021

- Reviewed UK industry experience & Data analysis.
  - Key findings
    - UK Business Doesn't know / Doesn't engage / Doesn't win (0.6% win)
    - Process of finding companies poor (CERN and UK) Database audit.
    - UK Businesses ill prepared (Relationally and Process)
    - CERN Procurement mechanism not favoured by / does not suit UK companies.
    - Perceptions....
      - Culture (Public Sector vs Relational)
      - Comms (Formal)
      - Specification detail (Complexity / Procurement process)
      - Risk / Penalty clauses (Not supportive of SMEs)
      - Adjudication (Incumbents / Low cost economy dominated)
    - Geography. Support at a distance is expensive. Local company bias.

# Analysis : Throughout 2022.

- Reviewed UK return with ILOs & CERN IPT.
- Key findings :
  - The Return Coefficient is an imperfect measure of return.
  - 'Host Nation' contracts skew the return value.
  - Limited tendering good (but a cliff edge at VPB/PB)
  - Civil Engineering is high value.
  - Long term development cycles lead to valuable contracts. Relationship.
  - Change requires effort (from ILO's and CERN).
  - Alignment gives limited direct benefit.
  - We (ILO's and IPT) need to operate as a team.



# Future plans for UK return.

- **The 4 C's**
  - **Collaboration.** With CERN and with other ILO's.
  - **Coordination.** Engage assets across UK and at CERN.
  - **Capture.** Wider metrics and across wider landscapes.
  - **Coherence.** Approach industry intelligently...with a valuable proposition....and excellent training.
- 
- Quality not quantity
  - Providing valuable contracts, innovation, skills, export and profile.

# Wider thoughts : MS / CERN / Industry

- **Balance.** This is not about improving the UK return...but improving all nations returns.
- **Industry perception.** How is CERN seen inside and outside host nations.
- **Partnerships.** Our responsibility to improve industry and CERN relationships.
- **Key issues.** The situation will get worse unless we address some key issues.
  - Adjudication (new member states)
  - Risk (to smaller companies)
  - 'Single source' failures (outside of member states)
  - **All take resource to fix.**
- **Benefits.** UK cannot justify CERN engagement with industry on financial value alone.
- **Sustainability.** When will sustainability become important....really important?
- **Metrics.** The IRC is important, but imperfect. What is missing?
- **When???** Perhaps not now...but when we need to fund the next project (CLIC / FCC)



# Thank You

Questions