

Lessons Learned About EU-Japan Collaboration

LESSONS LEARNED

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Landscape Comparison

Digitisation of Manufacturing

Advanced adoption of Industry 4.0 in all sizes of manufacturing orgs in some regions (e.g. Four Motors)	Advanced adoption of Industry 4.0 in Large manufacturing orgs (e.g. Toyota, Mitsubishi)	
EU, US and Japanese large solutions vendors offering solutions but often ill-suited to SME needs	Digitisation in SMEs behind EU average, but not adrift (but Japanese perception of being adrift)	
Large, integrated B2B market pushing adoption	Japanese and US vendors offering solutions, but often ill-suited to SME needs	
Export-led economy is falling behind at the SME level, increasing integration with EU economy provides opportunities		

Research and Innovation Funding

Significant R&D funding from EU and some MS for basic AI research, and for innovation adoption	Significant R&D funding from national government in basic research, more limited in innovation adoption	
EU funding (Horizon 2020/ Horizon Europe) seeks to accelerate SME adoption, e.g. by cascade funding	One-off schemes by national government, offered via prefectural or city routes	
EU and Japan, have launched discussions to explore the possibility of Japan joining the Horizon Europe Programme as an associated country.		

Working Approaches & Communication Style

- Cold contacting** in **Japan** rarely works. Introduction from mutual contacts works better (includes Research orgs, Innovation orgs, Policymakers, Research Funders).
- Cold contacts** in **Europe** can be fruitful.
- Groups such as the **EU** Delegation to **Japan**, and Science & Innovation sections at MS embassies can sometimes act as **contact brokers** and would be key to success of **Japan's** integration into Horizon Europe.
- Co-creation with external stakeholders in group meetings doesn't work well, **bi-lateral informal discussions** with multiple stakeholders is more fruitful.
- Small meetings** with highly **matched** partners from each side works better than larger, longer meetings.
- Language issues on the **Japanese** side: reluctance to engage in **English** with unknown external parties. **Simultaneous translation** for initial meetings can be useful to break the ice.
- Advertising of events in **Japan** should be **bi-lingual** even if the event will be held in **English**.
- Japanese** partners are reluctant to formalise/publicly announce connections until after an **initial small successful** outcome. May be happy to act as advisor to projects, but reluctant to formalise the role.

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PROJECT FACTS

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Coordinator

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