

ANNUAL REPORT 2019

VICE-RECTORATE INNOVATION & INDUSTRY RELATIONS

VRIJE UNIVERSITEIT BRUSSEL

- CONNECTING SCIENCE AND SOCIETY -



VUB TECHTRANSFER: CONNECTING STRATEGIC & APPLIED UNIVERSITY RESEARCH WITH INDUSTRY & SOCIETY

VUB TechTransfer is the multidisciplinary operational team of the Vice-rectorate Innovation & Industry Relations of the VUB

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FACTS & FIGURES 2019

 **3** CAMPUSES

- Brussels Humanities, Sciences & Engineering Campus
- Brussels Health Campus
- Brussels Photonics Campus

8 FACULTIES

3,881 
EMPLOYEES

18,609 
STUDENTS

3,851 
EMPLOYEES UZ BRUSSEL

1,733 
DOCTORANDI
IN **3** 
DOCTORAL SCHOOLS

 **EUR 110 M**
RESEARCH BUDGET



193 **RESEARCH GROUPS**
INCLUDING 16 JOINT INT'L
32 VUB-UGENT AND 13 VUB-ULB

 **EUR 9.66 M**
**REVENUE FROM CONTRACT RESEARCH WITH
INDUSTRY AND VALORSATION OF RESEARCH**

2,638 **ACADEMIC
AND SCIENTIFIC PERSONNEL** 

"The European and international academic landscape is going through major changes. VUB has to take a clear position, being a Flemish pioneering university in the multicultural Brussels, strongly embedded in Europe and with an international orientation. From the center of Europe we connect with the world."

Caroline Pauwels, Rector



MULTIDISCIPLINARY RESEARCH AND CO-INNOVATION ARE KEY TO SUCCESSFUL VALORISATION

At the VUB multidisciplinary research and co-innovation are not just buzz words. Scientists from different research groups collaborate in consortia or for particular projects. Multidisciplinary research is part of VUB's DNA. It creates more value than only the sum of the teams working together. A fine example is **BruBotics**, a multidisciplinary consortium of 8 research groups, performing research on Human Robotic technology such as exoskeletons, social robots, artificial intelligence, human-robot interaction, robotic revalidation, prosthetics, collaborative robots and many other.

Another example is the **EVERGi** research unit that with the **Green Energy Park** projects aims to be the catalyst that brings interdisciplinary science together with industrial innovation in order to fully support the energy transition. And of course with the opening of the **AI Experience Center** in November 2019 - a joint project of 4 VUB research groups - a demonstration and meeting environment was created where companies, tech entrepreneurs, researchers, policy makers and the general public can experiment with Artificial Intelligence and collaborate to develop and produce technological solutions.

According to vice-rector Innovation & Industry Relations Hugo Thienpont we have to focus more on co-innovation: "In a rapidly changing world where everything is digitalised and technology is getting more and more specialised, co-innovating directly with partners, industry or other, can lead to market-changing innovations. This brings along fresh perspectives and varied skills, necessary to tackle today's challenges."

To facilitate the implementation of the university's knowledge and technology into industry and society, VUB counts on its multidisciplinary TechTransfer team. Together with VUB Foundation - in charge of philanthropic fundraising - and Crosstalks - VUB's crossdisciplinary exchange platform - they continuously strive to fulfil the mission of the vice-rectorate: **connecting science and society**.

During times of crisis, as we are experiencing now in 2020 with the pandemic COVID-19, multidisciplinary research and co-innovation are even more crucial. Invention, prototyping, (clinical) testing and implementation of highly needed equipment and medicines suddenly have to be carried through at high speed. Lessons have to be drawn and valorisation will not be the same afterwards. For now we invite you to discover the accomplishments of 2019, such as the numerous projects in strategic and applied research and the launch of 4 new spin-off companies. And of course we cannot forget to mention VUB spin-off Collibra that received the mythical status of first Belgian unicorn in 2019.

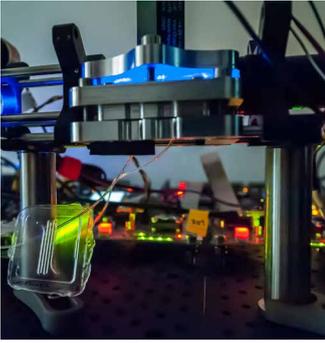
We hope you enjoy reading this report,

"In a rapidly changing world where everything is digitalised and technology is getting more and more specialised, co-innovating directly with partners, industry or other, can lead to market-changing innovations. This brings along fresh perspectives and varied skills, necessary to tackle today's challenges."

Sonja Haesen,
Director VUB TechTransfer



Hugo Thienpont,
Vice-rector Innovation &
Industry Relations



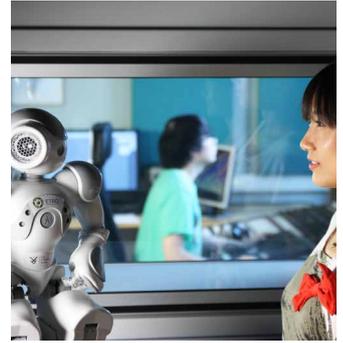
Photonics



Human Robotics



Sustainable Chemical Engineering



Electronics and Informatics



Reproduction & Genetics



Industrial Microbiology, Food Biotechnology



B-liver Liver Therapeutics



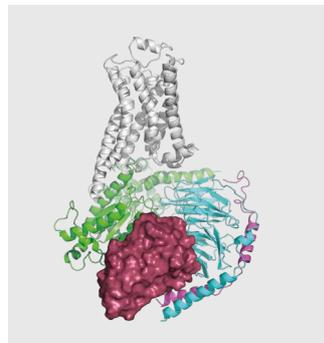
Artificial Intelligence



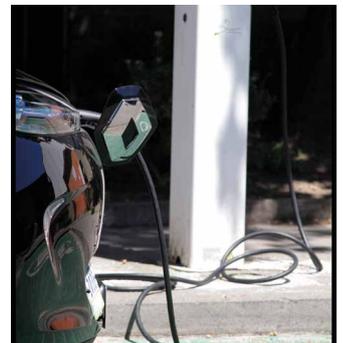
Software Languages



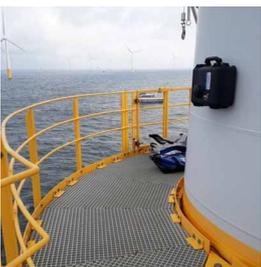
Electrochemical & Surface Engineering



Structural Biology



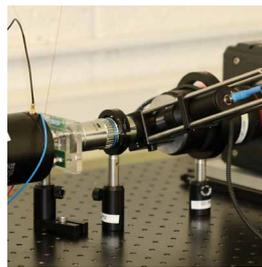
Sustainable Mobility, Logistics & Automotive



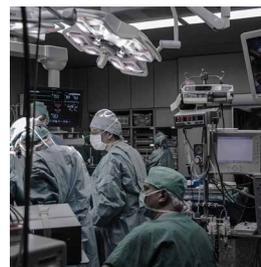
Accoustics & Vibration



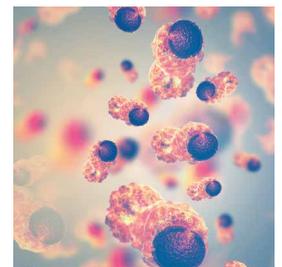
Media, Innovation & Technology



Microfluidics



Imaging with Nanobody Tracers



Immunotherapy Tracers

GOVERNMENT FUNDING FOR STRATEGIC & APPLIED RESEARCH

FROM FLANDERS, BRUSSELS, EUROPE

The strategic and applied research output of the universities influences the regional innovation degree and reinforces the economic landscape. On the other hand it generates revenue for the university which can be reinvested in research. Government funding from Flanders, Brussels and Europe is crucial to support this valorisation of research. In 2019 **governmental funding for strategic and applied research** received by VUB amounted to **€ 34.3M**. A positive trend is the fact that besides scientific and engineering more and **more projects from the humanities and social sciences are introduced**.

VUB TechTransfer gives assistance and support to researchers for:

- Projects financed by the Industrial Research Fund of the VUB (Flemish government funding)
- Flanders VLAIO & FWO calls
- Brussels-Capital Region funding through Innoviris
- Projects with SOCs and spearhead clusters
- EU-projects with economic purpose
- Financing for applied projects with valorisation potential by other (international) organizations or administrations

VUB INDUSTRIAL RESEARCH FUND FOR RESEARCH GROUPS THAT EXCEL IN STRATEGIC AND APPLIED RESEARCH

VUB TechTransfer supports projects financed by the **Industrial Research Fund (IOF - Industrieel Onderzoeksfonds)**. Since 2004 universities receive this **Flemish government funding** according to their valorisation output performance: contracts with industry, the number of patents and spin-offs, share in the European Framework Programme for R&D and publications and citations. The VUB invests IOF funding in knowledge centers that exceed the average scale of a standard university's research unit, the '**Groups of Excellence in Applied Research**' or GEARs. The funding supports them in carrying out outstanding strategic research and developing new application-oriented inventions with economic potential.

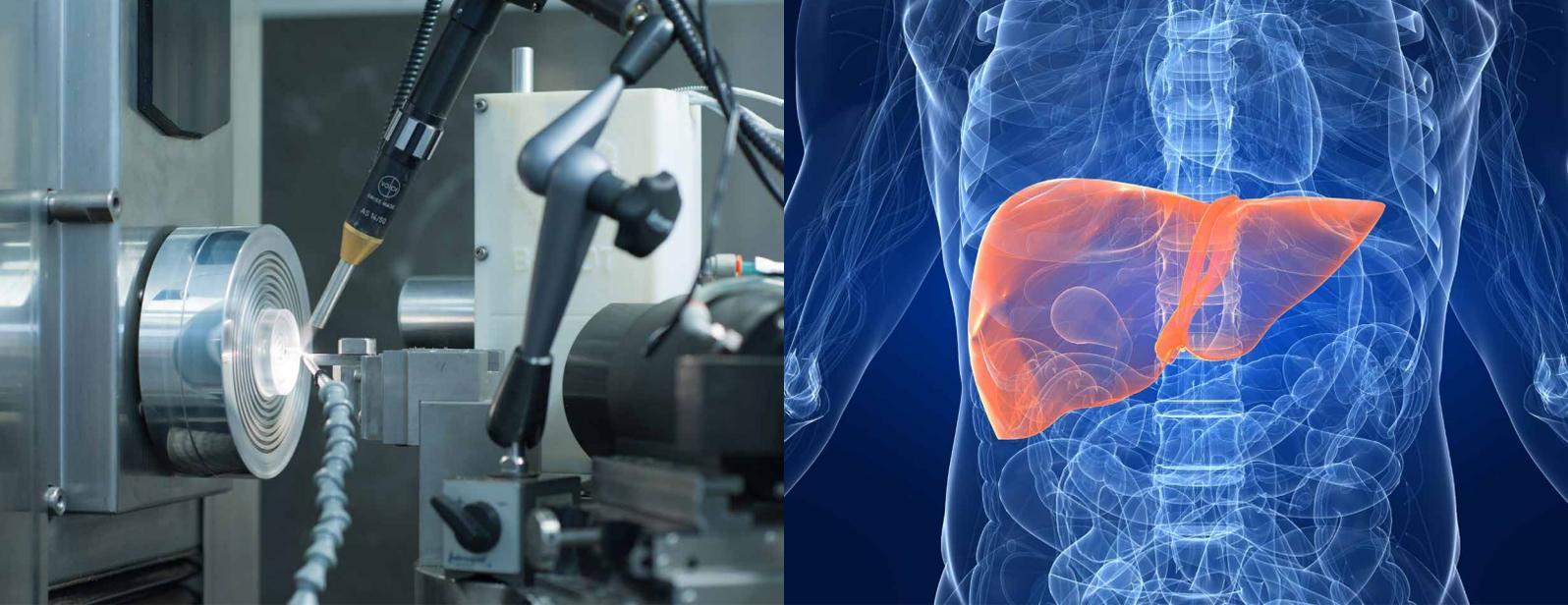
In 2019 **6 new GEAR programmes** were selected for financing:

- Transitioning to future **sustainable transport systems**, supporting a sector in full transition
- BruBotics – **Human Robotics**
- Technological and socio-economic strategies for a **sustainable chemical industry**
- INTEGRAL- Integrating a multimodal approach to address current challenges in **immunotherapy**
- **Nanobodies** for biotechnology and health
- B-Liver – Valorisation of VUB's liver cell biology and toxicology expertise through a consortium focused on **liver therapeutics**, patient and consumer safety

GEARs can also receive additional funding to focus on specific valorisation opportunities.

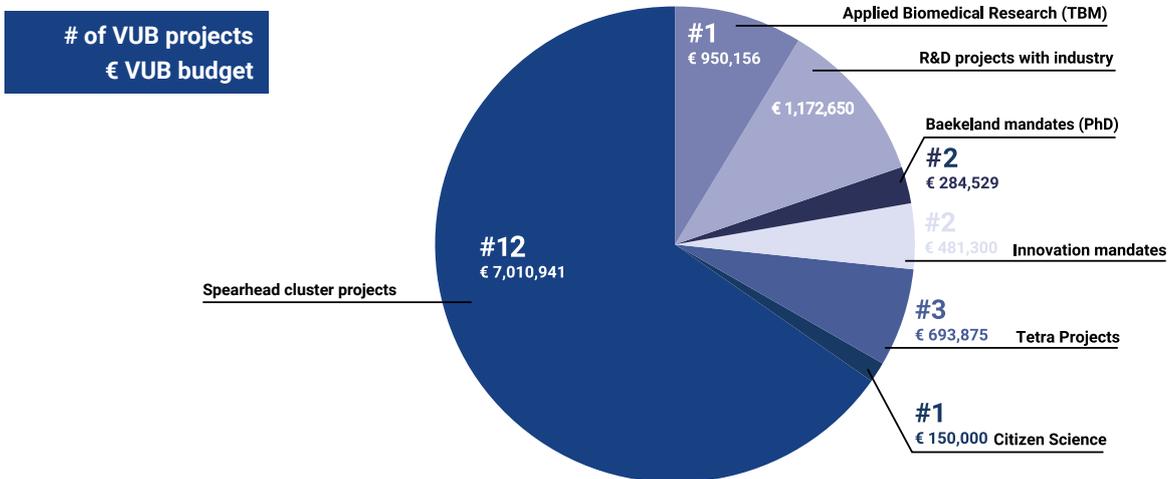
6 upgrades were acknowledged to existing GEAR's. **10 research groups** also received a **bonus**.

The overview of the 17 current Gear programs can be found on the left hand page.



FLANDERS PROJECT FUNDING

In 2019 VUB received € 10.74M strategic basic research funding from VLAIO and FWO.



In 2019 the Vrije Universiteit Brussel obtained funding for strategic basic research from the Research Foundation - Flanders (FWO) and Flanders Innovation & Entrepreneurship (VLAIO) for a total budget of € 10.7M, which is an excellent result.

Research Foundation - Flanders (Fonds Wetenschappelijk Onderzoek Vlaanderen – FWO)

The Strategic Basic Research programme (SBO) has been reformed in 2019 and will deliver results in 2020. The **Applied Biomedical Research (TBM) programme** though resulted in 1 approved project for VUB with a budget of € 950,156. This programme wants to contribute to the implementation of new therapies, diagnostics and prevention methods for which there is not sufficient interest from industry.

- *Immunotherapy, a randomized phase II clinical trial in Non-Small-Cell Lung Carcinoma (NSCLC) - Bart Neyns*

Flanders Innovation & Entrepreneurship (Agentschap Innoveren en Ondernemen - VLAIO)

Research & Development projects with industry

At the beginning of 2018, financing of 'R&D projects with industry' was reformed by VLAIO with a clear difference between research and development projects. In 2019, several projects were approved for a total budget of € 1,172,650.

Baekeland- and Innovation mandates

Baekeland mandates are destined to doctoral students who wish to perform research with an economic perspective and added value for the company involved. 2 mandates were approved for a total budget of € 284,529.

- *Safe reinforcement learning for optimal control in multi-energy systems - Maarten Messagie*
- *Creating the MS compass of the future: imaging AI to predict disease progression - Guy Nagels*

An **Innovation mandate** is specifically destined to a postdoc who wishes to perform a research project in close collaboration with industry. 2 mandates with spin-off purposes were acknowledged for a total amount of € 481,300.

- *RIGLO: Redefining Neuromuscular Monitoring - Jan Poelaert*

- *Multi-objective, multi-scalar decision support tool for allocation of urban green infrastructure based on integrated assessment and valuation - Ann Van Griensven*

Tetra Projects

These projects are destined to university colleges or integrated education, which receive 2/3 of the budget, in collaboration with the university. In 2019:

- *1 Tetra project with VUB as main applicant was approved for € 402,375*
OpenCloudEdge: On the way to the cloud with OpenStack - An Braeken
- *1 Tetra project with VUB as partner was approved for € 88,000*
MATCH-eN: multilingual assistance to newcomers - Koen Kerremans
- *1 Tetra project within the CORNET-programma (AITIA) was approved for € 203,500*
AITIA: Embedded AI Techniques for Industrial applications - Abdellah Touhafi

COOCK Projects

These projects called '**Collectief O&O en Collectieve Kennisverspreiding (COOCK)**' were introduced by VLAIO in 2018. They focus on groups of companies with the purpose of valorising research results by means of accelerating the introduction of technology and/or knowledge. In 2019 **1 project was acknowledged to VUB as partner**. This project was facilitated by the spearhead clusters and is represented in their figures.

Citizen Science

In 2019 the Department of Economy, Science and Innovation (EWI) launched a second call for **Citizen Science projects**. Researchers are financed when they actively engage the general public in their project. **1 project was approved for € 150,000**.

- *Bugs 2 the Rescue: the search for natural enemies to stop the spread of specific invasive exotic aquatic plants - Iris Stiers*

Spearhead Clusters

Spearhead Clusters develop and implement an ambitious long-term strategy and competitiveness programme for Flanders' strategic domains, in collaboration with companies, knowledge centres and the government (triple helix). The focus of the Flemish cluster policy lies on a limited number of large-scale and ambitious Spearhead Clusters: Catalisti (sustainable chemistry and synthetics), SIM (materials), FLUX50 (energy), VIL (logistics and transport), Flanders Food (agrofood), Blue Cluster (blue growth) and the most recent one FlandersHealth (healthcare innovation). Different programmes for government funding can be invoked, such as SBO, ICON, R&D-projects or COOCK, and the cluster member companies guarantee 50% co-financing. 12 projects with VUB as coordinator or research partner were acknowledged **for a total budget of € 7,010,941**.

- **Catalisti-Moonshot:**
 - *ReSet: Circular Thermosets by Design: Recycling the Unrecyclable*
 - *CAPTIN: Intensification of CO2 capture processes*
 - *NIBCON: Novel Integrated Biorefinery Concepts for a Carbon Neutral Bio-Economy*
 - *ARCLATH: Artificial clathrates for safe storage, transport and delivery of hydrogen*
- **Blue Cluster:**
 - *BOPTIC: Monitoring of offshore power cables and foundations by Distributed Fiber Optic Sensing*
 - *SOIL-TWIN: Data driven design optimization and smart monitoring of monopile*
 - *Supersized 4.0: offshore wind monitoring*
- **SIM:**
 - *STIF: Stiff Impact and Fire resistant thin composites*
 - *SeaFD: Realistic CFD wind load computations for offshore wind turbines*
- **Flanders Food:**
 - *Sourfun: Leveraging sourdough functionality for the production of nutritionally and organoleptically optimized bread*
- **Intercluster:**
 - *Re2LiVe: Re-cycling & Re-manufacturing of Li-ion batteries from end of life electric Vehicles*
- **Flanders Health:**
 - *Persomed: consortium on personalized medicine*

Strategic Research Centers (Strategische Onderzoekscentra – SOC's)

SOC's have been created as a result of excellent scientific research in broad domains such as nanoelectronics and digital technologies (imec), biotechnology (VIB), cleantech and sustainable development (VITO) and the manufacturing industry (Flanders Make). They build bridges between fundamental and applied research and are important for Flanders' economy. **VUB participates in these Strategic Research Centers.**

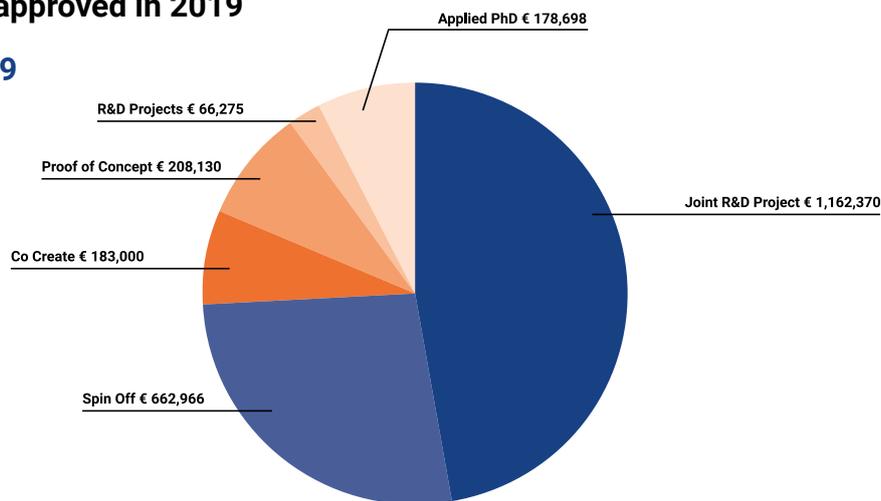


BRUSSELS PROJECT FUNDING

VUB TechTransfer supports researchers applying for funding for strategic research with valorisation perspectives from the Brussels-Capital Region. This resulted in a total budget of **€ 5.85M** granted by Innoviris for 2019. This amount includes 11 projects approved in 2019 for a budget of more than € 3M as well as funding approved in 2018 available in 2019.

Innoviris projects approved in 2019

Budget € 3,057,909



Projects in detail:

Applied PhD

The Applied PhD-programme finances doctoral projects in applied research in collaboration with an industrial partner.

1 project was approved:

- **Mistic: Multi-source trend analytics for intelligent transportation systems** - Michiel Dhont / promoters Adrian Munteanu en Tias Guns. Collaboration with Sirris.

1 project was renewed:

- **Discovery, Design and Synthesis of G protein Peptidomimetics** - Morgane Mannes / promotor Steven Ballet

Spin-off

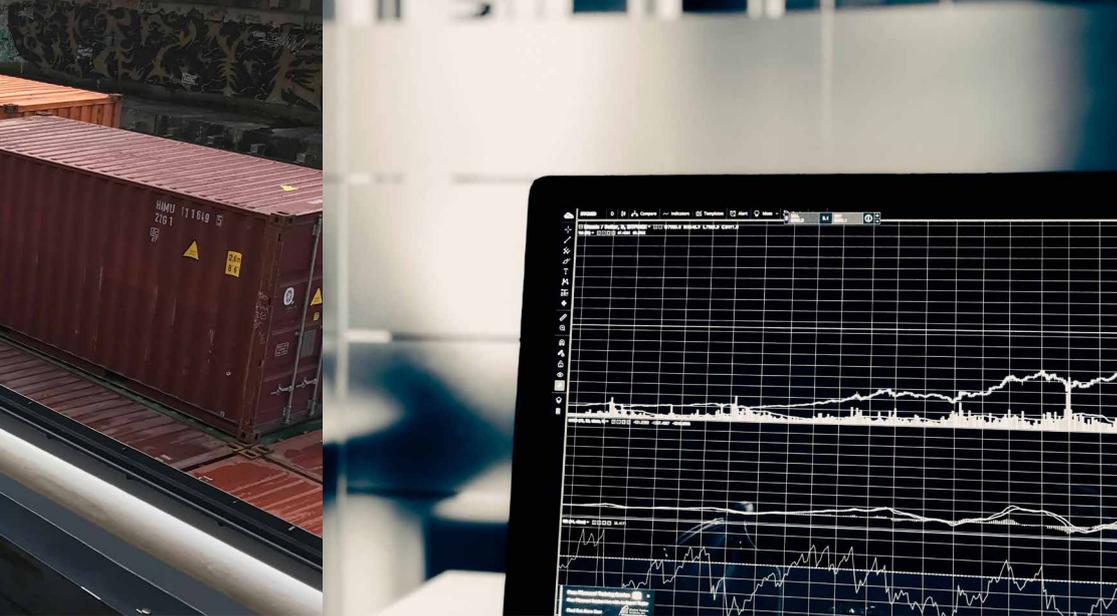
This call stimulates the starting up of new companies in the Brussels Region. The opportunity is offered to launch an innovative product, process or service and investigate the commercialisation possibilities.

1 project was approved:

- **Sentometrics: go2market** - Andreas Algaba / promotor Kris Boudt

1 project was renewed:

- **CAPS for Life - Current-assisted photonic samplers for fluorescence lifetime measurements in life sciences** - Hans Ingelberts / promotor Maarten Kuijk



Joint R&D project

The goal of the 'Joint R&D project' call is to encourage collaboration between academics and entrepreneurs in the Brussels-Capital Region. In 2018 a call was launched with the theme "Distributed and Decentralised Systems".

This resulted in 3 projects approved in 2019:

- **Data-driven monitoring and optimisation of decentralised machining processes** - Johan Stiens, Nikolaos Deligiannis, Patrick Guillaume
- **CAsK - Multi-agent behavioural endpoint models for the detection of cyber attacks across the kill chain** - Ann Nowé, Johan Loeckx
- **DrIVING: Distributed Recognition Infrastructure for Intelligent traffic camera Networks** - Adrian Munteanu

Co-creation

With this call Innoviris supports research and development for urban resilience in collaboration with different research centers, organisations, companies and administrations in Brussels. The programme is ideal for research groups in social sciences and the humanities.

The call was launched in 2018 and 1 project was approved in 2019:

- **MaN'AiGE : Martyrs et Notre Dame aux Neiges** - Liesbeth De Donder

Proof-of-concept

Through this call the feasibility or socio-economic relevance of an innovative technology, method or idea based on research results can be demonstrated.

1 project was approved in 2019:

- **D-STReAM: Differential Smooth Transient Radar Method** - Johan Stiens

R&D projects

This action finances industrial research projects. The results can be used to fine-tune a product, process or service.

2 projects were approved in 2019:

- **STOEMP: "Stamping of thermoplastic composite materials"**- Danny Van Hemelrijck
- **Innovative approaches for sulfide based solid hybrid electrolytes and lithium solid-state batteries** - Annick Hubin



icity.brussels is a technology hub focused on research, development, innovation and valorisation. They help Brussels emerge as the ICT Heart of Europe. Funded by the ERDF and Innoviris and as a joint initiative of ULB, VUB and SIRRIS, icity.brussels has already launched R&D ICT projects in several key domains like education, e-Health, mobility, Internet of Things or 5G. A new **Innovation Lab** will also offer a Hardware/Software blending environment to all active regional ICT players.

icity.brussels

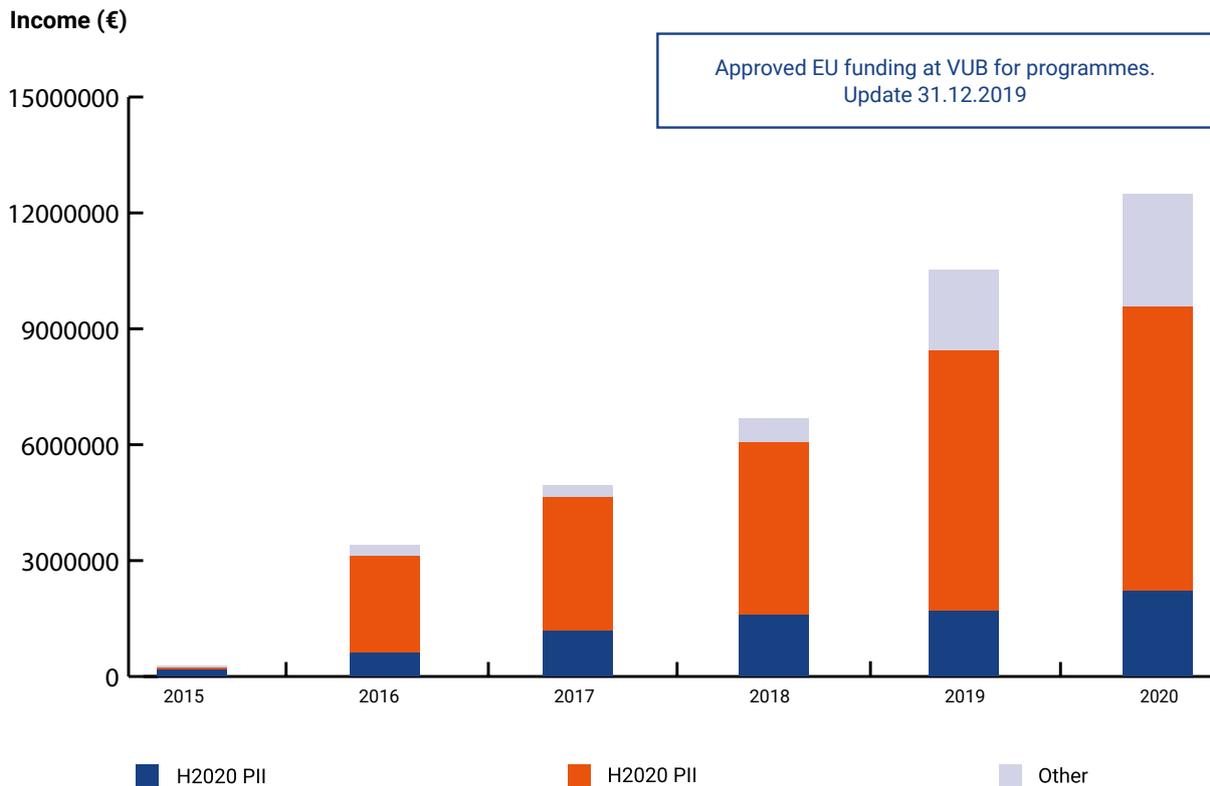
EU FUNDING SUPPORT FOR PROJECTS WITH ECONOMIC AND SOCIAL PURPOSE

In December 2018, the vice-rectors Innovation and Industrial Relations, Research Policy and International Relations decided to restructure the support services for European programmes and calls at VUB to delineate more distinctly between fundamental and strategic/applied research. As of 1 January 2019, R&D-ELO is fully responsible for Horizon 2020 Pillar I, whereas the **European Research & Innovation Support or ERIS team** of VUB TechTransfer exclusively supports and follows up on **Horizon 2020 Pillars II and III**. Consequently and in contrast to previous annual reports, the 2019 figures do not include the programmes MSCA and FET.

In light of the new structure, TechTransfer-ERIS adjusted its services in order to exhaustively inform VUB researchers about European programmes and calls, stimulate them to apply for funding, and intensely support them throughout the pre- and post-award trajectory.

In 2019, VUB researchers submitted 97 project proposals in Pillars II (19) and III (78), of which 16 as coordinator. Within those Pillars, 23 proposals were accepted for funding (1 coordinator), accounting for **€ 10,302,822** in subsidies. Additionally, VUB was successful in the non-framework programmes REC, INTERREG, JPI-AAL, DG CNECT and ESF as well, with 6 approved projects (1 coordinator), accounting for **€ 2,041,060** in subsidies.

The **figure below** shows European funding at VUB in Horizon 2020 Pillars II and III, and in the non-framework programmes. For each project, the budget has been distributed equally over the project duration. Two jumps are noticeable: the first one from 2015 to 2016 when a new support system was introduced at VUB (i-ISO), and the second one from 2018 to 2019 when TechTransfer-ERIS focused with renewed efforts on all programmes and calls with applied finality. The figures indicate that the dedicated support services are working.



Summary 2019

- 97 proposals submitted in Horizon 2020 - 16 as coordinator
- 23 proposals approved in Horizon 2020 - 1 as coordinator
- 6 proposal approved in non-framework programmes - 4 as coordinator
- obtained funding for all approved projects: **€ 12,343,882**

Addressing the crisis of the media sector

November 2019 – Source: Euractiv

Disinformation disorder, falling trust and readership, unprecedented challenges in their business models, shifting skills and technology. The media sector is going through a deep multifaceted crisis. Solutions for a healthy media sector are still in the making. One thing is certain, they must be driven by the media sector itself, and by innovation. In this context, the European Union is co-funding a pilot project on media innovation and cross-border cooperation: Stars4Media, led by VUB research group SMIT.



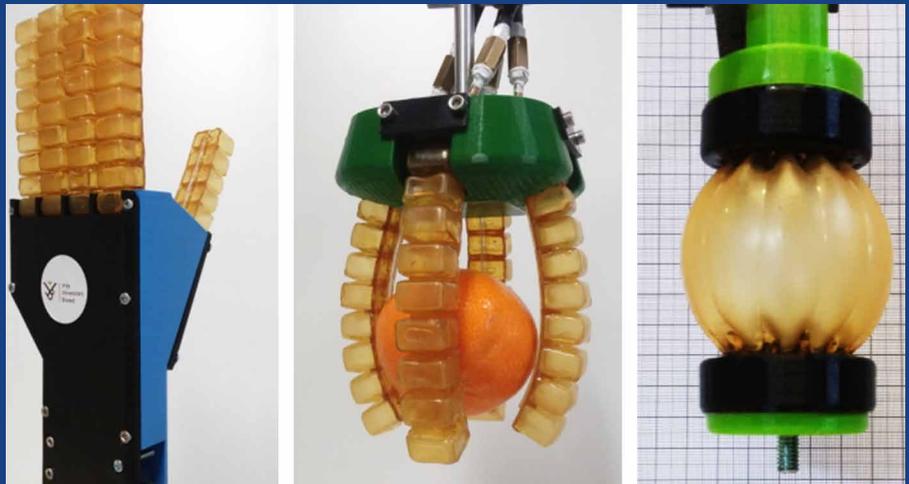
Europe invests in research into self-healing robots

August 2019 – Source: De Tijd

Over the next three years, researchers from VUB, Cambridge University, École Supérieure de Physique et de Chimie Industrielles de la ville de Paris (ESPCI-Paris) and Swiss Federal Laboratories for Materials Science and Technology (Empa) will be working together with the Dutch Polymer manufacturer SupraPolix on the next generation of robots:

(soft) robots that 'feel pain' and heal themselves.

The partners can count on € 3 million in support from the European Commission. This project is led by VUB research group BruBotics and the polymer research lab FYSC.





REVENUE FROM VALORISATION AND CONTRACT RESEARCH WITH INDUSTRY

Through contract research and licensing of technologies with industry and other third parties (profit/non profit), the university can develop and maintain long-term cooperations and implement its knowledge in society. In some cases contract research is supported by governmental financing. **In 2019 the revenue from valorisation with industry amounted to € 9.66M.** These funds can be reinvested in university research. Important to note is that not all revenue from VUB research in cooperation with spearhead clusters and strategic research centers is included in this amount.

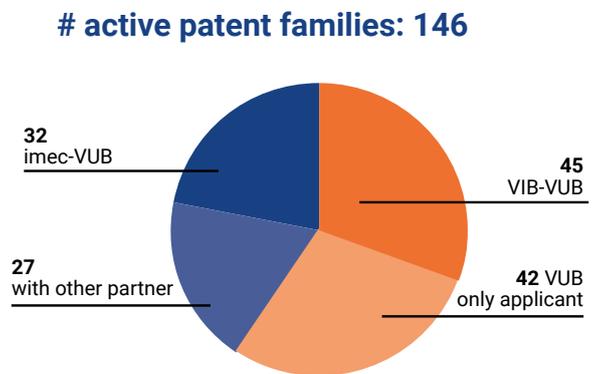
INTELLECTUAL PROPERTY (IP) MANAGEMENT & LICENSING

VUB TechTransfer facilitates the commercial application of promising VUB technologies. That is how economic activity is attracted and initiated in Brussels and the Flanders Region and how relations are built with industry. And how tangible impact is given to VUB R&I: by transferring results to industry, government and society. An important way to valorise is the licensing of intellectual property rights (patents and patent applications, software, confidential know-how, design rights, trademarks, etc.) to existing companies or university spin-offs. A privileged relationship between a lab and a spin-off company is beneficial to the growth of the company, in particular in its early development stages. VUB technologies available for licensing or for R&D partnerships are communicated through bilateral contacts with industry, networking and matchmaking events, the VUB TechTransfer website and weekly newsletter, conferences such as Knowledge for Growth or SuperNova, and other specific channels.

In 2019, 41 inventions were disclosed. 17 new patent applications were filed. The total VUB-portfolio included 146 active patent families, of which almost one third owned exclusively by VUB. About 70 % of VUB's patent portfolio is co-owned by third parties such as VIB, imec or other research institutes and companies, illustrating the substantial amount of R&D collaboration with third parties. Licensing of research results generates income for the university and creates structural collaborations with companies.

Reuters TOP 100: Europe's Most Innovative Universities - 2019

Reuters Top 100 institutions all produce original research, create useful technology and stimulate the global economy. More than 600 universities were screened. In this ranking not only the number of patents is taken into account but also their 'value'. VUB Ranks 59 which is an excellent result considering the size of the university.



INNOVATIVE RESEARCH IN THE PRESS

Social robot improves healthcare

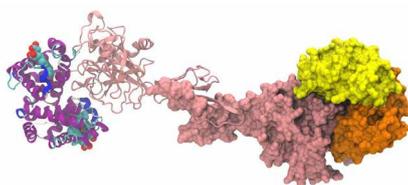
June 2019 - Source: UZ Brussel



The imec.icon ROBO-CURE research project, in collaboration with UZ Brussel, VUB, Cronos, QBMT, Medtronic Belgium, imec & UGent, developed a social robot that can autonomously offer better and more personalised care to patients with chronic diseases. The robot was first used to offer newly-diagnosed diabetes patients enhanced medical therapy. UZ Brussel aims to incorporate the robot in the daily operations of its diabetes clinic in the near future.

VUB scientists further unravel secrets of proteins with the help of Artificial Intelligence

June 2019 - Source: VRT NWS



Proteins perform a wide variety of functions in cells through interactions with each other and many additional molecules. VUB professor dr. Wim Vranken, doctoral researcher Gabriele Orlando and Dr. Daniele Raimoni of the Interuniversity Institute of Bioinformatics in Brussels (IB)² developed a new AI-method "ShiftCrypt". This innovative analysis tool will lead to better knowledge of proteins and possibly to new medical insights.

VUB project SurgeLight wins MedTech Accelerator

July 2019 - Source: Daily Science



This year's winner is VUB researcher Hans Ingelberts of the Department of Electronics and Informatics (ETRO). His project SurgeLight aims at developing a surgery guidance system capable of simultaneous and real-time visualization of specific tissues of interest such as tumors, nerves and blood vessels. Such system could be applicable to open surgery as well as robot surgery or even endoscopic diagnosis procedures. SurgeLight brings together two key-enabling technologies: nanobody-based fluorescent contrast agents and a fluorescence lifetime imaging system.

The MedTech Accelerator® is a Brussels initiative developed by lifetech.brussels to boost medical entrepreneurship in Brussels.

Official foundation of the Green Energy Park

July 2019



On Thursday the 4th of July VUB and UZ Brussel officially founded the non-profit organization 'Green Energy Park', the future living lab for green energy and mobility, the hospital of the future, smart cities and smart AI technologies. The research hub will be located on the Researchpark Zellik in brand new state-of-the-art buildings.

Green Energy Park aims to bridge the gap between research, innovation, realisation and exploitation, by acting as a large-scale living lab, expertise and training centre.

VUB builds dry room for battery developments

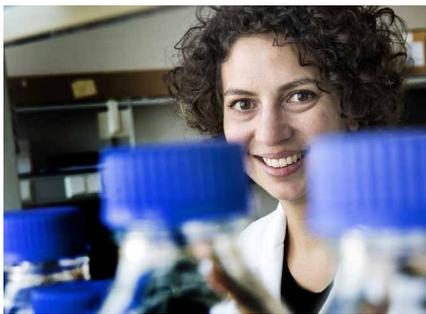
October 2019 - Source: VUB Today



The MOBI research group of the Vrije Universiteit Brussel is investing in a high-tech pilot line for the development and production of new battery technologies for electric vehicles. This pilot line has an ultramodern dry room, whose precisely controlled humidity and temperature will allow researchers to develop the next generation of batteries from innovative materials.

Will we soon be vaccinated against cancer?

November 2019 - Source: EOS



Immunotherapy is a treatment that stimulates our own immune system to guard itself against cancer. But can we ever completely eliminate cancer? Eos-editor Kim Verhaeghe asked VUB /VIB researcher Damya Laoui. In 2018 she was nominated by the New Scientist as the number one science talent in Belgium and The Netherlands. The year before she was one of the “European Innovators under 35” of the prestigious Massachusetts Institute of Technology.

VUB opens AI Experience Center

November 2019 - Source: VUB Today, Kanaal Z



The new VUB AI Experience Center is a space to experiment with AI and robotics and to produce technological solutions. It allows participants to strengthen their digital skills. The center is aimed at companies, tech entrepreneurs, researchers, policymakers and the general public. It was founded by four VUB research groups: the Artificial Intelligence Lab (AI-lab), Brussels Human Robotic research center (BruBotics), Studies in Media, Innovation and Technology (SMIT) and the Department of Electronics and Informatics (ETRO). Its goal is ambitious: to become a digital innovation center for artificial intelligence with international ambitions and local impact.

VUB brings us closer to new supercomputer

November 2019 – Source: De Tijd



The Applied Physics research group of the VUB has developed a new generation of optical computers, so-called Coherent Ising machines. Such a “coherent Ising machine” can be considerably faster and more energy efficient than the current conventional digital computer when solving optimization problems. The team of Fabian Böhm, Prof. Guy Verschaffelt and Prof. Guy Van der Sande has substantially reduced these machines and simplified them into a portable system. This makes them cheap and practical enough for commercial use for the first time. The research result is published in Nature Communications.

VUB and UAntwerpen join forces in Knowledge Platform Diversity, Urbanism & Citizenship

December 19 - Source: Knack, BRUZZ



VUB and the University of Antwerp have launched the Knowledge Platform Diversity, Urbanism & Citizenship, a unique collaboration between the two universities, which will be located in Mechelen. This new platform focuses on important social issues such as urbanism, super-diversity, radicalisation and polarisation, social stability and citizenship. It will bring together scientific research and experiences from the professional field and translate them into concrete policy recommendations, manuals and training courses for integration officials, police forces, education and civil society organisations, among others.

The success of immunotherapy

December 2019- Source: De Tijd, VUB Today



Prof. dr. Bart Neyns and his colleagues of the Faculty of Medicine and Pharmaceutical Sciences have made considerable strides in a new treatment of cancer whereby one's own body cells are used to attack the tumor. Our immune system consists of different types of cells, including dendritic cells, that help attack the cancer. Those cells are inadequately present in tumors. Dendritic cells are therefore extracted from the patient's body and in the lab they are modified in such a way that, once re injected into the patient's body, they are better equipped to perform the task.

Innovative computer model to optimise freight traffic

December 2019- Source: VUB Today



VUB scientist Tomas Ambra developed a new computer model that maps the currently fragmented freight transport process in real time and proposes better solutions using information such as weather forecasts and congestion. For this research, Tomas Ambra was awarded an FWO Strategic Basic Research grant, and his model plays a crucial role in the new interuniversity DISpATch project.

The Analytical Scientist Power List 2019

December 2019 – Source: The Analytical Scientist



Gert Desmet, head of the Department of Chemical Engineering (CHIS) at VUB, was ranked at the prestigious 7th place in the top 100 of the Power List. The Power List celebrates the tremendous range of talent, ingenuity and leadership present across all corners of analytical science, by highlighting the pioneering work and passion of 100 leaders in the field.



UNIVERSITY SPIN-OFFS

University spin-offs are companies whose main activities are based on the formal transfer of research results originating from the university or university college. This transfer can take different forms, e.g. through a license agreement or share capital participation, depending on the specific case.

In 2019 VUB's spin-off portfolio contained 38 active companies based on research in various fields: engineering, life sciences, economics, ICT, sports, etc. In this context, VUB also cooperates with strategic research centers such as VIB, imec, Flanders Make and VITO. VUB TechTransfer plays a crucial role in identifying, developing and evaluating VUB spin-off projects. To maximize the survival of a start-up, a lot of attention is paid to other factors than the innovative technology, such as market strategy, value proposition and a complementary team.

"BI3 Fund has been a great partner throughout our growth. As the very first investor in Collibra, they believed in our founding team and our vision before anyone else did. That takes courage."

Felix Van de Maele, CEO and co-founder of Collibra



Closure of successful VUB BI³ Fund – Imagination, Innovation & Incubation.

Founded in 2002 and closed in 2019, BI³ Fund invested in 8 spin-offs of the Vrije Universiteit Brussel. One of them was Collibra, the first Belgian start-up unicorn. Purpose was to invest in an early stage when other investors were not interested to take the risk. Looking back this was the right strategy.

The company Brussels I³ Fund NV, BI³ Fund for short, was established in 2002 as a risk capital fund with financial contributions from Brustart (a department of finance.brussels), KBC Bank, BNP Fortis Private Equity Belgium, Ethias and the Vrije Universiteit Brussel (VUB).

New spin-offs in 2019:

The logo for hbits, featuring the word "hbits" in a lowercase, sans-serif font. The "h" is orange, and the "bits" is white on a dark blue background.

Habits tell more than words

Hbits originates from the research group TOR (Tempus Omnia Relevat) of VUB's Sociology department, with more than 35 years experience in time-use research. Researcher Joeri Minnen, now business manager of hbits, and professor Ignace Glorieux have developed MOTUS, a convenient and versatile platform for data collection. Hbits collects and analyses numerous behavioural data taking into account the context. The company cooperates with national and international statistical offices, governmental bodies, socio-cultural organizations, international consultancy agencies and commercial enterprises.

www.hbits.io

The logo for AXILES BIONICS, featuring the word "AXILES" in a large, bold, black, sans-serif font, with "BIONICS" in a smaller, black, sans-serif font below it.

New generation bionic feet

Based on 12 years of research at VUB BruBotics, blending advanced robotics, artificial intelligence and human biomechanics, Axiles Bionics developed a technology capable of recreating the unique combination of strength and flexibility of a human ankle. This unique bionic technology is capable of bringing back a natural gait and posture during daily life activities, providing high responsiveness to the person's intention and assisting during efforts by compensating for the lost leg muscles. The spin-off develops this innovative smart robotic ankle-foot prosthesis for lower limb amputees.

www.axilesbionics.com

The logo for konligo, featuring a stylized blue mountain range icon above the word "konligo" in a lowercase, blue, sans-serif font.

Impress your guests with an eye-catching structure

Konligo is the result of more than 15 years of research into lightweight and transformable structures at VUB's Architectural Engineering department under the leadership of Niels De Temmerman and Tine Tysmans. They create fascinating, easy to set-up and sustainable stands for events, exhibitions and shows. Their goal is to continually strive for resource efficiency and responsible behaviour.

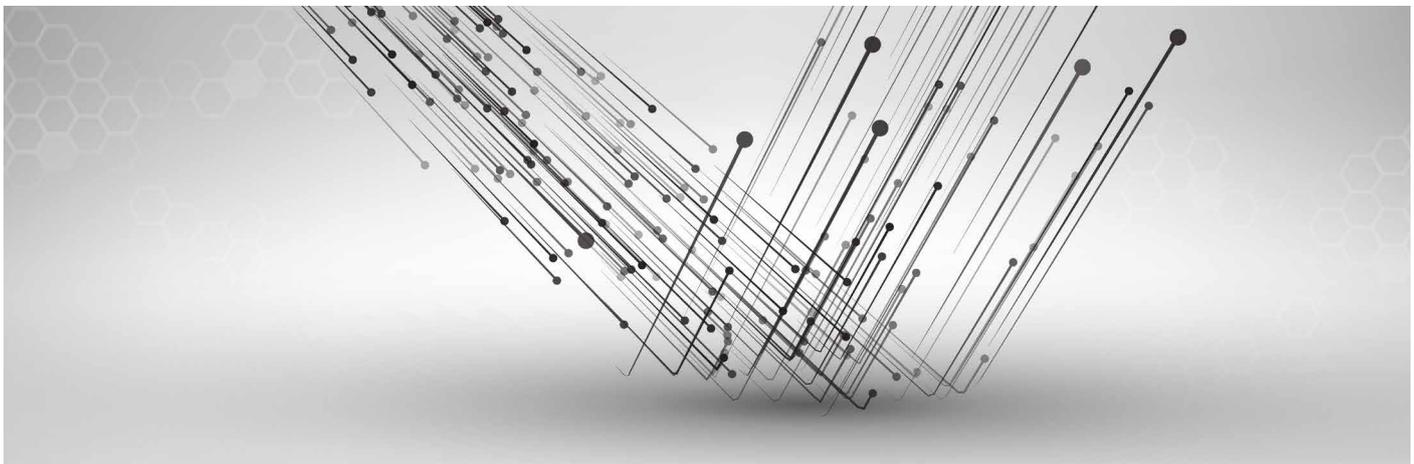
www.konligo.com

The logo for SAY IT LABS, featuring the words "SAY IT" in a bold, black, sans-serif font, with "LABS" in a smaller, black, sans-serif font below it. The logo is enclosed in a white speech bubble shape with a black outline.

Speak. Play. Learn. Video games for speech therapy

SAY IT Labs represents the intersection of speech recognition technology and speech and language pathology all bundled in a video game. They believe that the best way to conquer speech goals is by practicing. Finally the science has been transformed into a video game that provides real time feedback. They are currently creating a fun and engaging speech therapy experience called Fluency Friends, where players control colorful cartoon characters through treacherous obstacles. Instead of a joystick or a keyboard, the game will prompt players with words or sentences they must say to move through the level. SAY IT Labs is a spin-off from Vrije Universiteit Brussel and imec.

www.sayitlabs.com



VUB spin-off highlights in 2019

- **VUB-VIB spin-off AgroSavfe raises €35m**
AgroSavfe, a rapidly growing and transformative Crop and Food protection company developing a new generation of protein-based biocontrols to protect food from farm to fork, announced the closing of a Series C financing round. The funds will be primarily used for the development, registration and commercial scale production of AgroSavfe's biofungicide and bioinsecticide products and to continue to strengthen the company's organization. (September 2019 - Source: Biotalys)
- **AgroSavfe announces name change to Biotalys and incorporation of US subsidiary, Biotalys, Inc.**
(December 2019 - Source: GlobeNewsWire)
- **VUB spin-off Axiles Bionics enters the market**
Axiles Bionics announces that it has successfully completed a €2.4M Series A financing round, led by its co-founders and several private investors, including VUB and ULB alumni. The spin-off develops an innovative smart robotic ankle-foot prosthesis for lower limb amputees. (September 2019 - Source: De Tijd)
- **Confo Therapeutics receives €1.7 million grant from VLAIO**
VUB-VIB spin-off and emerging drug discovery company Confo Therapeutics has been awarded a €1.7 million grant from Flanders Innovation & Entrepreneurship (VLAIO). The grant will run over two years and will support one of the company's proprietary pre-clinical programs, targeting a neurological orphan indication. (July 2019 - Source: Confo Therapeutics)
- **Collibra first Belgian unicorn**
CapitalG, an investment arm of Google parent Alphabet, has led a \$100 million funding round in the data technology spin-off Collibra. The investment puts the company on a list of tech startups known as unicorns that have a value of \$1 billion or more. Collibra is the first Belgian startup to obtain the mythical status of unicorn.
Collibra is a leading Data Governance Software company and a spin-off from the Laboratory for Semantic Technology and Applications Research (STARLab) at the VUB. The company was founded in 2008 by Felix Van de Maele, Stijn Christiaens, Pieter de Leenheer and Damien Trog. Today it has more than 700 employees in 8 offices in different countries over the world. (January 2019 - Source De Tijd)
- **Persons of the year 2019**
Felix Van de Maele, CEO of VUB spin-off and unicorn Collibra, was named a person of the year by De Tijd. (Source: De Tijd)
- **VUB and Collibra join forces for a multidisciplinary AI research center**
VUB rector Caroline Pauwels and Pieter De Leenheer, cofounder of spin-off Collibra, unveiled their plans for a multidisciplinary AI Research Center, working in close collaboration with industry. Part of the plan is to create a collaborative research center with Collibra focusing on the next generation AI technology. The AI Experience Center was officially opened in November 2019. (Source: VUB Today, Kanaal Z)
- **Fertiga closes first financing round**
VUB spin-off Fertiga announces the closure of its first financing round together with Novalis Biotech Incubation and international private investors. The company focuses on fertility and more specifically the analysis of the cells surrounding the egg cell during an IVF treatment. The test result is used to select the best embryo and helps the patient to become pregnant faster. The funding will be used to further increase testing capacity at Fertiga and grow international access. (October 2019 - Source: Flanders.bio)

RESEARCH PARK & INCUBATORS

Companies committed to supporting research and collaboration with the VUB can find space, appropriate facilities or infrastructure in the research park or one of the incubation centers.

- The **Researchpark Zellik** is an area near the Brussels Ring purchased by the Flemish Government in 1983 to attract high-tech or research-based companies. VUB was involved from the beginning to monitor the research character of the companies that applied for establishment. In 2019 VUB TechTransfer continued supporting the '**Green Energy Park Zellik**' project launched in 2018 by UZ Brussel, several VUB research groups and Flux50. The project will serve as a living lab within three research areas: energy and mobility transition, hospital of the future, smart region. www.researchparkzellik.be – www.greenenergypark.be
- Situated near the Brussels Humanities, Sciences & Engineering Campus, **ICAB Business and Technology Incubator** offers an ideal work environment for innovative start-ups in the ICT and engineering sectors. www.icabrussel.be
- The **Innovation & Incubation Center Brussels (IICB)** offers high quality services to starting and young enterprises to enter the market of high-tech products or services and is situated in the Researchpark Zellik, not far from the university Health Campus and the UZ Brussel. In 2019 the average occupancy rate of the IICB amounted to 91,7%, which is very high. VUB spin-off 24SEA, specialized in structural health monitoring systems for offshore structures, is located at the incubation center. www.icb.be
- **Usquare.brussels - Bringing people, city and knowledge together**
The Usquare project combines the ambitions of VUB, ULB and the Brussels-Capital Region to bring people, city and knowledge together in an innovative interuniversity cluster for sustainable development research, knowledge dissemination, entrepreneurship and innovation. **Start.VUB**, the new incubator for entrepreneurial students of the VUB, and **Fablab Brussels**, VUB's fast prototyping for engineers and makers, are also located on the site. usquare.brussels - start.vub.be - www.fablab-brussels.be

ENTREPRENEURSHIP EDUCATION

To raise more awareness of (technological) entrepreneurship among master and doctoral students, researchers and young professionals, VUB TechTransfer organizes 2 evening courses. Since 1995 the **Starter Seminars** provide a short but intensive course on the fundamentals of entrepreneurship and business. A variety of topics is covered such as developing a business plan, finance, marketing and the complex issues surrounding patenting. In 2014 the **Advanced Starter Seminars** were introduced, a follow-up course where business aspects and starting up a company are treated more in-depth. Marc Goldchstein, Officer Entrepreneurship Education at VUB TechTransfer, is the main lecturer and content coordinator. Expert-speakers from VUB or the business world are also involved. Entrepreneurs from VUB spin-offs testify on the startup phase and experience at several seminars.



Interesting to know

- Entrepreneurs from VUB spin-offs **Camel-IDS**, **Optrima/SoftKinetic (now Sony Depthensing Solutions)**, **Double Pass** and the newly founded **hbits** shared their start-up experience in 2019. Some of these successful entrepreneurs participated at the starter seminars in the past.
- Since 1995 more than **1300 people** interested in entrepreneurship participated. Attendance is very high. More than **60%** regularly attended and received a **Certificate of Participation in 2019**.
- **The VUB TechTransfer Entrepreneurship community on LinkedIn** with over 200 followers lists interesting posts on entrepreneurship issues.

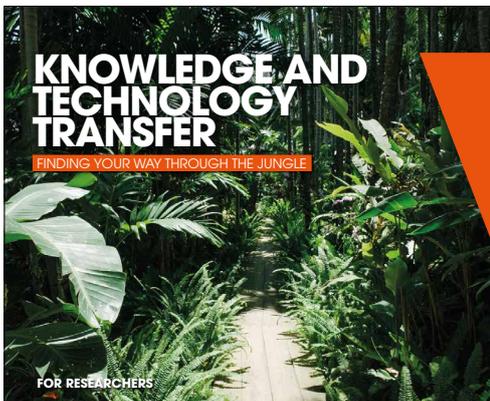
TECHTRANSFER COMMUNICATION & EVENTS

'Connecting Science and Society' is our mission. This involves informing the research community of all support and other aspects concerning the valorisation of their research on the one hand and bringing the university's knowledge and expertise under the attention of companies, governmental organizations and society in general on the other hand. To bring several parties together the VUB TechTransfer communication cell organizes events and communicates on collaboration opportunities. With the final purpose to create a positive impact on society.

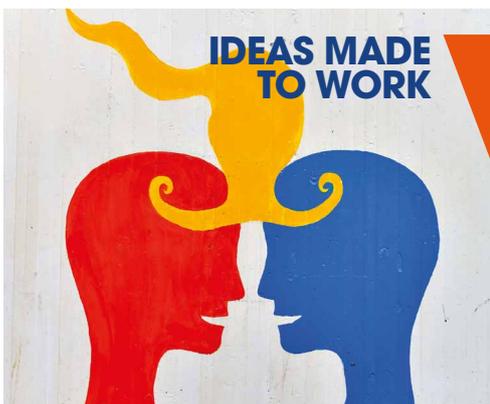
We do this by implementing several communication tools such as a website, a weekly newsletter "TT News", Twitter, brochures, gadgets and more. Every year we organize and participate to a number of events to raise awareness and give researchers the opportunity to present their projects and find partners.

In 2019 we focused on providing the research community with relevant tools and information. The most important realizations of 2019 are the launch of a **brand new website in October** and the first edition of the **VUB TechTransfer Week in November**.

Some of the realizations in 2019:



We completely revised our valorisation guide for researchers 'Knowledge and Technology Transfer - Finding your way through the jungle'.



A small **Idea Notebook** was also designed as a handy gadget and promotion tool containing info on techtransfer. This was sent to all researchers as a New Year gift.

Some analyses of our communication channels:

- More than 3400 people visited our website after the launch, of which 64% were new visitors (period from October to December)
- 50 newsletters were sent to 4000 subscribers with an average open rate of 36%
- We reached 111 new followers on Twitter, with a total of 260 followers by the end of 2019



An event was organised in March 2019 to celebrate the closure of the successful VUB B13 Fund – Imagination, Innovation & Incubation together with all stakeholders and several VUB spin-offs such as Belgian Unicorn Collibra.



Together with TTO Flanders, a joint initiative of the tech offices of 5 the Flemish universities, VUB TechTransfer participated at **Knowledge for Growth 2019** in Ghent, with a completely new concept elaborated together with flanders.bio. At the **Academic Showcase** each of the 5 universities demonstrated 3 technologies. VUB showcased bionic prostheses, skin-derived hepatic cells technology to predict drug safety and combat liver diseases and the MutaFrame platform, to understand how mutations impact Human Proteome.

During the conference programme an **'R2B by TTO Flanders Pitch Session'** was organised where 2 VUB technologies were pitched: innovative microfluidic solutions for medical, pharmaceutical and biotech applications and a novel serological diagnostic algorithm for significant liver fibrosis.



During the first **TechTransfer Week** in November 2019 about 130 researchers from different research fields participated to workshops on funding and Intellectual Property as well as a debate on how to cooperate with companies. The goal was to create visibility and make VUB researchers familiar with our services and procedures. We are planning to repeat this event every year.

VUB FOUNDATION

VUB. EVERY DONATION RETURNS.

The **VUB Foundation** raises philanthropic funds from companies, organisations, institutions and individuals within the framework of the department TechTransfer of the Vicerectorate of Innovation & Industry Relations. The VUB Foundation coordinates all fundraising at the VUB under the supervision of the Innovation and Valorisation Board.

The policy of the VUB Foundation is based on the conviction that for each philanthropic donation, there is a societal return. Each contribution supports education, research, innovation or the heritage of the VUB. The knowledge and insights that arise from these contributions, eventually flow back into our society.

Chairs are an excellent means to financially support education, research and innovation and to develop a long-term relationship with companies. In 2019 VUB counted 26 active chairs among which five newly created: **Chair in Infrastructure Asset Management & Life-Cycle Planning** with ORI, Antea Belgium, Arcadis Belgium, Sweco Belgium and Tractebel Engie as partners, **Personalisation, Trust and Sustainable Media** in cooperation with Roularta Media Group, **Media in a Society in Transition** in collaboration with the University of Ghent and VRT, **Chair in Surveillance Studies** with support of Privacy Salon and finally **Hamamatsu Applied Photonics Innovation Chair**, in alliance with Hamamatsu.

Among last year's successful fundraising projects were the **Arabic language courses** (International Relations & Mobility Office), offered to children between the ages of 6-15, embedded in a pedagogic and neutral school environment, academically supported by highly educated teachers. Equally successful was the support provided to the **diabetes research** of prof. dr. Harry Heimberg and to the research of prof. dr. Gerrit Loots on the possible psychological effects for **Belgian children who were repatriated from Syria**.

In 2019 two **funds by name** booked remarkable successes and provided essential financial aid for groundbreaking cancer research at the VUB: **VUB Yamina Krossa Fund** for breast cancer research which supports the fundamental research for a cancer vaccine of prof. dr. Dama Laoui (VUB-VIB) and her team; and **VUB-UZB Paul De Knop Fund** for immunotherapy which aims to support the clinical and fundamental immunotherapy research of prof. dr. Bart Neyns and his team.



For the latter Fund, the research group Sport & Society (SASO) organised the family event Step-by-step against cancer in mid-October. More than 800 VUB-staff, -alumni and -sympathizers were present.

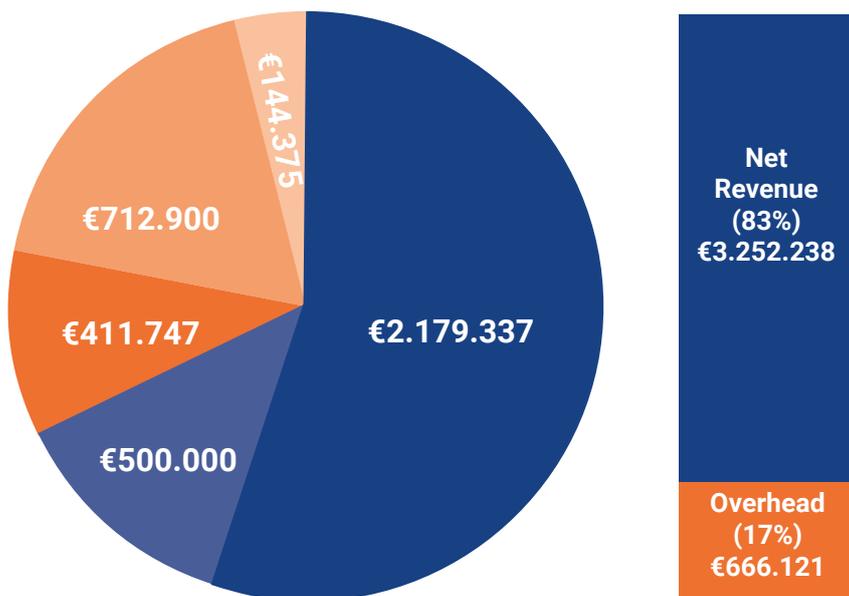
The **restoration of the murals of Renaat Braem** in the rectorate building of the VUB was another highly anticipated project. These iconic murals run over a total of 500 meters over all 6 floors of the rectorate building and sketch a free-spirited life philosophy, symbolizing the ideology of the VUB. Several decades after their creation from 1976 until 1984, they are in need of restoration.



This project was the main focus of the **end-of-year campaign** of the VUB Foundation. Alumni were selected and received an e-mail from rector **Caroline Pauwels**, who first introduced these beautiful murals and then asked the alumni to financially support the restoration works. With great response. The amount of donors who responded to the end-of-year campaign augmented from 342 in 2018, to 668 in 2019. In line with this augmentation, the total of collected funds raised from €29.526 in 2018, to €52.101 in 2019.

THE NUMBERS

In 2019 the VUB Foundation had a total income of €3.918.359, in-kind sponsorships not included.



- CHAIRS
- LEGACIES
- FUNDS BY NAME
- SPONSORING
- DONATIONS FOR PROJECTS AND FACULTIES

WWW.VUBFOUNDATION.BE

THE FELLOWSHIP PROGRAMME

ACADEMIA MEETS SOCIETY

In the past 8 years the Vrije Universiteit Brussel has built a network of 178 Fellows, of which 90 are Honorary Fellows. These top-level business people, visionary decision makers, academics, journalists and socially relevant personalities are committed ambassadors of the VUB. The diverse Fellowship network elicits a structural collaboration with the corporate and societal sectors and strengthens the charisma of the VUB, its faculties and its departments.

22 personalities were introduced as new Fellows in 2019.

WWW.VUB.BE/FELLOWSHIP



VUB CROSSTALKS

A UNIQUE KIND OF ACADEMIC AND CORPORATE NETWORKING



(04.2019)

Exploring digital health

Reflection on connected medical data & devices and genomics

This one-day seminar linked state-of-the-art scientific research of (VUB) researchers with visionary case studies to explore the ethical and social impact of the rapid digital and radical changes in health care. From an unexpected point of view the artist Stelarc provided the necessary ethical framework by guiding us through his extreme performance art.

Date: 25/04/2019
@ Brussels Health Campus

Speakers:

- Marc Noppen (VUB - UZ Brussel)
- Koen Kas (healthcare thinker)
- Guy Nagels (VUB - UZ Brussel)
- Marleen Keyaerts (VUB - UZ Brussel)
- Gil Awada (VUB - UZ Brussel)
- Stelarc (artist, performer)
- Thierry Vandendriessche (VUB - UZ Brussel)
- Kaspar Althoefer (Queen Mary University London)
- Fijs W.B. van Leeuwen (Leiden University Medical Centre)
- Johnny Duerinck (VUB - UZ Brussel)
- Tony Lahoutte (VUB - UZ Brussel)

Part of the project SHAKE THE DISEASE



(06.2019)

Philosophy in Islam?

Critical thinkers in conversation with Souleymane Bachir Diagne

In this lecture Souleymane Bachir Diagne showed that thinkers such as Avicenna, Al-Ghazali and Ibn Rushd or Averroës pleaded for freedom of thought and research very early in the history of Islam. Today, the need for philosophical thinking is more topical than ever. In response, Crosstalks invited four critical thinkers to delve into the history of philosophy in Islam, and interact with Diagne on the challenges of a world that is constantly in motion.

Date: 07/06/2019
@ KVS

Speakers:

- Souleymane Bachir Diagne (Columbia University, author *Open to reason, Muslim Philosophers in Conversation with the Western tradition*)
- Sukina Douglas (spoken word artist)
- Ted Bwatu (fund accountant & writer)
- Mohamed Barrie (Black History Month Belgium)
- Aminata Ndow (Black History Month Belgium)

Part of the CHAIR HISTORY & PHILOSOPHY OF SCIENCES



(09.2019)

Cutting edges

Exploring sustainability through S+T+ARTS

Three parallel workshops on climate challenges for Brussels: smart cities and digital pollution, clean air and sustainable water ways. Each session consisted of a mix of policymakers, grant providers, companies, artists, designers and researchers.

Date: 26/09/2019
@ BOZAR

Participants:

(for full list see crosstalks.net)

- Tarek Barakat (Université de Namur)
- Olav Peeters (Vlaamse Milieumaatschappij)
- Annekatrien Verdickt (FilterCaféFiltré)
- Nicola da Schio (VUB)
- Luc Deleu (architect)
- Rita De Graeve (Dept. Cultuur, Jeugd & Media)
- Jacques Vermeulen (Nokia)
- Maarten Sper (VLM)
- Boud Verbeiren (VUB)
- Ive Van Bostraeten (vzw La Polyclinique de la Culture)
- Marco Ranzato (Latitude Platform)

Co-funded by the European Union's Horizon 2020 programme in the framework of S+T+ARTS initiative (Science, Technology & the Arts)



Ecopolis. Books, debates & documentaries.

'Generation Hope'

Yearly rendez-vous at Kaaitheater (Brussels) for a day of debating, with attendees joining over 35 speakers from both national and international organizations to explore social justice, the world of work and climate action.

For the 2019 edition Crosstalks organized a session on the interplay of misogyny, right-wing populism and climate denial, entitled 'Global warming and the male meltdown'.

Date: 10/11/2019
@ Kaaitheater

Speakers:

- Sherilyn MacGregor (University of Manchester)
- Benedikte Zitouni (Université Saint-Louis)
- Leen Schelfhout (Extinction Rebellion)
- Youna Marette (Manifeste de la Génération Climat)
- Bieke Purnelle (RoSa vzw)



Literary tribute to Fatima Mernissi

Female voices from the Arab world

Fatima Mernissi died on 30 November 2015. She played a major role in the development of feminism in the Muslim world. Her work explores the relationship between power, gender and Islam and builds bridges between the West and the Arab world.

For this year's annual tribute to Fatima Mernissi, VUB reached out to the literary magazine DW B. Iman Humaydan and Rosa Yassin Hassan discussed the importance of Fatima Mernissi in the development of the female voice in the Muslim world. Musical intermezzos by Karima el Fillali & ensemble.

Date: 25/11/2019
@ Kaaistudio's

Speakers:

- Iman Humaydan (French-Libanesese writer)
- Rosa Yassin Hassan (Syrian author)
- Abdelkader Benali (Moroccan-Dutch writer)

Part of the FATIMA MERNISSI CHAIR



Redelijk Eigenzinnig

Reason and Engage: Climate Rage (for Just Transition)

Reason and Engage is an elective course for students from 3rd bachelor on. The lectures take place at various locations in Brussels and are organized in collaboration with a.o. Crosstalks.

Edition 2019-2020 focused on climate action, citizen protests and climate transition. Together with academics, researchers, professionals and citizens, students explored critical reflections on one of the policy probing issues of our times.

Speakers:

- 15/10/2019: Joke Hermsen: Het tij keren @BOZAR
- 29/10/2019: Philippe Claeys, Natacha Brion, Bas Smets: Before the flood @Wiels
- 19/11/2019: Sander van der Linden: Empathy and Climate Change
- 03/12/2019: Anneleen Kenis: Climate change in times of the *gilets jaunes*

CROSSTALKS.NET

Launched by the VUB in 2003, Crosstalks wants to create a new dynamic of knowledge exchange through thematic encounters; beyond specific disciplines and with the active participation of key players from all levels of society. An open and collaborative approach is crucial in every initiative, ranging from small-scale professional workshops to big public events.

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