## Promotion of University-Industry Linkages in Japan

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## **Today's Topics**

- 1. Key S&T Indicators Relating to University-Industry Cooperation
- 2. Administrative Structure and Development of University-Industry Cooperation Policy
- 3. Overview of Relevant Public Policies and Programs
- 4. Highlights of NISTEP's Related Studies

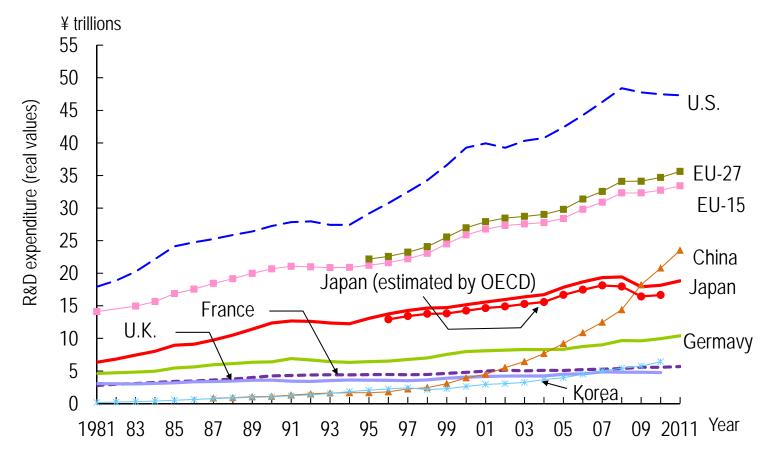


## 1. Key S&T Indicators and Figures Relating to University-Industry Cooperation



## Trend in total R&D expenditure in selected countries Real values

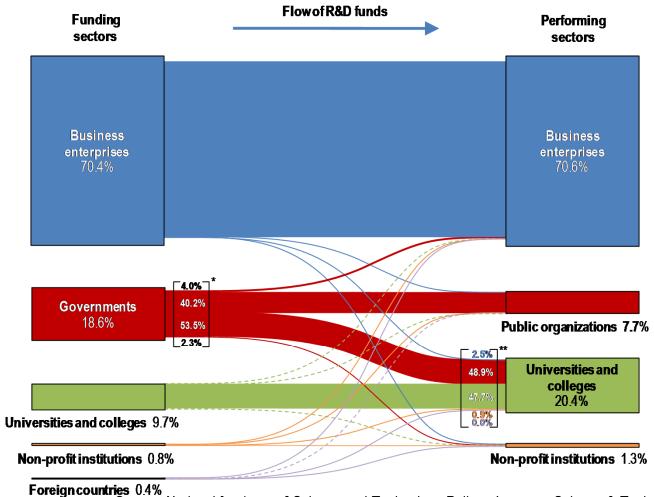
(2000 base: OECD purchasing power parity equivalent)



Sources: National Institute of Science and Technology Policy, Japanese Science & Technology Indicators 2013, Research Material-225, August 2013



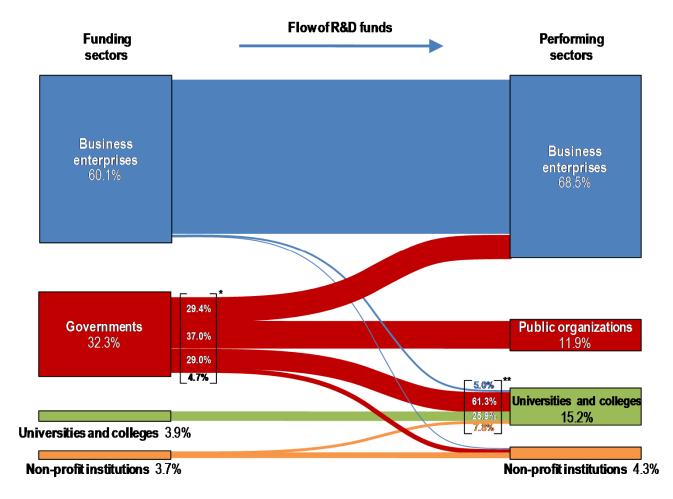
## Flow of R&D funds from funding sectors to performing sectors in selected countries **Japan**(2011)





Source: National Institute of Science and Technology Policy, Japanese Science & Technology Indicators 2013, Research Material-225, August 2013

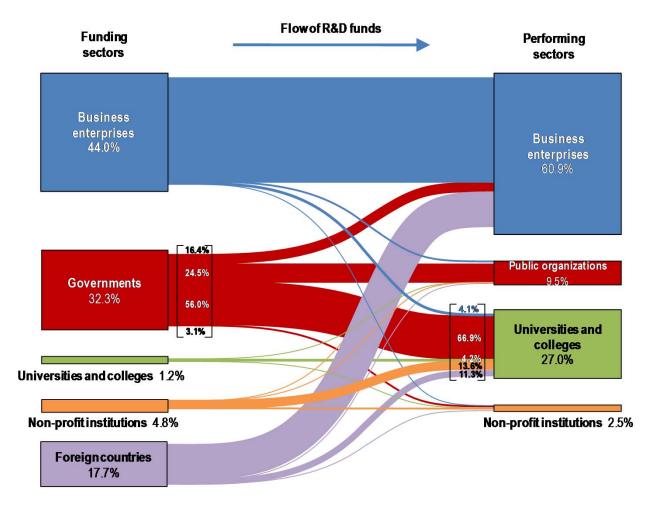
## Flow of R&D funds from funding sectors to performing sectors in selected countries U.S.(2011)





Source: National Institute of Science and Technology Policy, Japanese Science & Technology Indicators 2013, Research Material-225, August 2013

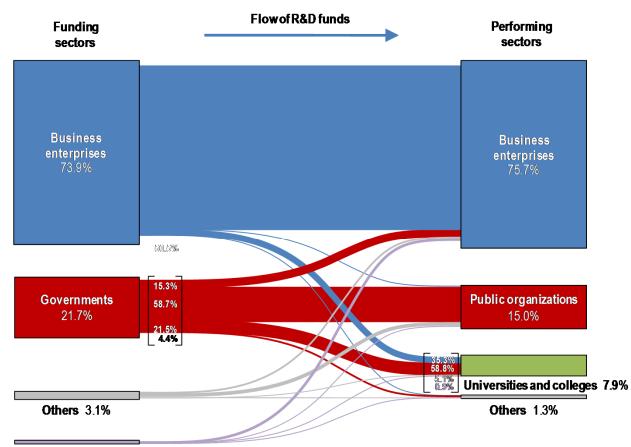
## Flow of R&D funds from funding sectors to performing sectors in selected countries U.K.(2010)





Source: National Institute of Science and Technology Policy, Japanese Science & Technology Indicators 2013, Research Material-225, August 2013

## Flow of R&D funds from funding sectors to performing sectors in selected countries China(2011)

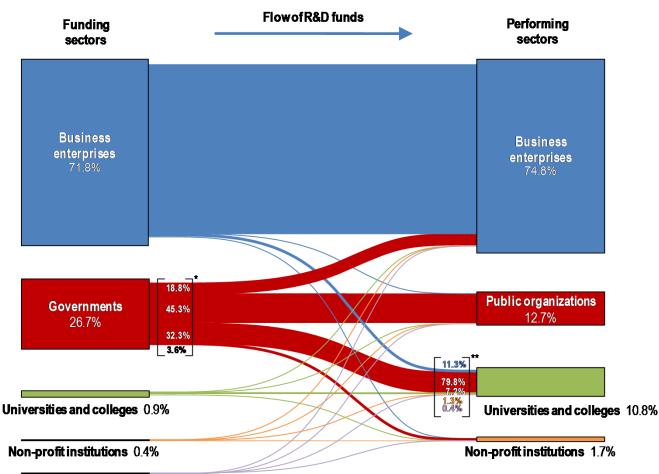


Foreign countries 1.3%



Source: National Institute of Science and Technology Policy, Japanese Science & Technology Indicators 2013, Research Material-225, August 2013

## Flow of R&D funds from funding sectors to performing sectors in selected countries Korea(2010)

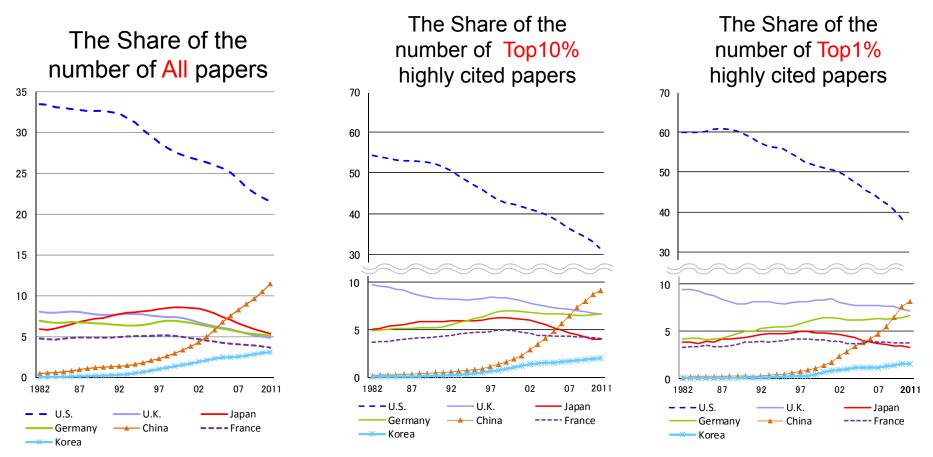




Foreign countries 0.2%

Source: National Institute of Science and Technology Policy, Japanese Science & Technology Indicators 2013, Research Material-225, August 2013

## The change in the share of the numbers of papers in main countries





Data: 3-years moving average of share tabulated from Thomson Reuters "Web of Science(SCIE, CPCI-S)" by fractional counting. Source: National Institute of Science and Technology Policy, Japanese Science & Technology Indicators 2013, 10 Research Material-225, August 2013

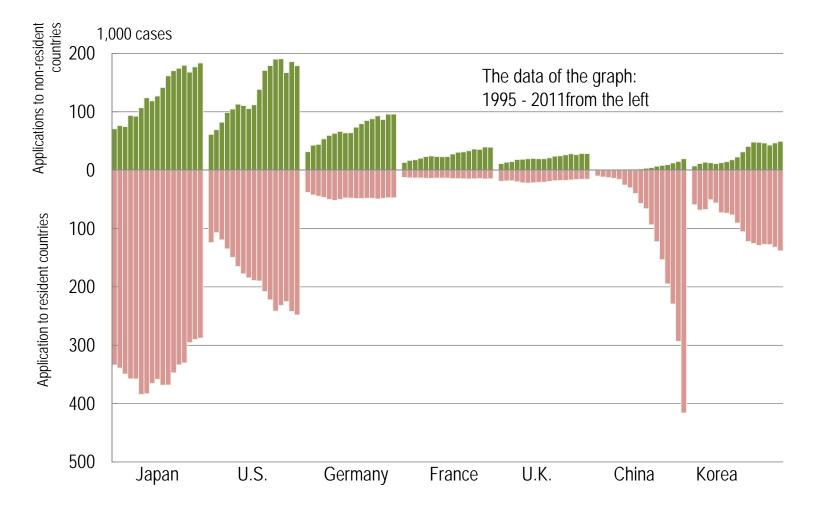
## Analysis of Paper Publication by sector in Japan

- 1. Falling number of papers by private companies.
- 2. Growing number of papers by public research institutions (IAI).
- 3. Slight decrease in domestic share of national universities.
- 4. Slight increase in domestic share of private universities.

	No. of papers				
All fields	2002-2004 (average)				
National universities	29,096	30,648	5%		
Public universities	2,789	2,756	-1%		
Private universities	8,821	10,356	17%		
Independent Administrative Institutions	4,572	5,466	20%		
Private companies	4,298	3,767	-12%		
Japan total	56,693	61,170	8%		

#### Number of papers published by sectors in Japan (fractional counting method)

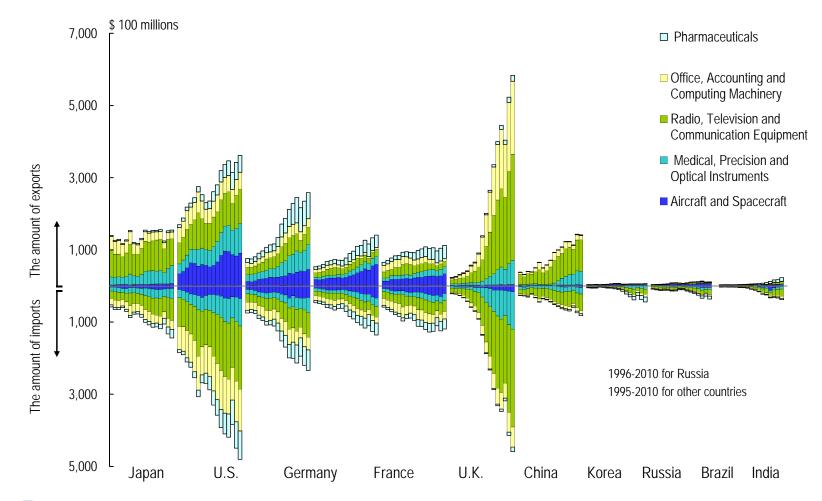
# The numbers of patent applications from main countries (1995–2011)





 Source: National Institute of Science and Technology Policy, Japanese Science & Technology Indicators 2013, Research Material-225, August 2013

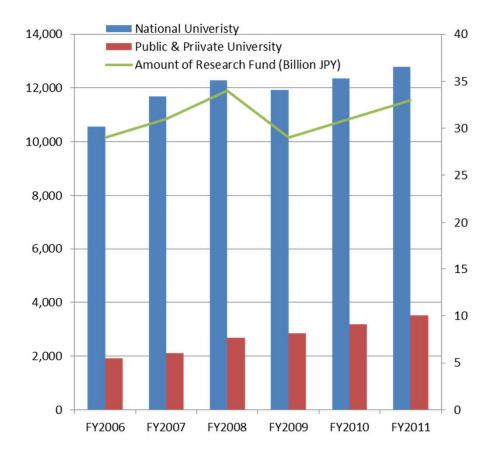
# Change in the trade amount of high technology industry in main countries





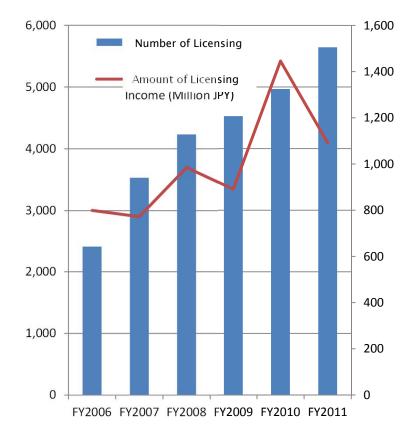
Source: National Institute of Science and Technology Policy, Japanese Science & Technology Indicators 2013, Research Material-225, August 2013

## Trends in University-Industry Collaboration (Cont'd)



Collaborative Research between University and Industry

Licensing of University Patents

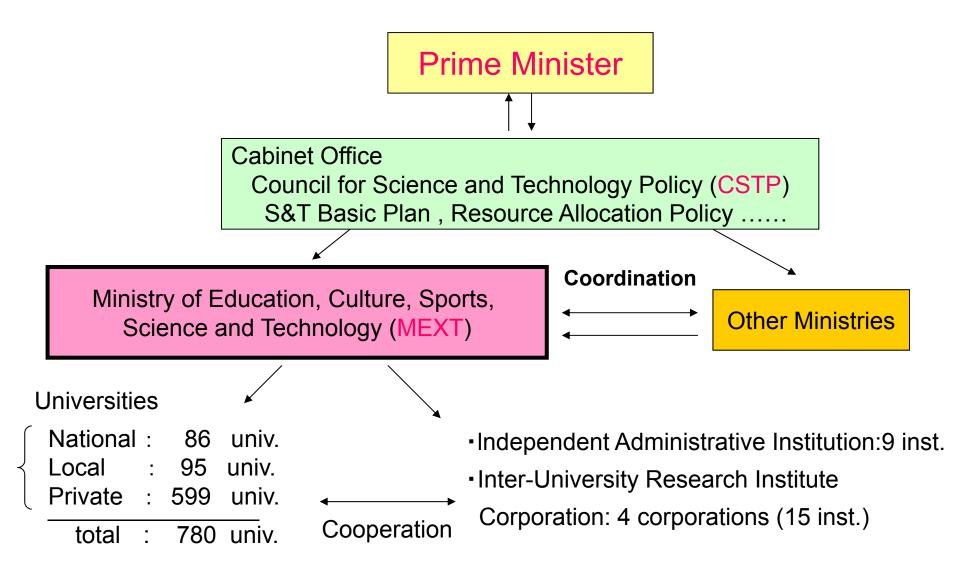




## 2. Administrative Structure and Development of University-Industry Cooperation Policy



## Administrative Structure for S&T Policy



(\*Source: FY2011 School Basic Survey)



#### Administrative Structure for S&T Policy

(©MEXT)

Science and Technology Basic Law (enacted in 1995)

The 1<sup>st</sup> Science and Technology Basic Plan (FY1996~2000)

## Increase in governmental R&D expenditure

The total budget for governmental R&D expenditure exceeded 17trillion yen. ( result: 1 7.6 trillion yen )

#### Construction of new R&D system

 Increase in competitive research funds

• Support plan for 10,000 postdoctoral fellows (including Ph.D students)

 Promotion of industry-academiagovernment collaboration

Implementation of evaluation system

The 2<sup>nd</sup> Science and Technology Basic Plan (FY2001~2005) The 3<sup>rd</sup> Science and Technology Basic Plan (FY2006~2010)

#### Three basic ideas

- Creation of Wisdom
- Vitality from wisdom
- ·Sophisticated society by wisdom

#### Key policies

- -strategic priority setting in S&T
- -promotion of basic researches
- -Prioritization of R&D on national/social subjects
- S&T system reforms
- -Doubling of competitive research funds
- -<u>Enhancement of industry-academia-</u> government collaboration
- Total budget of 2<sup>nd</sup> basic policy24trillion
   yen
- (result: 21.1 trillion yen)
- Total budget of 3rd basic policy 25trillion
- yen
- (result: 21.7trillion yen)

The 4<sup>th</sup> Science and Technology Basic Plan (FY2011~2015)

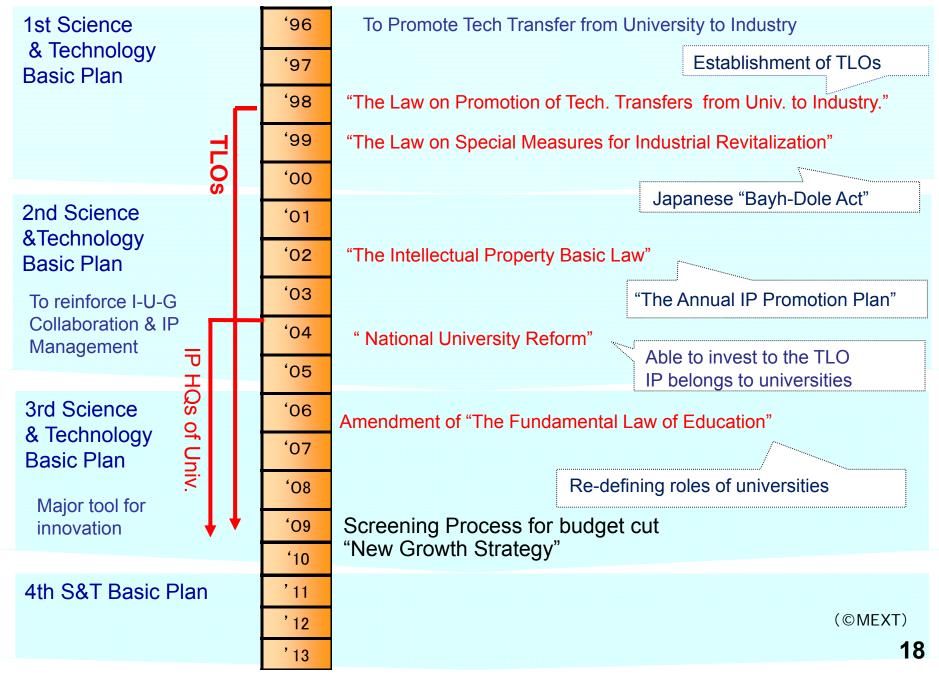
#### ●Basic Concept

- Integrated development of "STI policies"
- Further focus on the "role of human resources and the organizations"
- Realization of Policy Created together with Society
- Realization of Sustainable Growth and Societal Development into the Future
- •Recovery and rehabilitation from the recent earthquake
- •Green and Life Innovation
- Enhancing Basic Research and Human Resource Development
- Establishing the PDCA Cycle and Action Plan for improving science policy

Total amount of the government R&D investment



## **Chronological table of University-Industry Collaboration**



## 3. Overview of Relevant Public Policies & Programs



#### **Overview of Promoting Policies for Industry Collaboration & Regional Innovation**

Corporations

MEXT Policy

JST Policy

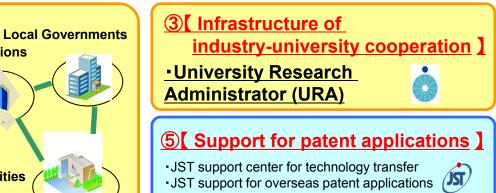
<u>JST stands for Japan science and Technology Agency</u> which is one of the independent administrative institutions in Japan.

#### Project for Developing Innovation Systems

#### Regional Innovation Strategy Support Program

Effectively support a high-quality locally led scheme to encourage regional innovation. In particular, new support for research conducted by multiple regions.

①Support to Forming Regional Cluster under Local Initiatives



(RL)

(JST)

[Creating an environment conducive to beefing up support for commercialization] (2)Project for Creating New Industries from Universities

Set up a system to encourage innovation by creating a team at universities and similar institutions to work on commercialization beginning at the invention phase and by promoting unified R&D and business development.

Outputs / Outcomes of basic research

#### Support for collaborative research (ideas-push)

• <u>(4)</u> A-STEP Adaptable and Seamless Technology Transfer Program through Target-Driven R&D

#### Support for top-down collaborative projects

1.Large-scale and long-term R&D projects with consortiums

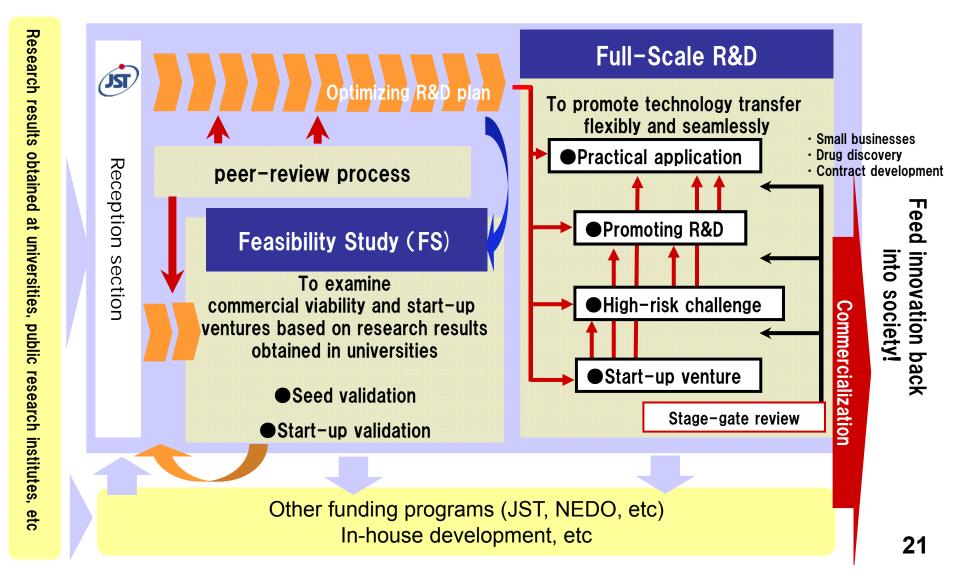
2.Development of systems and technology for advanced measurement and analysis

3. Cooperative basic research projects to solve problems in industry

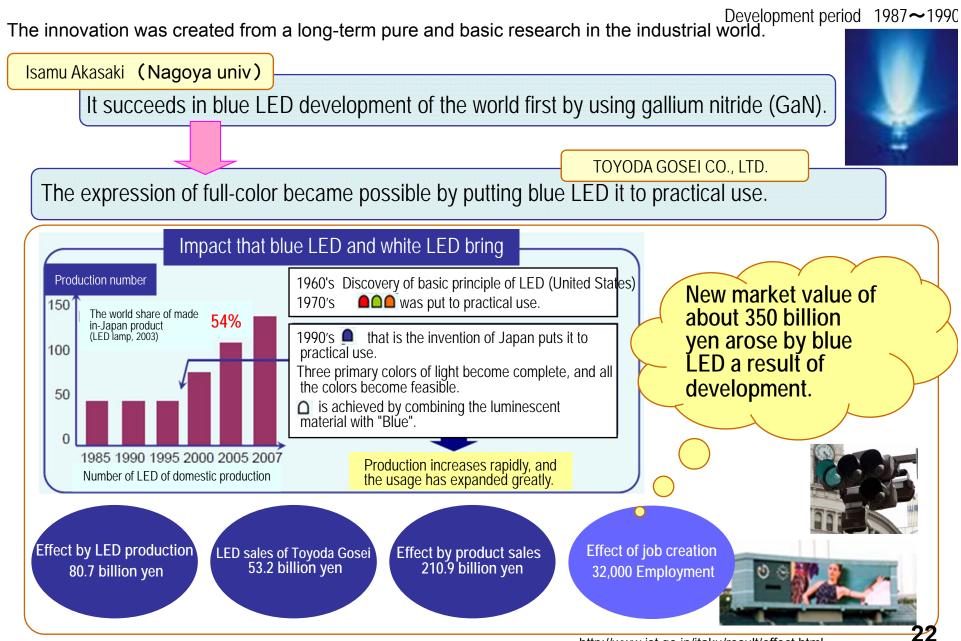
#### Funding Program for Technology Transfer ~A-STEP~

Adaptable and Seamless Technology Transfer Program through Target-Driven R&D (A-STEP)

- Covering all fields of R&D for technology transfer including medical sciences.
- Application is submitted jointly by university researchers and company partners.

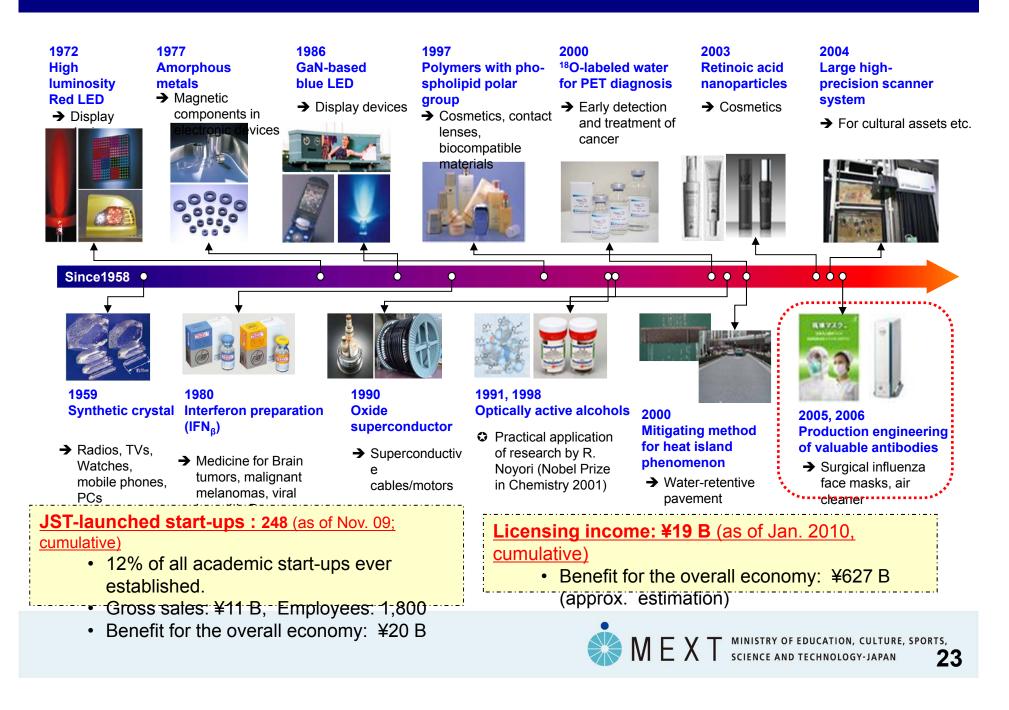


#### **Pioneering Results brought by A-STEP and Previous Projects**

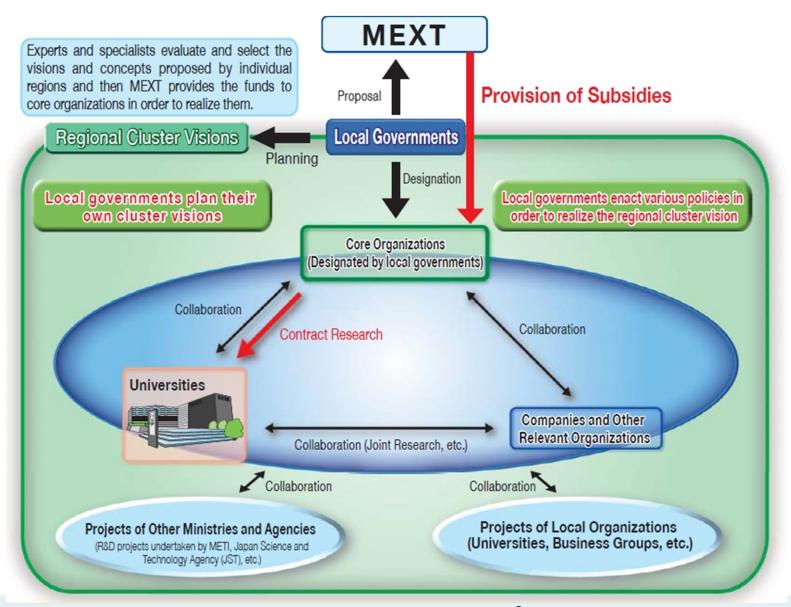


http://www.jst.go.jp/itaku/result/effect.html

#### **Pioneering Results brought by A-STEP and Previous Projects**

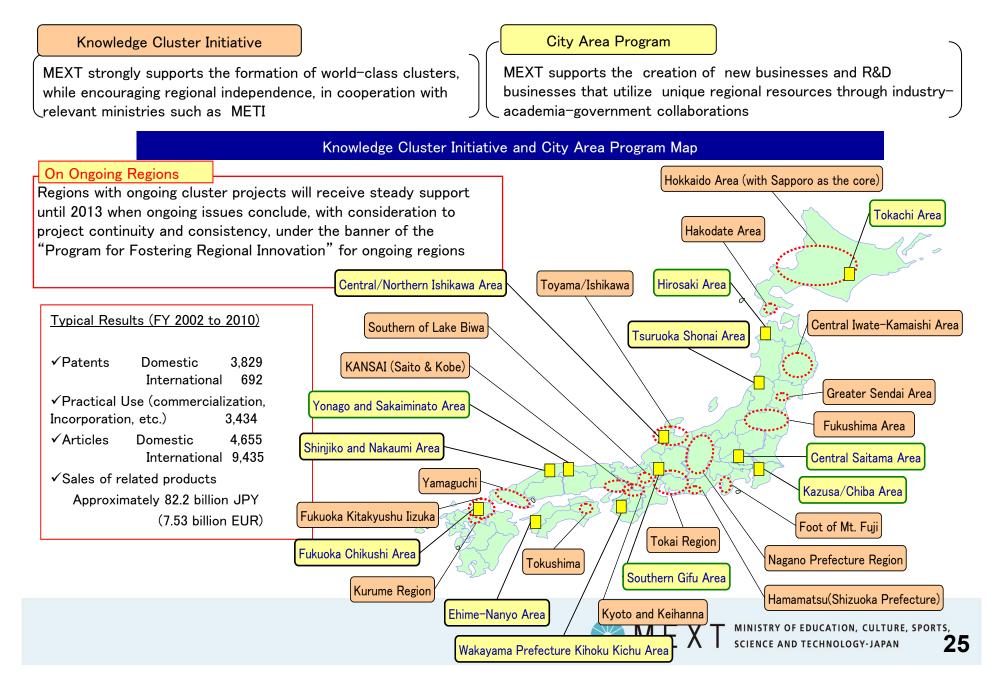


## Structure of the Regional Innovation Cluster Program



MEXT MINISTRY OF EDUCATION, CULTURE, SPORTS, SCIENCE AND TECHNOLOGY-JAPAN 24

#### Support to Forming Regional Cluster under Local Initiatives (2012)



## **Major Achievements**

#### Fukuoka Kitakyushu Iizuka

Global Type : 2<sup>nd</sup> Stage (FY2007 ~ 2011)

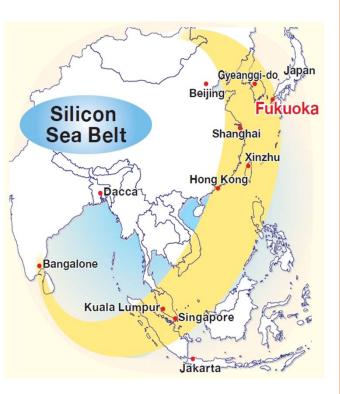
Companies attracted to the region by the efforts to establish a world-class R&D hub of advanced system LSI

(Background)

- Aiming at activating the "Silicon Sea Belt region", where more than 70% of semiconductors produced in the world are consumed.
- Collaboration with research organizations in the Silicon Sea Belt region in order to promote joint research toward the commercialization of research results.

#### (Project)

- Expanding the network with other research centers in the Asian region and spurring business exchange activities through interregional exchange events such as international conferences and technical exchange meetings.
- The number of system-LSI-related companies in the region increased by more than ten times during the period from Fiscal 2000 to Fiscal 2011, to 225 companies

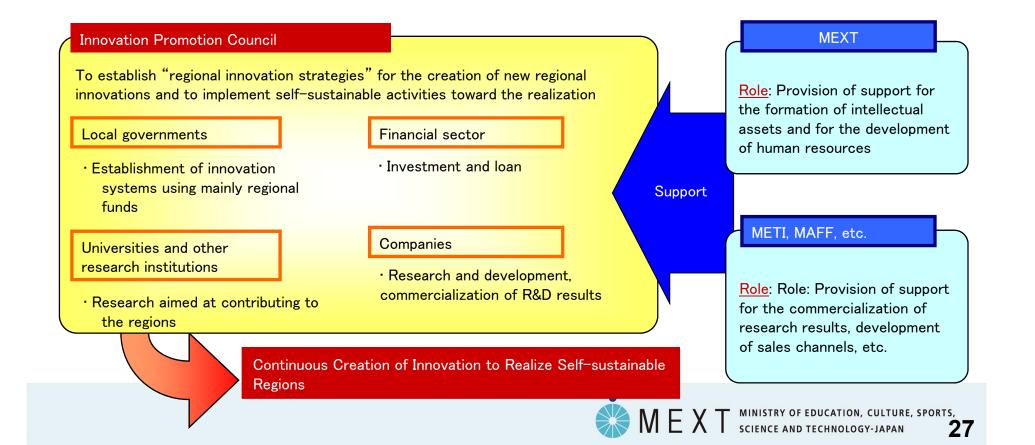




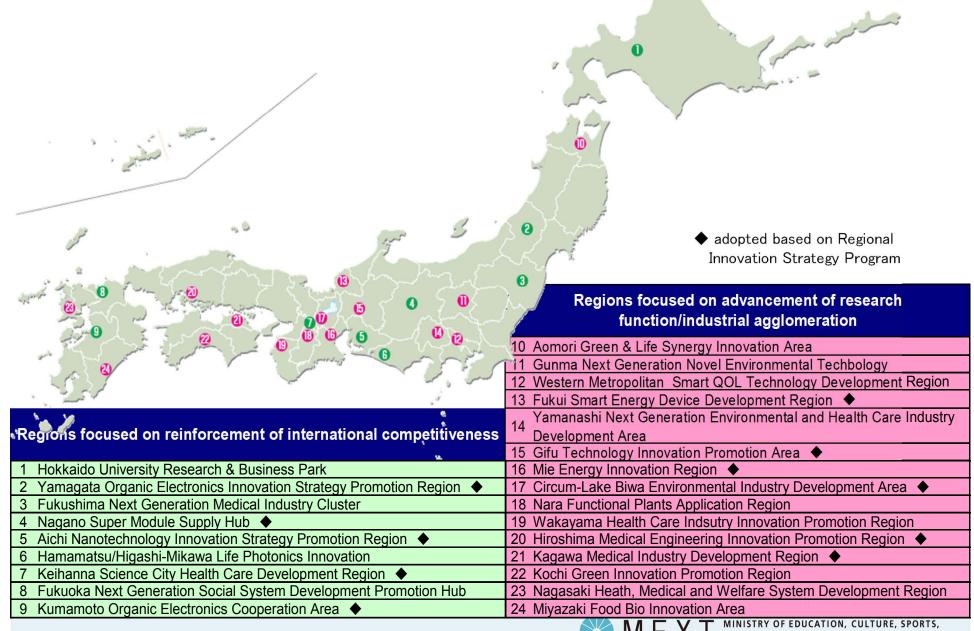
## New Inter-Ministry Initiative for Regional Cluster Policy

#### Regional Innovation Strategies Support Program

- In Fiscal 2011, MEXT, Ministry of Economy, Trade and Industry (METI) and Ministry of Agriculture, Forestry and Fisheries (MAFF) jointly designated regions with excellent visions toward the creation of regional innovations as "Regional Innovation Strategy Promoting Regions".
- Among these regions, those with especially outstanding strategies will receive seamless support from these ministries to help the regions realize their regional innovation strategies comprehensively and efficiently.



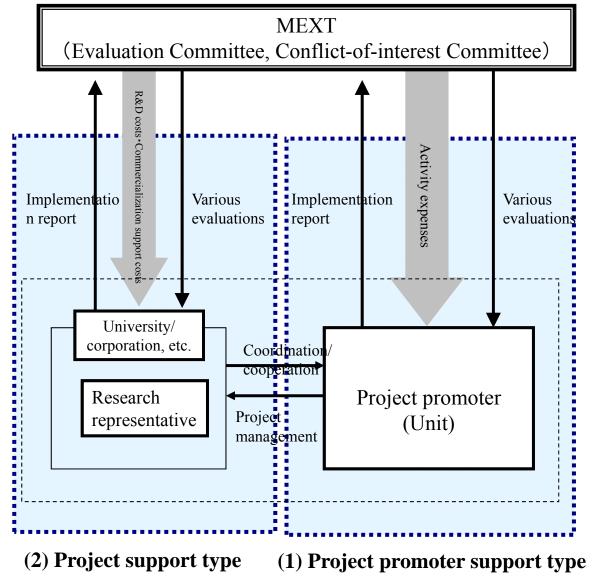
### **Regional Innovation Strategy Supporting Program**



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#### Framework of the Program for creating STart-ups from Advanced Research and Technology (START)



#### (1) Project promoter support type

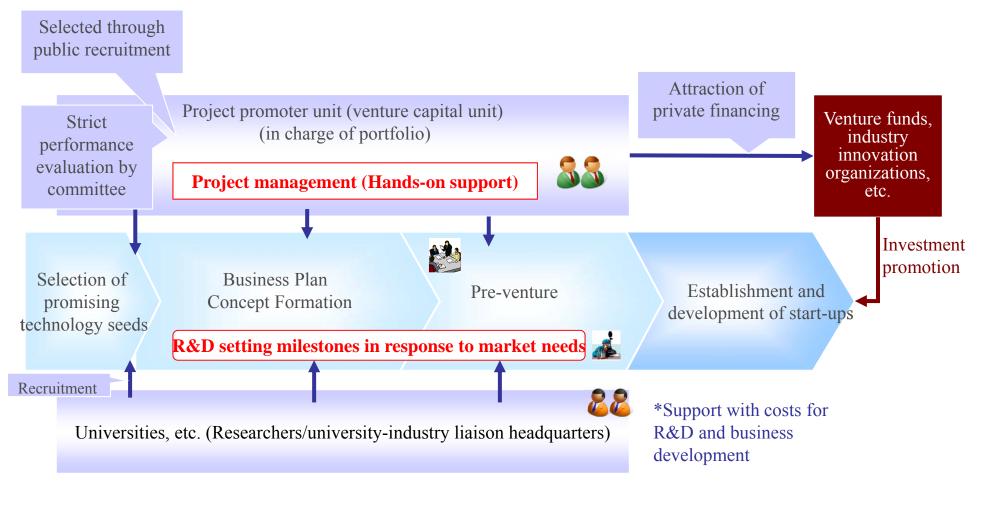
Provides hands-on support from the seed/early stages and assists activities related to the discovery of seeds by organizations that support commercialization through the creation of start-ups, due diligence, and the integrated management of project development and R&D.

#### (2) Project support type

Subsidizes R&D costs and commercialization support costs under the management of the project promoter for innovative technology seeds R&D conducted by research organizations such as universities /incorporated administrative agencies.



#### Program for Creating STart-ups from Advanced Research and Technology (START)

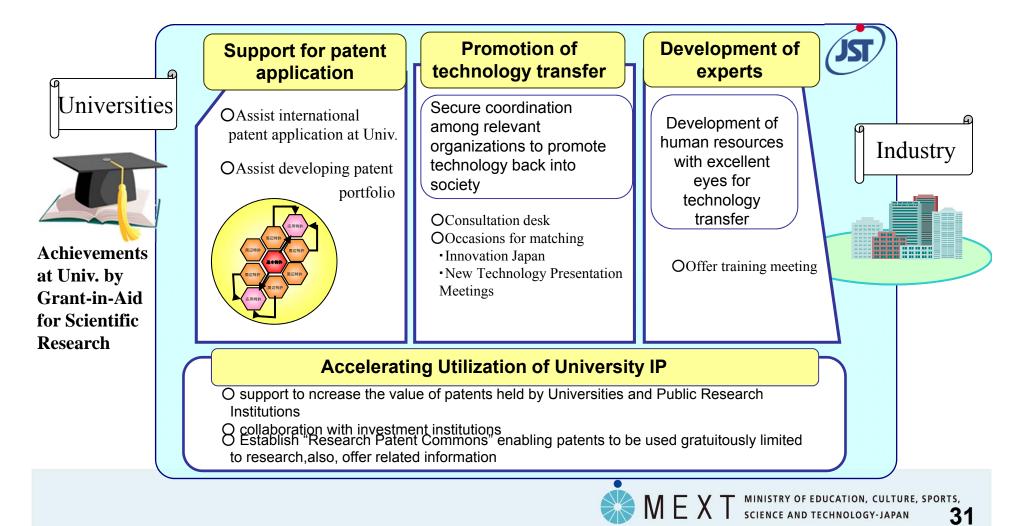


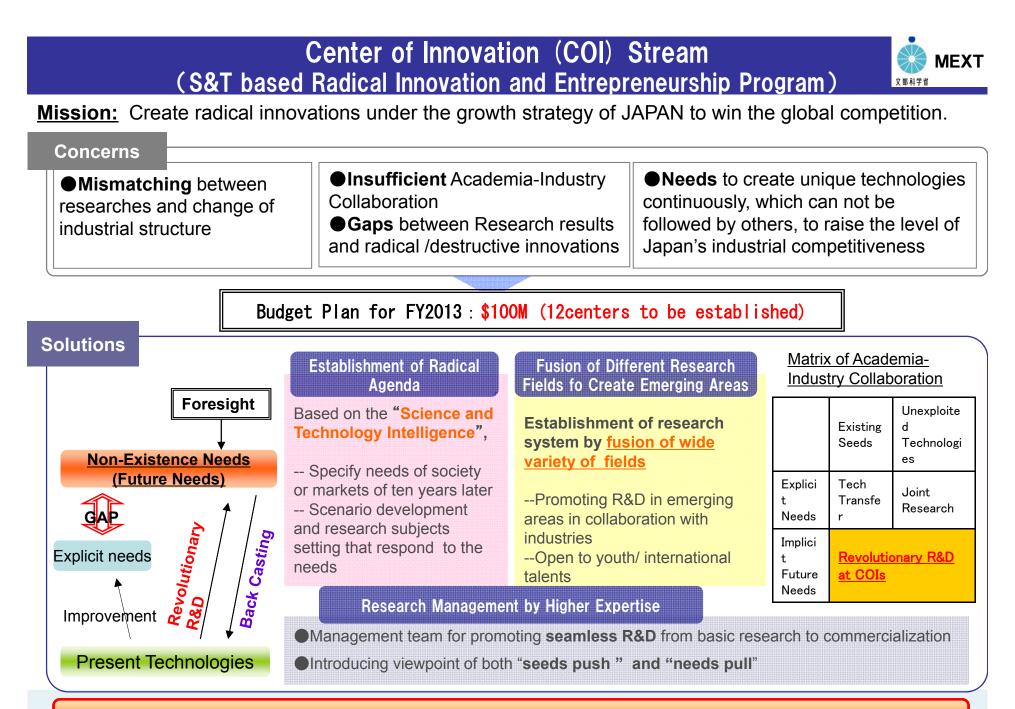
\*Experience, accumulation of knowledge, human resource training, and reutilization of human resources through the creation of successful examples (sustainability)

\*1 Technology seeds: elemental technology \*2 Portfolio: technology seed groups



Support for technology transfer and intellectual property activities in universities by supporting international patent application and offering occasions for Industry-University matching.





International Collaboration : Joint activity of Foresight/ Conceptual Design of COIs/ Exchange of Researchers

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## 4. Highlights of NISTEP's Related Studies



## <u>Related Studies I</u> - Highlights of "Survey on Research Activities of Private Corporations (2012)": (1) Purpose & Method

- Purpose
  - To understand R&D activities of corporations, and to collect basic data for planning and promotion of policy for science, technology and innovation.
- Investigation items (R&D activities of corporations in FY2011)
  - Trend of R&D expenses and staffs
  - Activities on intellectual property
  - Innovation process (i.e. introduction of new products or services)
  - Cooperation with other organization
  - Influence of the Great East Japan Earthquake
- Target group
  - The survey questionnaire was sent to 3,287 corporations that have capital stock of at least 100 million yen and that conduct R&D activities.
  - Response rate: 44.3% (1,434 corporations responded.)
- Method
  - The survey was conducted from Nov. to Dec. 2012 by questionnaire survey.
  - Financial matters (ex. amount of sales) questioned on the conditions of FY2011, and human resource matters questioned on the conditions at the end of March in 2011



## (2) Trend of R&D investment : Changes in external R&D expenditures (comparison by panel data)

- The median of external R&D expenditures has increased
  - by 54.9% (100 million yen to <1 billion yen);
  - by 51.5% (1 billion yen to <10 billion yen);
  - by 51.0% (10 billion yen or more).

Changes in R&D expenditures per corporations of main business unit, by capital classification

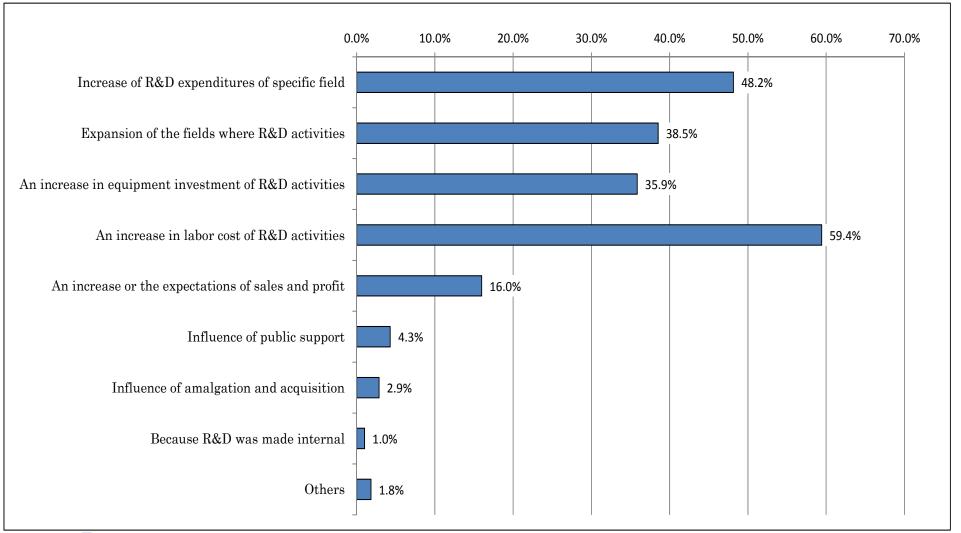
(10,000 yen)

	FY2011			FY2010		
Capital classification	N	Mean	Median	N	Mean	Median
100 million yen to < 1 billion yen	144	12246.9	488.0	144	15881.9	315.0
1 billion yen to < 10 billion yen	167	19804.6	500.0	167	16963.8	330.0
10 billion yen or more	135	193633.2	8635.0	135	179340.4	5720.0
Total	446	69980.7	1000.0	446	65764.4	640.0

Note: The corporations that answered external R&D expenditures both in the FY 2010 and FY2011 were calculated.



# (2) Trend of R&D investment : Factor affecting the increase of internal R&D expenditures





## (3) Employment of researchers:

Ratio of corporations hiring researchers

- More than half of the sample did not employ researcher. (The ratio in the survey was 53.8% last year, and it has decreased a little.)
- The hired ratio of researcher with master's degree was the highest. The corporation of about 90% did not employ the researcher with doctoral degree. The employment of postdoctoral fellows was extremely small.

	N (a)	Number of corporations that hired (b)	Percentage of corporations that hired (b/a)
Total number of researchers (including new graduates and those with mid-career employment)	974	448	3 46.0%
with bachelor's degree	974	237	7 24.3%
with master's degree	974	351	36.0%
with doctorate degree	974	101	10.4%
(Postdoctoral fellows at the time of the adoption)	974	11	1.1%
Female researchers	974	219	22.5%

#### Ratio of Corporations hiring researchers

Note: Only the corporations that answerd the total number of researchers and all the five breakdown items were calculated.



# (4) Activities on intellectual property: Ratio of the number of patents by the period before executing

- Before or within less than a decade after receiving a patent, the ratio of the number of patents executed in-house is lower in the case of jointly-owned patents with the university, than the ratio in all patents.
- The ratio of the number of patents executed in more than a decade after receiving it is higher in the case of jointly-owned patents with the university than the ratio in all patents.
- ⇒It reflects that patents jointly owned with university have a characteristic of a basic technology far from the preeminence of the market.

	N	Execution before patenting		Ratio less than 3 months after patenting		Ratio between 3 months to<1 year after patenting		Ratio between 1 year to<5 years after patenting		Ratio between 5 years to<10 years after patenting		Ratio more than a decade after patenting	
		Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Ratio of the number of patents by the period until executing(note 1)	880	65.7%	90.0%	6.7%	0.0%	8.0%	0.0%	11.5%	0.0%	4.6%	0.0%	2.4%	0.0%
Ratio of the number of patents jointly owned with the university by the period until executing(note 2)	406	39.8%	0.0%	2.0%	0.0%	4.2%	0.0%	8.3%	0.0%	4.1%	0.0%	6.5%	0.0%

Note 1: Only the corporations that answered all breakdowns and they have at least one national patent were calculated.

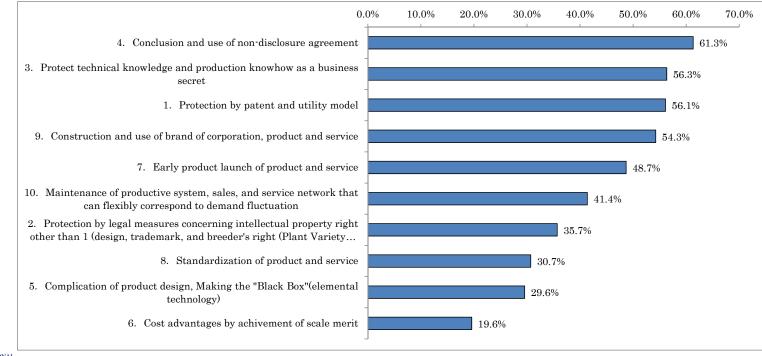
Note 2: Only the corporations that answered all breakdowns and they have at least one patent jointly owed with the university were calculated.



### (5) Attaining innovation in the major product or service field : Means to secure profits

- The corporations value the strategy to monopolize the technical intelligence obtained by their R&D as a mean to secure the profits of a new product or service, mainly by:
- Securing exclusive right by patenting
- Protecting technical intelligence as secrecy

### Proportion of firms' ideas to achieve competitiveness

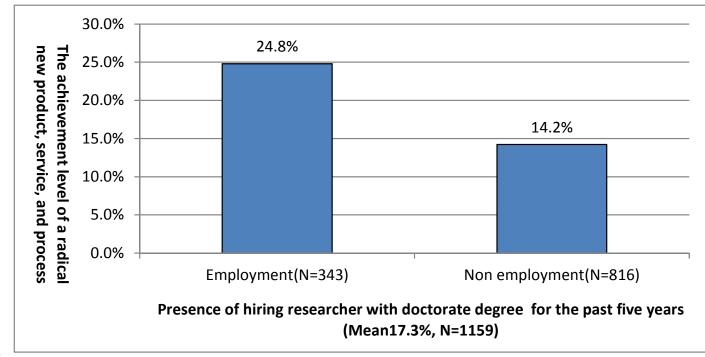




# Relationship between the employment of researcher with doctorate degree and radical innovation of a new product, service, and process

 In the corporations that employed the researcher with doctoral degree, the achievement level of radical innovation of product, service and process was 24.8%. The achievement level is higher than that of the corporations which did not employ researchers with doctoral degree.

 $\Rightarrow$  It is suggested that there is a correlation between the employment of a highlyprofessional researcher and the achievement of radical innovation of product, service and process.



### (6) Cooperation with other organizations:

Types of partners for cooperation

1<sup>st</sup>: University : 63.6% (note : It includes university, National technical college, and the Inter-university research institute.)

2<sup>nd</sup>: A customer company : 42.0%

3<sup>rd</sup>: Suppliers of equipment, materials, or parts : 34.9%

Organizations	Ν	Ratio
1. A customer company	356	42.0%
2. Suppliers such as equipment, materials, and parts	296	34.9%
3. Competitive enterprise	78	9.2%
4. Participating company of R&D consortium	149	17.6%
5. Another company that belongs to the same industry group	147	17.4%
6. R&D service mediation entrepreneur	15	1.8%
7. External consultant and private laboratory	132	15.6%
8. Entrepreneur and venture company	42	5.0%
9. University	539	63.6%
10. Public research organization	290	34.2%
11. Others	43	5.1%

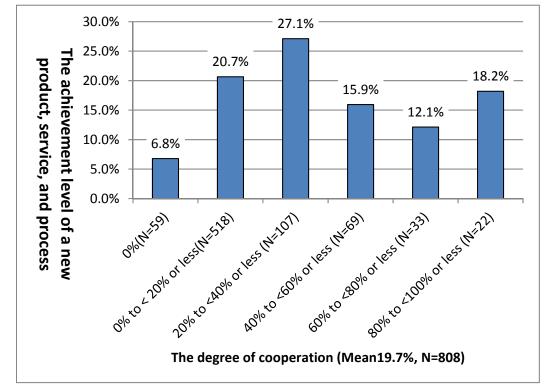


# (6) Cooperation with other organizations: Relationship between cooperation level and innovation of a new product, service and process

- In the case of cooperation with other organization, the achievement level of the innovation is higher than in the case without cooperation.
- The achievement level of innovation is lower when without cooperation, because external knowledge is not introduced.
- On the other hand, it is suggested that the R&D ability does not necessarily increase and the achievement level of innovation becomes lower when the degree of dependence to external organization is too high.



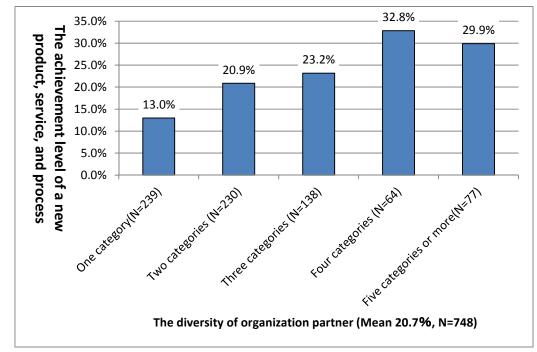
Relationship between cooperation level and innovation of a new product, service, and process



# (6) Cooperation with other organizations: Relationship between partner diversity and innovation of a new product, service and process

- When the number of types of organization partner is 4, the achievement level of the innovation reaches the highest.
- When the number of types is 4 or less, the achievement level of the innovation tends to rise by increasing of diversity.
- It is suggested that cooperation with diverse external organizations promote the achievement of a new product, service and process.

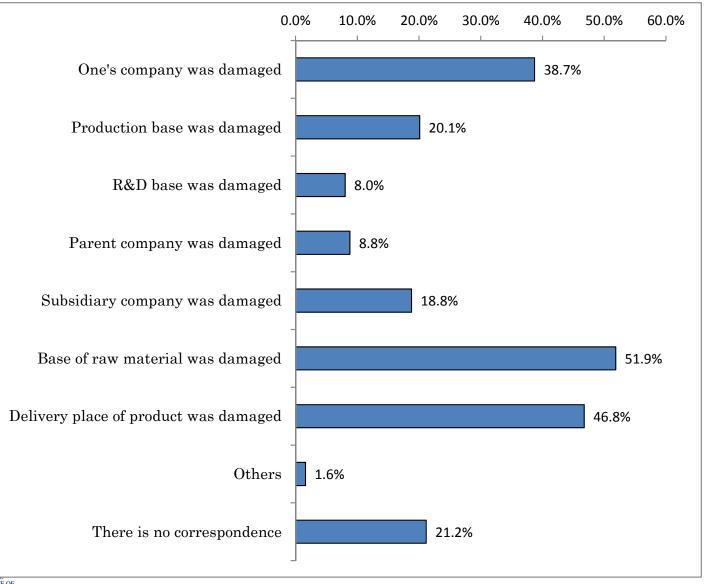
Relationship between diversity of organization partner and innovation of a new product, service and process





## (7) Impact of the Great East Japan Earthquake : Damage

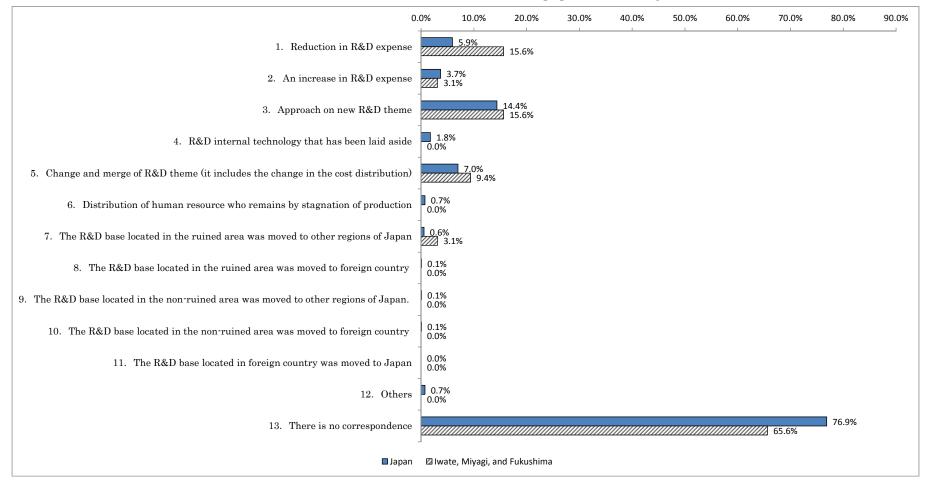
caused by the earthquake and subsequent Atomic Power Plant accident





# (7) Impact of the Great East Japan Earthquake : R&D activities triggered by the impact of the earthquake

#### The efforts related to R&D activities triggered by the earthquake





# 2011 East Japan Earthquake



Damage caused by Tsunami

Casualties				
•Dead	15,868			
<ul> <li>Missing</li> </ul>	2,847			
<ul> <li>Injured</li> </ul>	6,100			



Damage caused by Ground Shaking



Damage caused by Ground Liquefaction



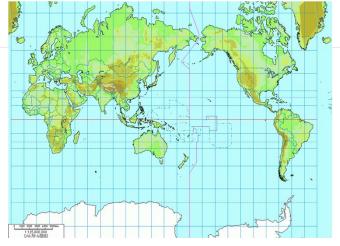
Fukushima Nuclear Power Plant Accident

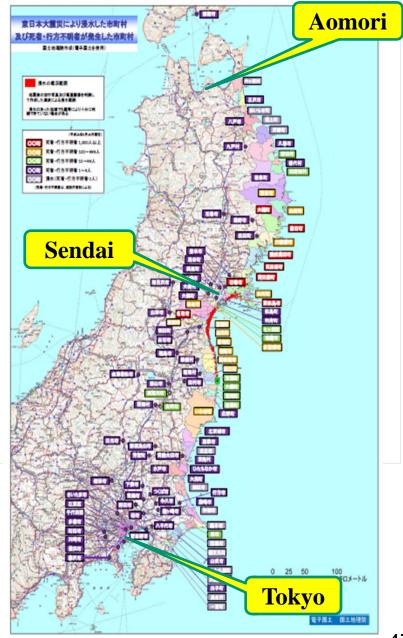


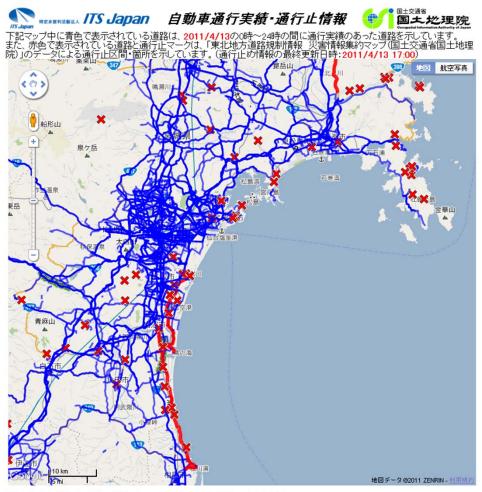
Metropolitan Tokyo Turmoil

## Review of the Impact of the Great East Japan Earthquake

ODate : March 11, 2011 (Fri.) 14:46 OEpicenter : Off the coast of Sanriku, depth 24 km OEarthquake size : Magnitude 9.0 OTsunami : Over 40 m (run-up height ) OArea flooded : 561 km2 (approximate) ODeaths : 15,866 (as of July 4, 2012) OPower outage : About 8.71 million homes (entire Tohoku region & part of Kanto) OWater outage : about 2.3 million homes (entire Tohoku region & part of Kanto) OFukushima nuclear power plant accident Massive emission of radioactive material







通行実績データ提供:本田技研工業(株)・)・(イオニア(株)・)-3夕自動車(株)・日産自動車(株) 通行正データ提供:東北地方整備局、岩手県、宮珈県、福島県、NEXCO東日本 デーダ紙合:特定非客利活動法人ITS Japan

この「自動車通行実績・通行止情報」は、被災地域内での移動の参考となる情報を提供することを目的としています。ただし、個人が現地に向かうことは、 系統的な救援・支援活動を加げる可能性がありますので、ご注意ください。 Intelligent Transport Systems (ITS) Car navigation Electronic toll collection system ⇒ Data collection and mapping Traffic routes available Across the east Japan

- ITS Japan provided "Car traffic information map" displaying available routes and their actual car traffic overlaid onto digital map on the internet, aiming at assisting the transport of disaster victims and rescue / rehabilitation workers.
- This comprehensive map was being created through utilizing integrated traffic information of ITS, based upon probe information collected anonymously and statistically by Honda, Pioneer, Toyota and Nissan.
- It was their first effort ever to deal with respective information unilaterally and to provide them daily to general public.

# Individuals contribute to data generation Support

### **Conventional Traffic Information System**

Fixed sensor data STATE AND IN **Traffic Control Center Central Tokyo** Mobile Device based System **Probe Data** Location Time GPS Traffic Information **Central Tokyo** 

Source: Dr. Watanabe, Chairman of ITS Japan, Presented at 19<sup>th</sup> ITS World Congress Vienna, Austria 49





#### Crisis Response website opened in two hours by Google Japan

Service	Contents
Person Finder	All data entered by individuals become publicly available, and viewable and usable by anyone.
Shelter Resident Lists	Emailed photos are uploaded to a photo album and scanned to be made searchable in Person Finder.
YouTube Message	Video messages from the evacuees are shared at the YouTube site.
Shelter Information	Shelter locations, water and food distribution, and local resources portal map are shared.
Probe Car Data Map	Routes actually used on the previous day are shown on the map.

Awareness-Raising Activities on Tsunami Disaster Saved 2,926 Pupils of Elementary & Secondary Schools

Mission-Oriented Research Program (FY2001-05) Implementation-Support Program (FY2007-11)

#### Establishing a Foothold for Nationwide Expansion of Tsunami Education Using a Comprehensive Tsunami Disaster Scenario Simulator

Led by Prof. Toshitaka KATADA, Disaster Research Center, Gunma Univ.

#### **Outline of implemented R&D Outputs**

An education tool "Comprehensive Tsunami Disaster Scenario Simulator" was developed, which can simulate a damage caused by Tsunami, with condition-settings such as crisisawareness level of local residents triggered by earthquake motion, whether evacuation is recommended or not, daily awareness level of residents on disaster crisis, experience of past Tsunami disaster, in addition to simulating physical reach and height of Tsunami based upon epicenter and magnitude of triggering earthquake.

Developing Comprehensive Tsunami Scenario Simulator for Targeted Area



Collaborating with targeted area using Tsunami Simulator



Disseminating Awareness-Raising Activities Nationwide

(Final Goal) Upgrading Disaster-Management Level against Tsunami Nationwide



Children in Kamaishi, evacuating from designated facility to a safer hill by their own judgment on 11 March, 2011

#### 美装成業 by Implementation

Continued efforts were made using the simulator, for raising local residents' disaster-awareness level and education in elementary and secondary schools, to create a robust community against Tsunami disaster. Consequently, in the wake of Great East Japan Earthquake in Kamaishi-City, senior-grade students have taken a leadership in evacuation, assisting juniorgrade pupils and elderly persons, and made a further evacuation from a designated facility to a safer hill by their own judgment, not being trapped by initial prediction, thanks to their high awareness level. That has resulted in saving 2,926 students (99.8% of the total elementary and secondary schools) in Kamaishi (widely known as 'Kamaishi-Miracle').

#### **Promptly Issuing Certificates of Disaster Victim**

- > Development of Problem-Solving Capacity for Crisis Management using GIS [FY2007-09] (R&D Focus Area: Information Technology & Society)
- > Development of Life Recovery Support System for a Possible Tokyo Metropolitan **Earthquake** [FY2010-13] (Implementation Support Program)
- Led by: Prof. Haruo HAYASHI, Disaster Prevention Research Institute, Kyoto University
- >Implementation of the Building Damage Evaluation and Household Recovery Support Systems for Local Governmental Post-Disaster Operations [FY2009-12]
- Led by: Prof. Satoshi TANAKA, Fuji Tokoha University

#### **Outline** of Implemented R&D Outputs

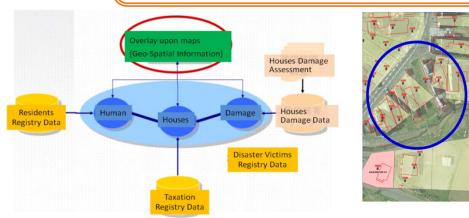
After a large-scale disaster happened, in order to help survivors to rebuild their daily lives it is necessary for local governments to accurately grasp damage level of individual houses, and to issue a Disaster Victim Certificates. They offered a one-stop information system including comprehensive management of support services, which can process promptly and precisely a bulk of disaster damage information by fully utilizing paper-based form, in addition to the existing system with normal computer processing.

#### **Outcomes by Implementation**

After Niigata Chuetsu-oki Earthquake in 2007, it took only about 1 month from determining the damage level of houses to issuing Disaster Victim Certificates. After Great East Japan Earthquake, outputs from this project were also implemented in Iwate Pref. and other districts as well. They were also adopted in Disaster Management Plan of Tokyo Metropolitan Government, and on-site training is being conducted in disaster-affected area.



Anyone can act as an official surveyor by clear criteria and adoption of paper-based form.



Loosely integrating Residents Registry, Taxation Registry and Houses Damage Survey Data, for promptly issuing Disaster Victim Certificates 52

### **Related Studies II** -

## **Comparative Analysis of Industry-Academia Collaboration among Three Regions in Japan**

Background and aim of research

- Unveil with whom and how local companies build up relationship in a region
- Categorize local companies in term of situation of universityindustry-government collaboration.
- extract the characteristics of regional triple helix

[Definition of University-industry-government collaboration]

- Technical Consultation
- -Joint R&D
- Use of research equipment
- Human resource development

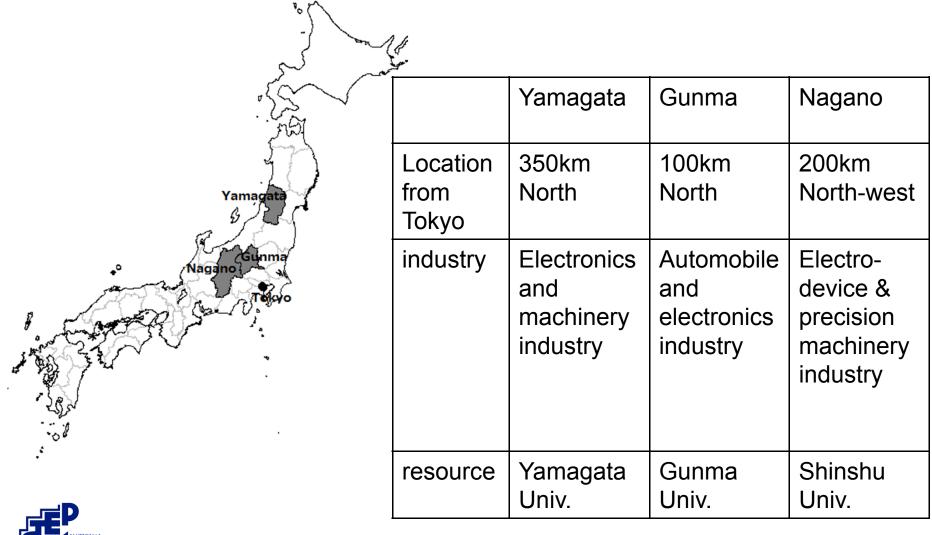


# **Framework of Research**

- Research object
  - Focusing on manufacturing industry
  - 3 prefectures extracted (Yamagata, Gunma, Nagano)
  - $\rightarrow$  Key elements / factors:
    - 1. Local area (with less population density)
  - 2. Agglomeration of Processing and Assembly industry
  - 3. Available local resources (established single national university, similar scale and level)
- Methodology
  - Postal questionnaire survey
- Research duration
  - October 22th ~ November 12th 2012

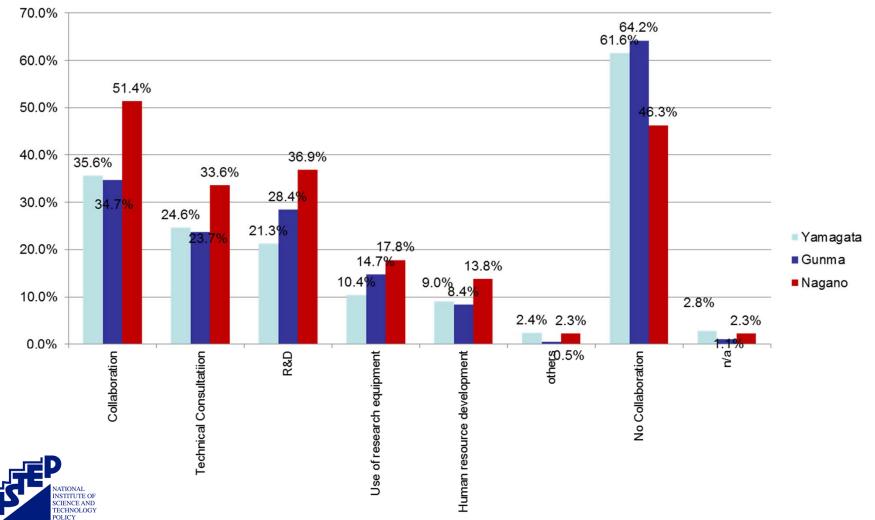


# **Profile of extracted 3 Regions**

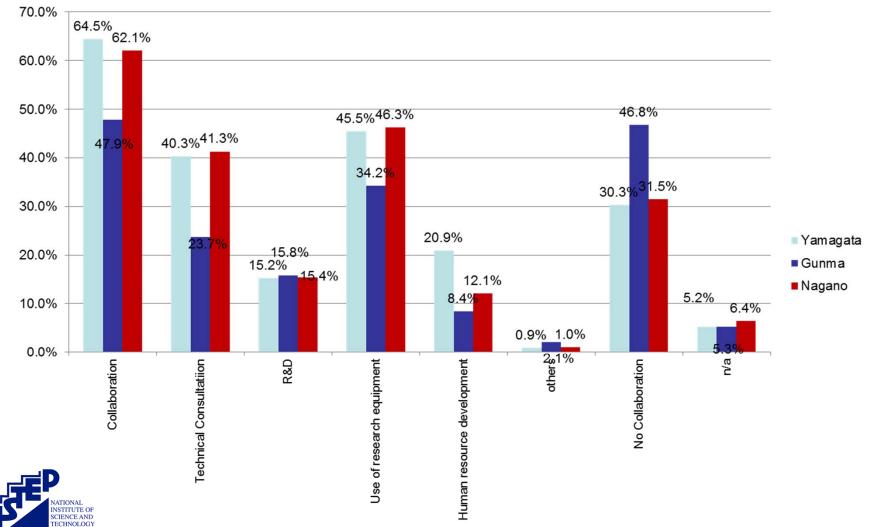


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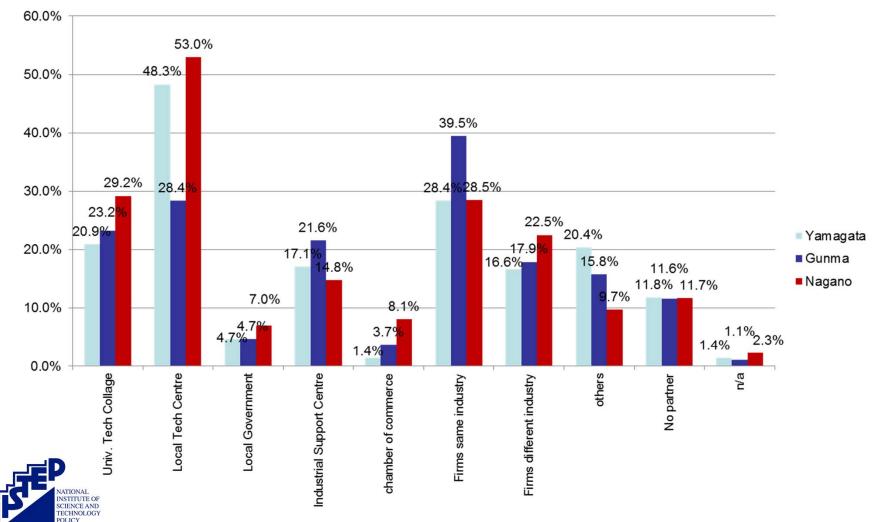
# **Relationship with Academia**



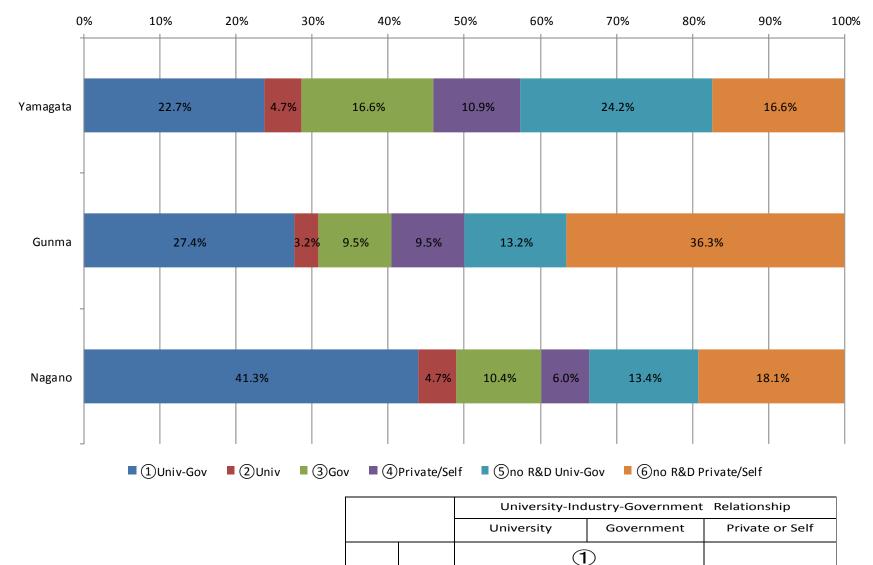
# **Relationship with Public Research Institutes**



# **Consultations on Technical Issues**



## Type of Regional 'Triple Helix' in 3 regions



Done

Not

Done

2

5

R&D

Experi ence



59

4

6

3

# Thank you so much for your attention!

# *Please visit our Website:* http://www.nistep.go.jp/en/

