

irCer

institut de recherche
sur les céramiques



Université
de Limoges

Advices from Personal Coordinator Experience(s):

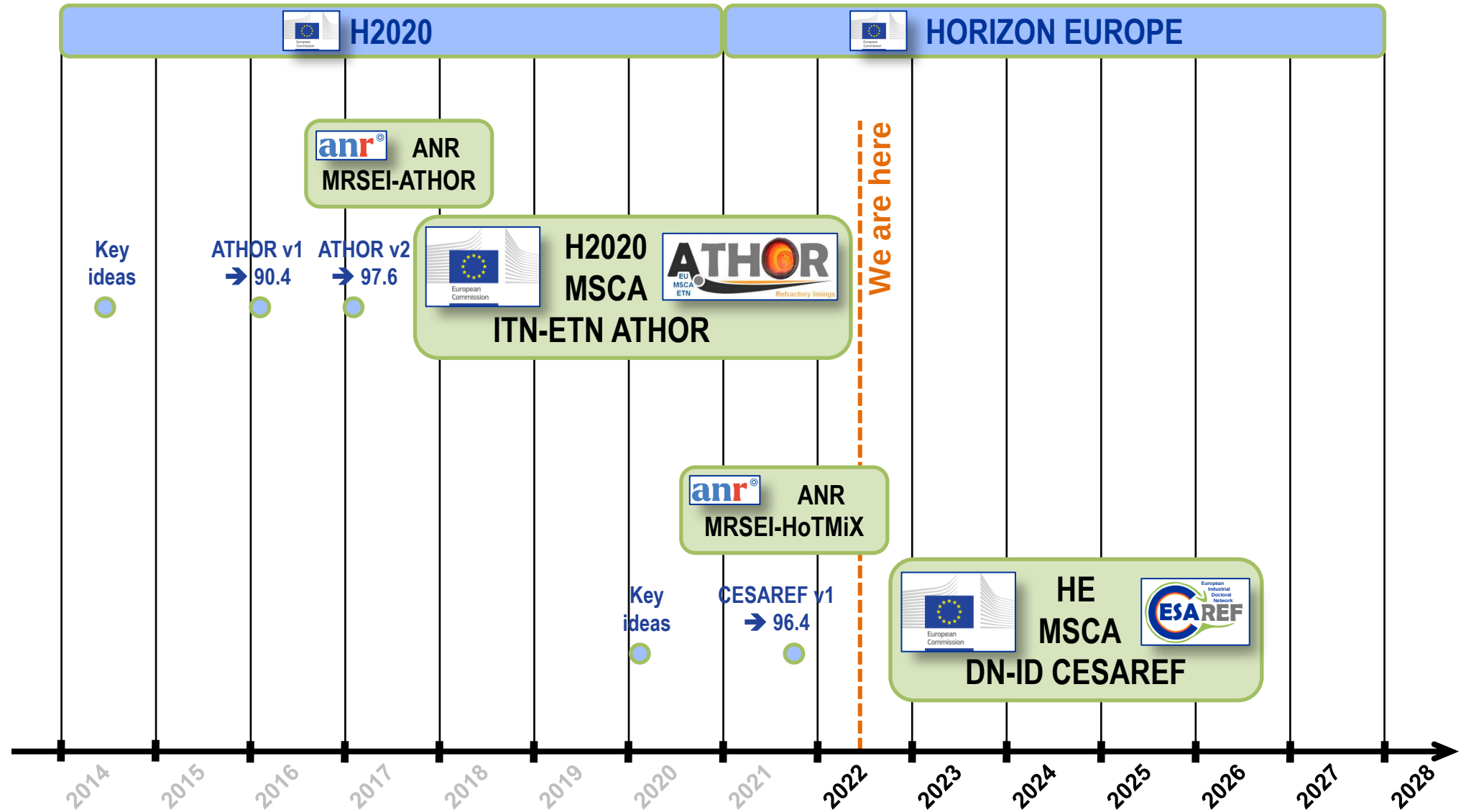
- H2020 ITN-ETN ATHOR (October 2017 - March 2022)
- Horizon Europe DN-ID CESAREF (October 2022 - September 2026)

Prof. Marc HUGER

Thermo-Mechanics of Ceramics at
Institute of Research for CERamics (IRCER) - UMR CNRS 7315 - Limoges - France

Timeline and different steps

Coordinator Experience(s)
My personal advices about..
... preparatory stage
Some key ideas
Structure your network
... ANR MRSEI support
Setup Workshop/Brainstorming
Ask consulting help
... Proposal writing
Methodology
Layout style
Graphic charter
... Launching actions
Grant / Consortium Agreement
Communication / Recruitment
... During project
Management Structure
Project Manager
Reporting / Deliverables
... After the project
Expected impacts
Conclusions



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- Start with some key scientific ideas
- Think out the box
- From the state of the art identify current bottlenecks
- Estimate what should/can be provided beyond the state of the art
- Identify main innovations that could be provided to the community

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Conclusions

- Start with a small core of colleagues you could have abroad
- Enlarge progressively the group with some complementary competencies
- Don't be too much focused on your own area of expertise
- Find a good equilibrium between academics and industrial partners
- Find a good balance between beneficiaries and associated partners
- Cover enough countries within Europe

ATHOR (Advanced Thermomechanical multiscale mOdelling of Refractory linings)

→ 6(7) Academic Poles:

- University of Limoges (FR) / IRCER
- University of Krakow (PL) / AGH
- University of Aachen (DE) / GHI
- University of Leoben (AT) / COC
- University of Orléans (FR) / LaMé
- University of Minho & Coimbra (PT) / ISISE

→ 7(8) Industrial Partners:

- Altéo Alumina - Gardanne (FR)
- Imerys Refractory Minerals - Villach (AT)
- Pyrotek Scandinavia AB - Ed (SE)
- RHI Magnesita - Wien (AT)
- Saint-Gobain - Cavaillon (FR)
- TataSteel - IJmuiden (NL)
- Safran - Colombes (fr)
- FIRE - Montréal (CA)



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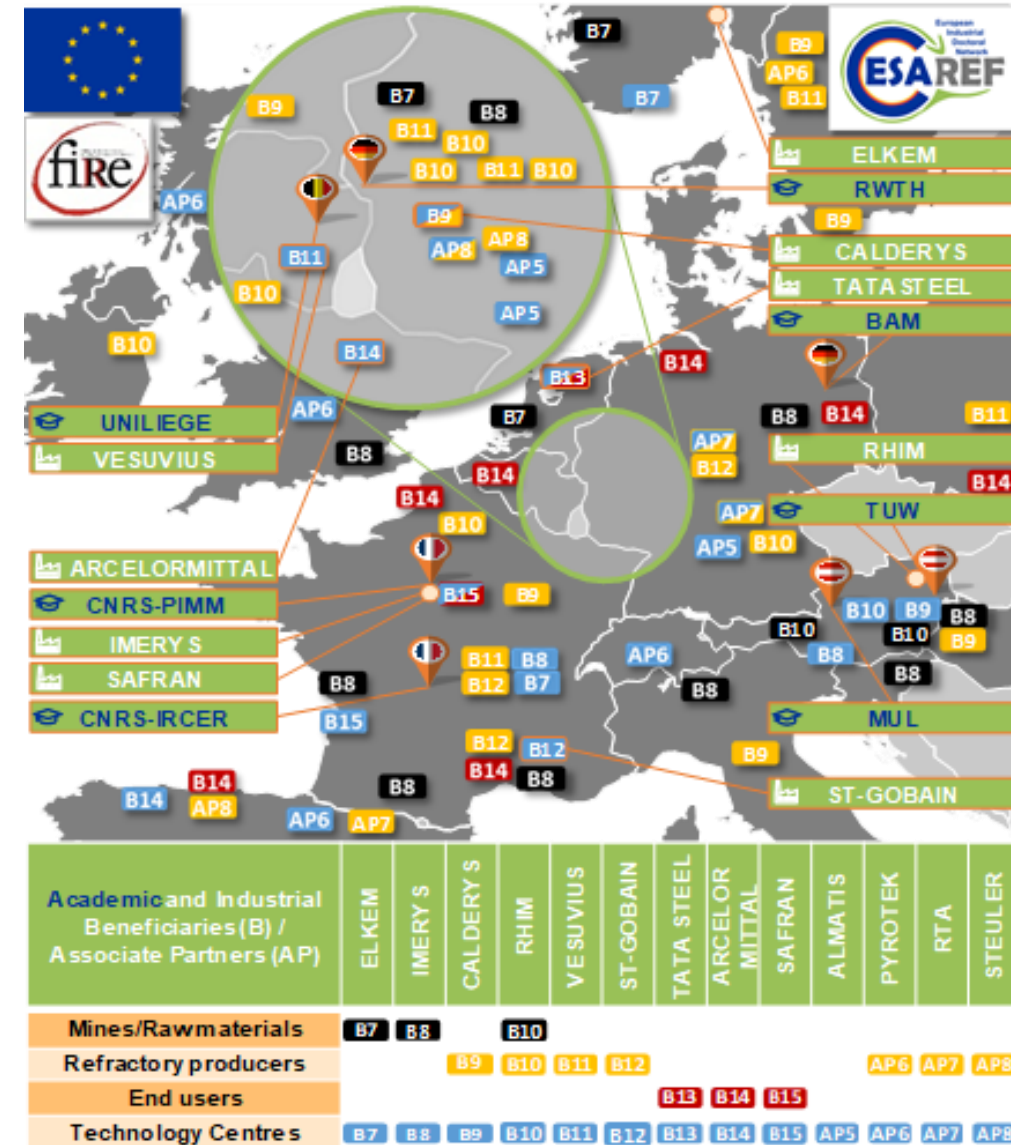
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CESAREF (Concerted European action on Sustainable Applications of REfractories)

- ➔ 15 Beneficiaries (6 Academics + 9 Industrials)
- ➔ 10 Associated Partners (Academics + Industrials)
- ➔ 15 PhD (50% with Academics, 50% with Industrials)



Training (and communication) is (are) essential

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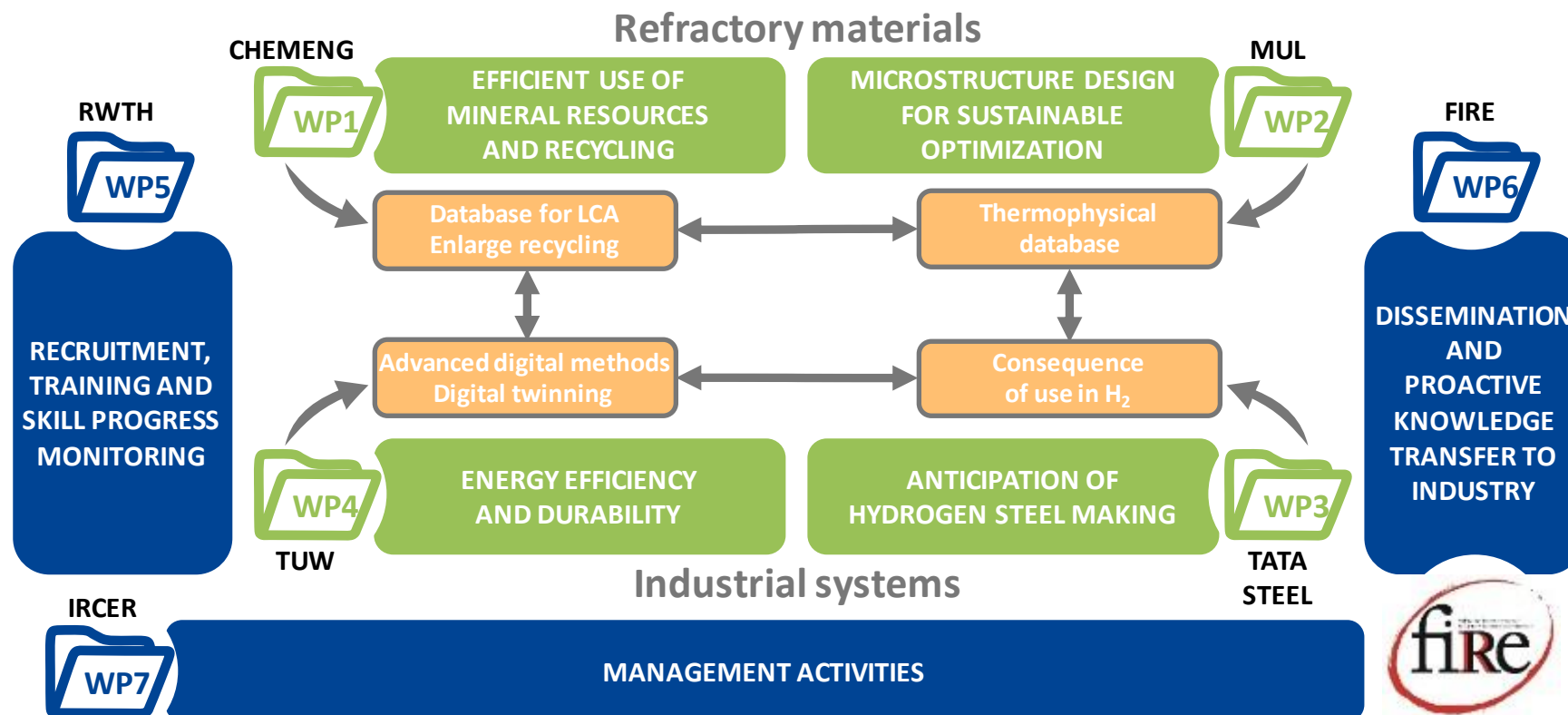
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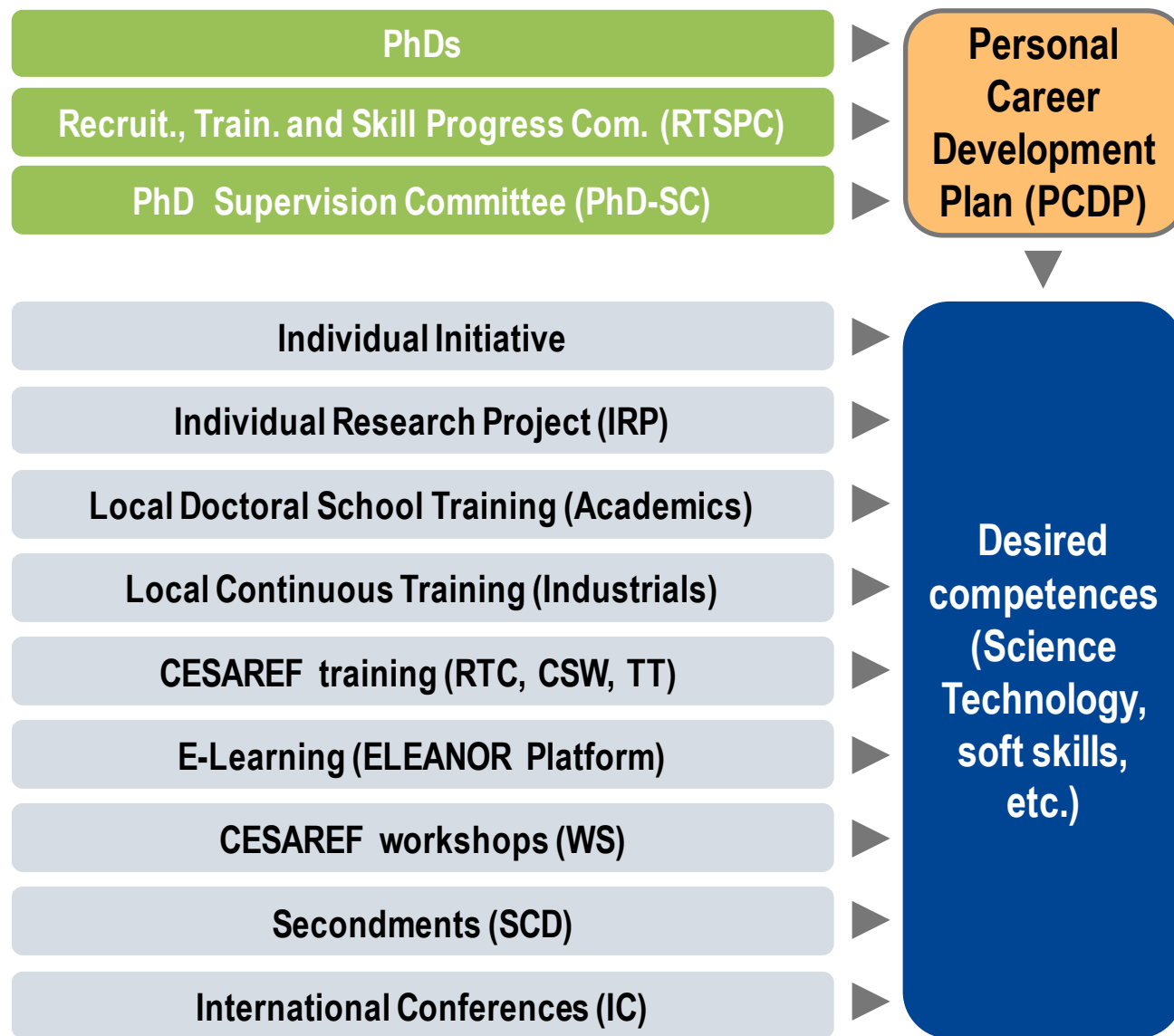
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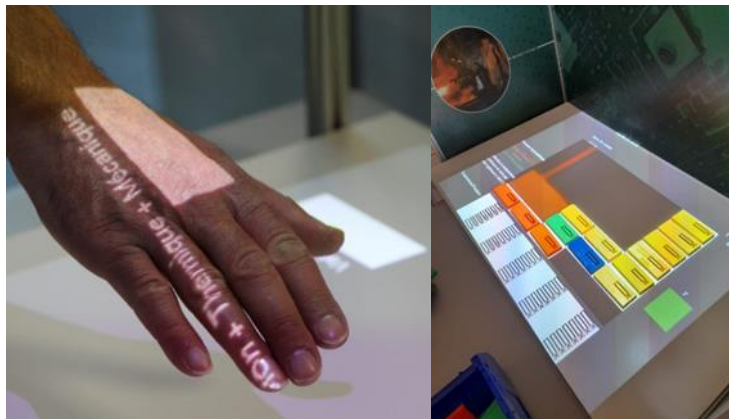
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**Interactive travelling
exhibition**



**The World of High
Temperature Science**



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- ➔ Montage de Réseaux Scientifiques Européens ou Internationaux (MRSEI)
- ➔ Financing WorkShops/Brainstorming sessions (about 20 k€)
- ➔ Financing consulting help (max 10 k€)
- ➔ Strengthening the consortium with pertinent additional partners
- ➔ Strengthening the consortium with additional academic partners
- ➔ Strengthening Scientific WorkPackages
- ➔ Strengthening the Training Programme

Ask for an ANR MRSEI support

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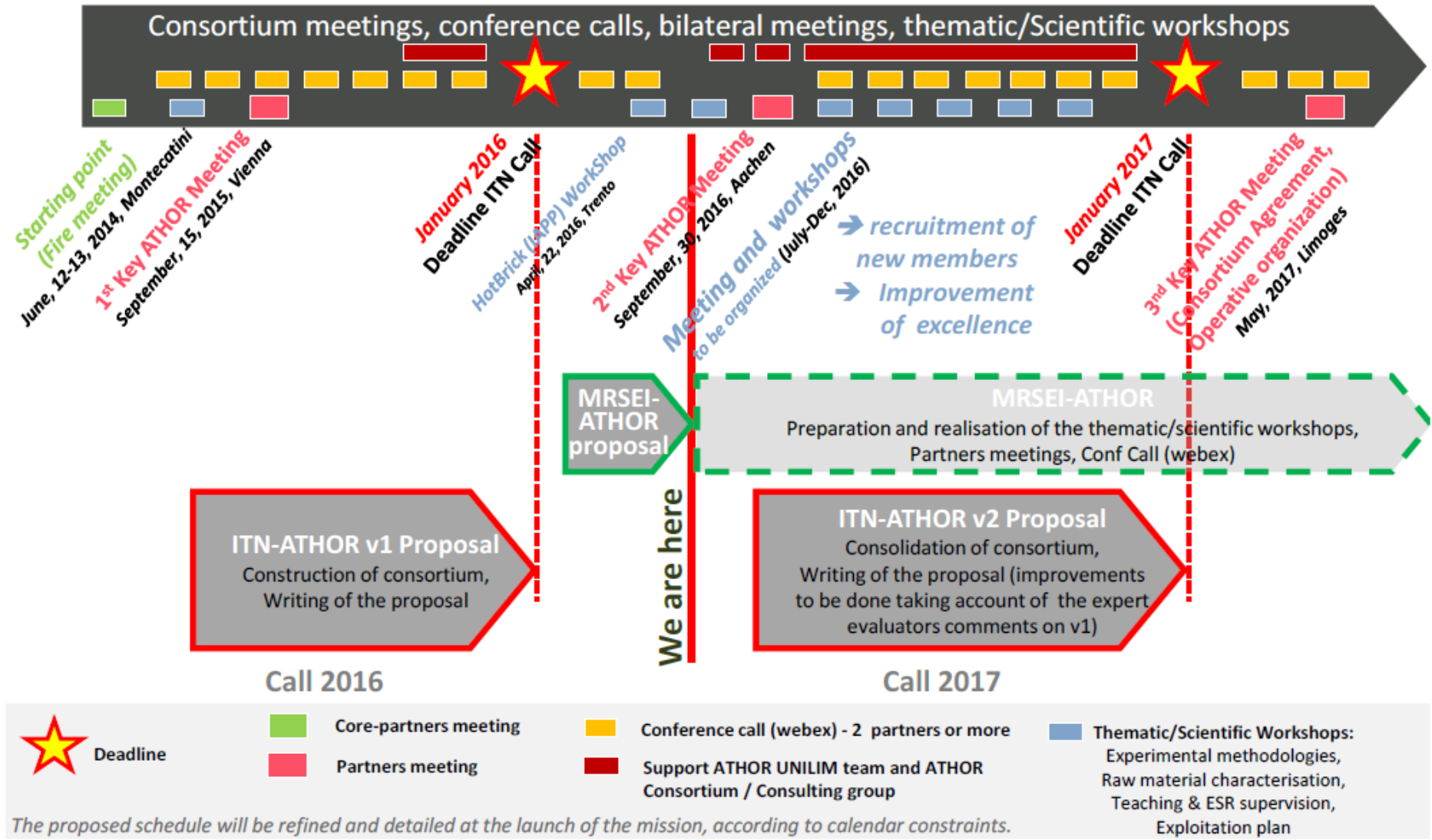
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Find help upon really experienced people

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- When beginner, find strong support around you
- Internal support in small structure are not always pertinent
- Find money to be able to pay for an external really professional consulting
- Involve colleagues around you who should be available and efficient

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- Setup a dedicated cloud to your project
- Organised a well structured folders with all the working documents
- Ensure that your partners access/consult/contribute to these working documents

- ✓ 03 - ETN-ATHOR
 - > ✓ 00 - Proposal-Valuation-GA-CA
 - > ✓ 01 - Potential Additional Funds
 - > ✓ 10 - Team
 - > ✓ 11 - GanttChart-ActionsPlan
 - > ✓ 13 - Meetings
 - > ✓ 20 - Supervisory Board (SB)
 - > ✓ 21 - Finance Committee (FC)
 - > ✓ 22 - Industry Advisory Board (IAB)
 - > ✓ 25 - Recruit. Skill Prog. Com. (RSPC)
 - > ✓ 27 - ESR Council (ESRC)
 - > ✓ 29 - Train. Know. Transfer Com. (TKTC)
 - > ✓ 40 - State of the Art
 - > ✓ 51 - WP1 - Improvement of measurements tools
 - > ✓ 52 - WP2 - Advanced characterization
 - > ✓ 53 - WP3 - Innovative modelling
 - > ✓ 54 - WP4 - Advanced measurements
 - > ✓ 55 - WP5 - Training - Mobility
 - > ✓ 56 - WP6 - Knowledge Dissemination
 - > ✓ 57 - WP7 - ATHOR management activities
 - > ✓ 60 - ESRs Working Space
 - > ✓ 65 - ESR Periodic Report
 - > ✓ 70 - Dissemination
 - > ✓ 72 - Scientific Publications
 - > ✓ 90 - Deliverables and milestones
 - > ✓ Image gallery
 - > ✓ Public

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- Write confidently (use present time instead of future time)
- Don't overload your proposal with too much text
- Feel sorry for the 3 reviewers reading all these proposals
- Be aware that reviewers are usually generalists, not specialists in your area
- Neat and concise language and layout are key
- Respect the recommendation (5,000 to 6,000 characters per page, including spaces)
- Find and use successful model of proposal

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Conclusions

→ Setup a Graphic Charter for the different documents of your proposal

Call: [HORIZON-MSCA-2021-DN-01] - [MSCA Doctoral Networks 2021]

CESAREF - DN-ID

- Enhanced design characterization routes for better process and material sustainability,
- New process optimization through novel computing and monitoring technics with regards to energy efficiency,
- New characterization devices for non-destructive tests to assess end-of-life and recyclability parameters,
- Innovative environmental assessment tools for the eco-design of refractory materials,
- Enhanced **process control**, monitoring opportunities, more efficient installation procedures for **refractory users**,
- Optimization method** for ladle logistics in the I&S plant regarding energy efficiency and refractory **durability**,
- Faster adoption of **research outcomes** by the **industry** through **training** and **technology transfer**.

Table 1: Work Package List

WP No.	WP Title	Activity Type	Lead Benef.	Lead Benef.	Involved PhDs	Start Month	End month
WP1	Efficient use of mineral resources and recycling	Research	B2a	CHEMENG	1, 2, 3	4	40
WP2	Microstructure design for increased sustainability	Research	B3	MUL	4, 5, 6, 7, 8, 9, 10	4	40
WP3	Anticipation of Hydrogen Steel Making	Research	B13	TATASTEEL	11, 12	4	40
WP4	Energy efficiency and durability	Research	B5	TUW	13, 14, 15	4	40
WP5	Training, mobility, sustainable recruitment and transfer of knowledge	Training	B4	RWTH	ALL	1	48
WP6	Proactive knowledge dissemination, industrial liaison and outreach	Dissemination	AP4	FIRE	ALL	1	48
WP7	CESAREF management activities	Management	B1a	IRCER	ALL	1	48

1.2. Soundness of the proposed methodology

1.2.1. Overall methodology

CESAREF's objectives are identified through seven individual Work Packages (WPs) presented [Table 1](#). The first four WPs will deal with the scientific objectives coupling **experimental**, **numerical**, and **environmental** aspects like in **similar networks** of public and private actors.^{17,18,19,20,21} The last three WPs are dedicated to the **training and outreach activities**, **coordination of the network**, and **dissemination of results**.

WP 1 - Efficient use of mineral resources and recycling will deal with the **4 challenges** associated with **circular economy**: feed the loop, design the loop, slow down the loop and close the loop. The Life Cycle Assessment methodology (LCA), which has become a standard environmental evaluation tool (ISO 14040 - 14044:2006), will play a key role in this WP. Feeding the loop in a **sustainable way** requires knowledge about raw materials extraction (including secondary raw materials) to build **robust inventory databases**. Designing the loop means having access to relevant production routes of several types of refractories (bricks, precast blocks, unshaped products), to optimize them in an eco-design perspective. Slowing down the loop refers to the value of the environmental footprint of the refractories once applied in the steel industry. The impact of several **operating parameters** has to be assessed to both reduce the environmental impact and costs associated to refractories for the steel industry. Closing the loop means working on **recycling routes** and the associated **environmental impacts**, including the **recycling process** and **re-use of secondary materials**, relying namely

on model material systems. WP1 will benefit from the CESAREF industrial network, to access the required primary resources allowing relevant inventory databases to be built, calculate the environmental impacts (climate change and resource depletion among many others), and propose **eco-design strategies** so the sector contributes to the **EU Green objectives**.

WP 2 - Microstructure design for increased sustainability will deal with the **characterization of selected materials** at room and high temperature in virgin state, after service, or after exposure to H₂ or other combustion atmospheres. Conventional and specific experimental techniques, based on the use of European large-scale facilities like **synchrotron radiation sources**, will be used to determine the **relationships** between structure, microstructure and macroscopic properties. Alongside thermal expansion, thermal conductivity will be tested, as well as the Young's modulus by ultrasonic echography or the resonant frequency method. **X-ray tomography** and **diffraction** under synchrotron radiation source will be applied to investigate structural and microstructural evolutions of refractories in service or due to H₂ containing atmospheres. **Stress-strain relationships** and **creep laws** will be determined from tension and compression tests and work of fracture by wedge splitting tests. WP2 will take advantage of the CESAREF network to apply complementary experimental devices useful for each task. If different methods are available within the network, the most appropriate will be used to obtain key experimental results and improve the global outputs of the project.

¹⁷ ANR Project [NOREV](#) (Nouveaux Réfractaires Verriers) 2007-2010.

¹⁸ ANR Project [DRuDe](#) (Durabilité des Réfractaires utilisés dans l'Incinération des Déchets), 2007-2011.

¹⁹ ANR Project [ASZTech](#) (Alternative Sustainable Zirconia Technology), 2013-2017.

²⁰ H2020 ITN Project [ATHOR](#) (Advanced Thermomechanical mOdeling of Refractory linings), 2017-2022.

²¹ ANR Project [HoTMix](#) (High Temperature, Microstructure and X-ray), 2020-2023.

Coordinator Experience(s)

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... preparatory stage

- Some key ideas
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- Layout style

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... After the project

- Expected impacts

Conclusions

→ Setup a pertinent Logo

Example of ATHOR and CESAREF



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→ Setup pertinent Figures

Example from ATHOR

Technology Centers

- 1 - ALTEO, Gardanne
- 2 - IMERYS, (CARRD) Villach
- 3 - MAGNESITA, Hilden
- 4 - PYROTEK, Milton Keynes
- 5 - PYROTEK, Sierre
- 6 - PYROTEK, Zaragoza
- 7 - RHI, Leoben
- 8 - ST-GOBAIN, (CREE) Cavaillon
- 9 - TATASTEEL, Ijmuiden

Refractories production

- 10 - MAGNESITA, Flaumont
- 11 - MAGNESITA, Kruf
- 12 - MAGNESITA, Oberhausen
- 13 - MAGNESITA, Valenciennes
- 14 - PYROTEK, Blansko
- 15 - PYROTEK, Ed
- 16 - PYROTEK, Warrington
- 17 - RHI, County louth
- 18 - RHI, Evergem
- 19 - RHI, Hochfilzen
- 20 - RHI, Lugones
- 21 - RHI, Markredwitz
- 22 - RHI, Marone
- 23 - RHI, Radenthein
- 24 - RHI, Porsgrunn
- 25 - RHI, Stirlingshire
- (26)/7 - RHI, Breitenau /Trieben/Veitsch
- 27 - RHI, Aken
- 28 - ST-GOBAIN, Rödental
- 29 - ST-GOBAIN, (Savoie) Lyon
- 30 - ST-GOBAIN, (SEPR) Le Pontet

Mines and raw minerals production

- 31 - ALTEO, Beyrède
- (32)/1 - ALTEO, Gardanne
- 33 - ALTEO, La Bâthie
- 34 - ALTEO, Teutschenthal
- 35 - IMERYS, Clérac
- 36 - IMERYS, Glomel
- 37 - IMERYS, St Austell
- (38)/19 - RHI, Hochfilzen
- (39)/22 - RHI, Marone
- (40)/23 - RHI, Radenthein
- (41)/7/26 - RHI, Breitenau

Beneficiary

Partner Organization

Europe % Turnover Out of Europe

● Mines and raw minerals production

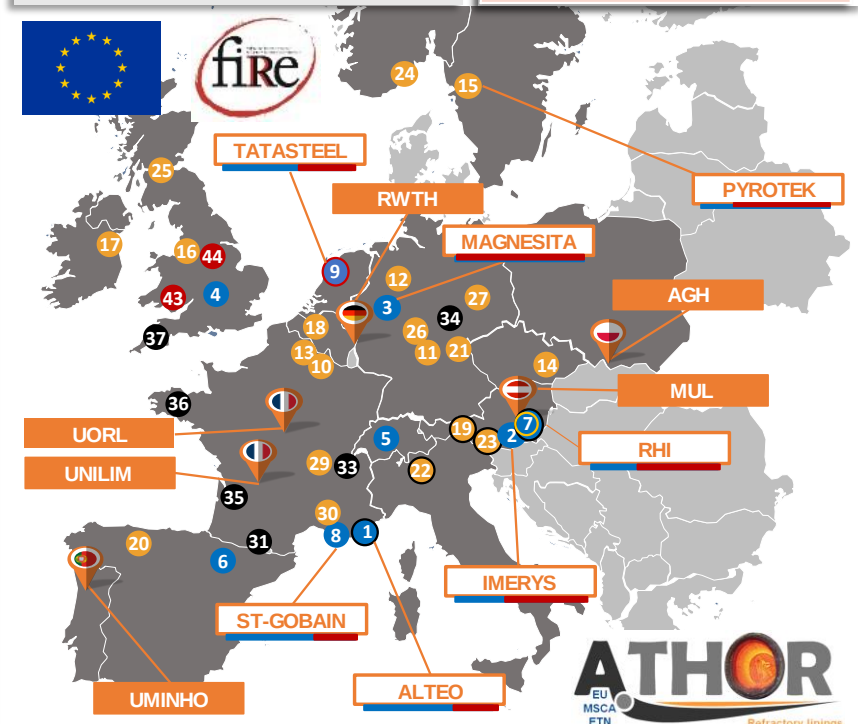
● Refractories production

● End users

● Technology Centers

End users

- (42)/9 - TATASTEEL, Ijmuiden
- 43 - TATASTEEL, Port Talbot
- 44 - TATASTEEL, Rotherham



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Example from ATHOR

Industrial partners

Industrial Vessel
(Steel ladle as example)



Masonry



RHl MAGNESITA

Refractory

(Brick or Castable)



RHl MAGNESITA

Pyrotek



SAINT-GOBAIN

Raw Material

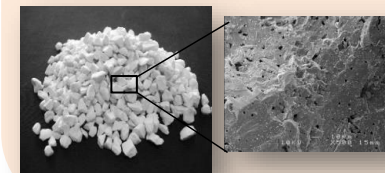
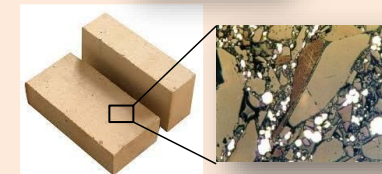


alteo



IMERYS
Refractory Minerals

Experimental



Scale

10m

Loop 3



m

Loop 2



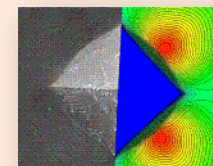
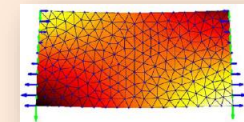
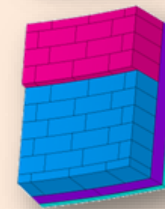
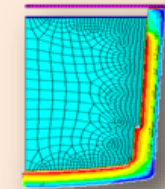
cm

Loop 1



μm

Modelling



Academics



Universidade do Minho



UNIVERSIDADE DE COIMBRA



MONTAN
UNIVERSITÄT



LaMé
Laboratoire de Mécanique
Gébrriel Lame



RWTH AACHEN
UNIVERSITY



AGH

AGH UNIVERSITY OF SCIENCE AND TECHNOLOGY



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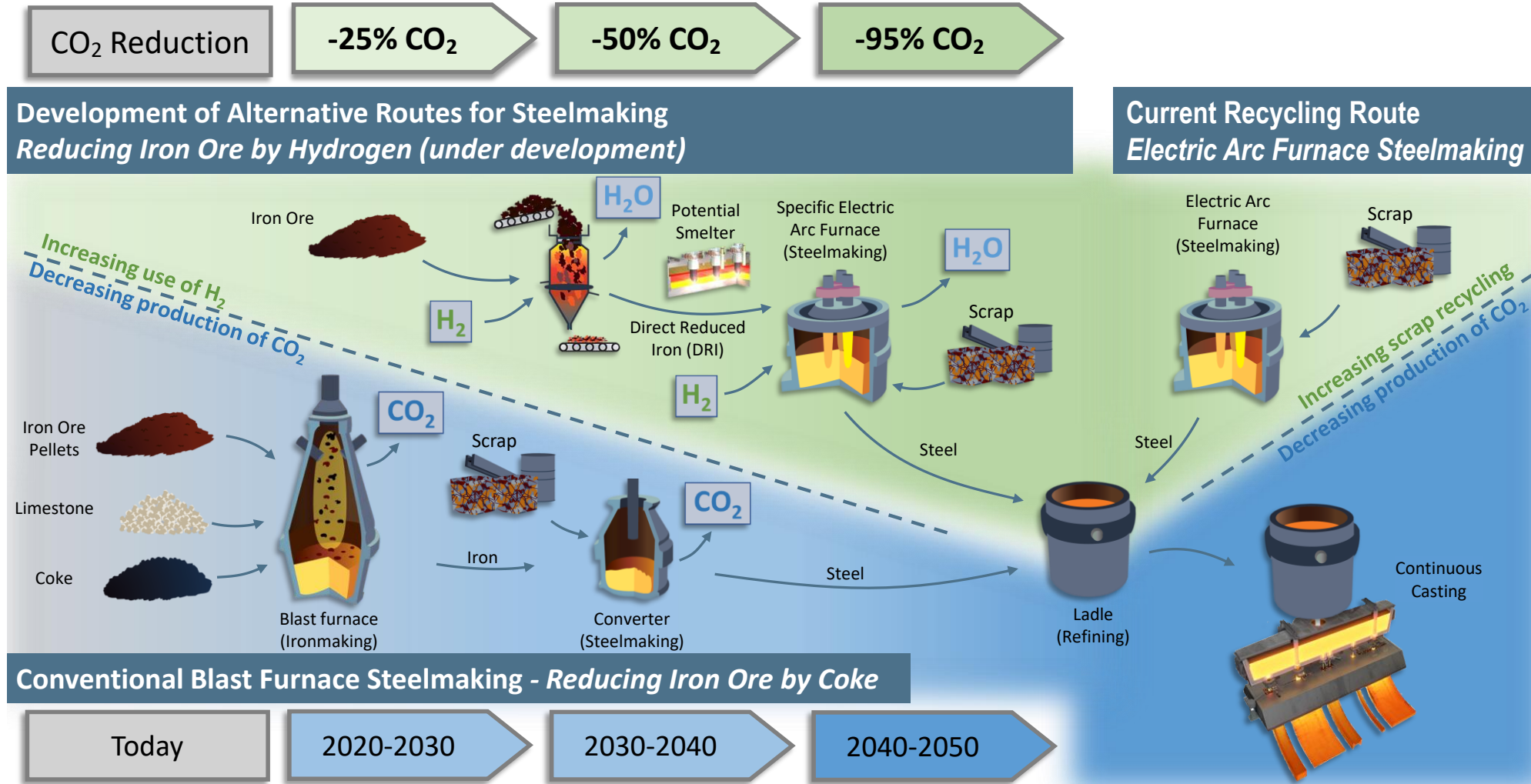
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➔ Setup pertinent Figures

Example from CESAREF



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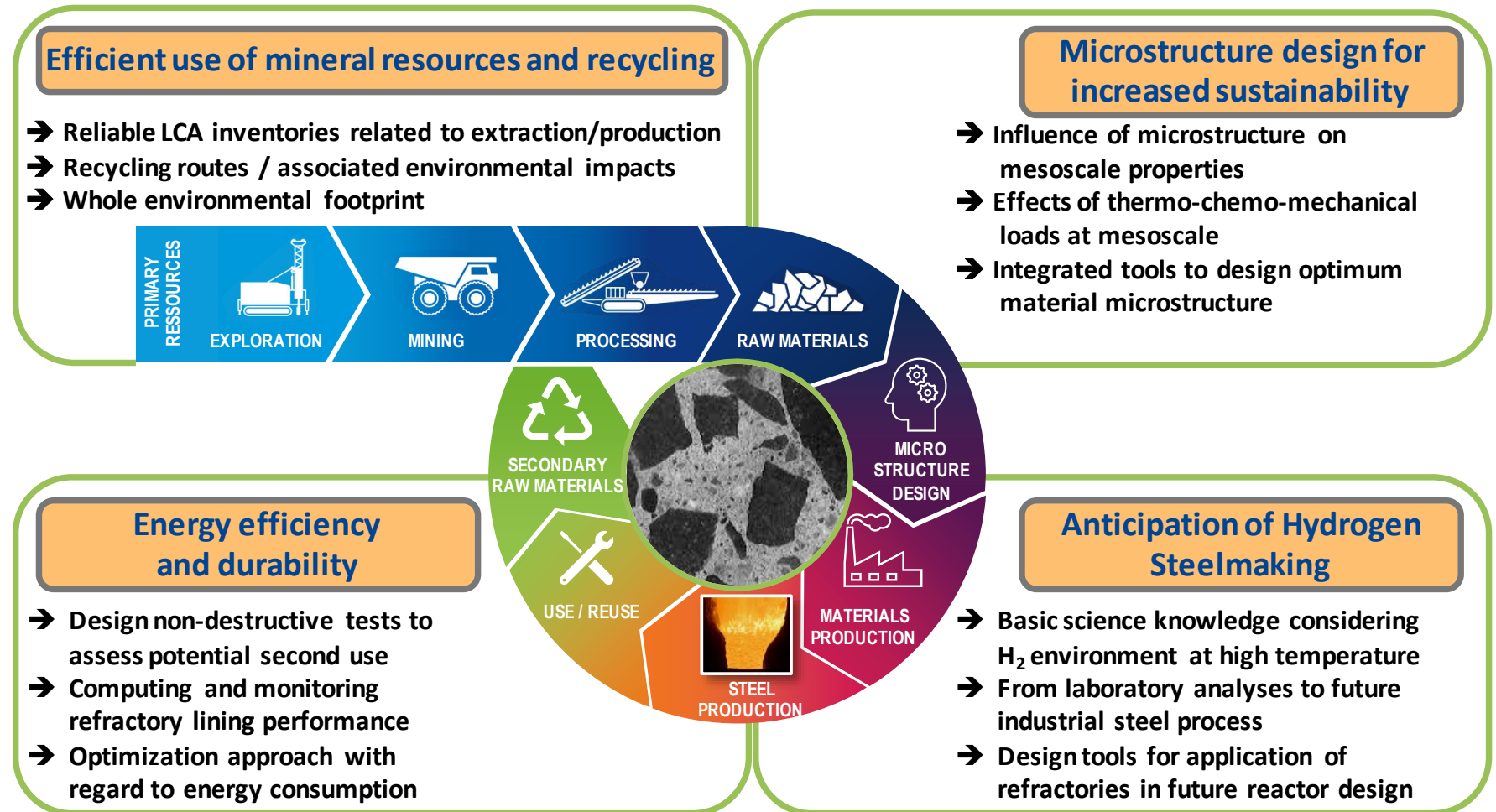
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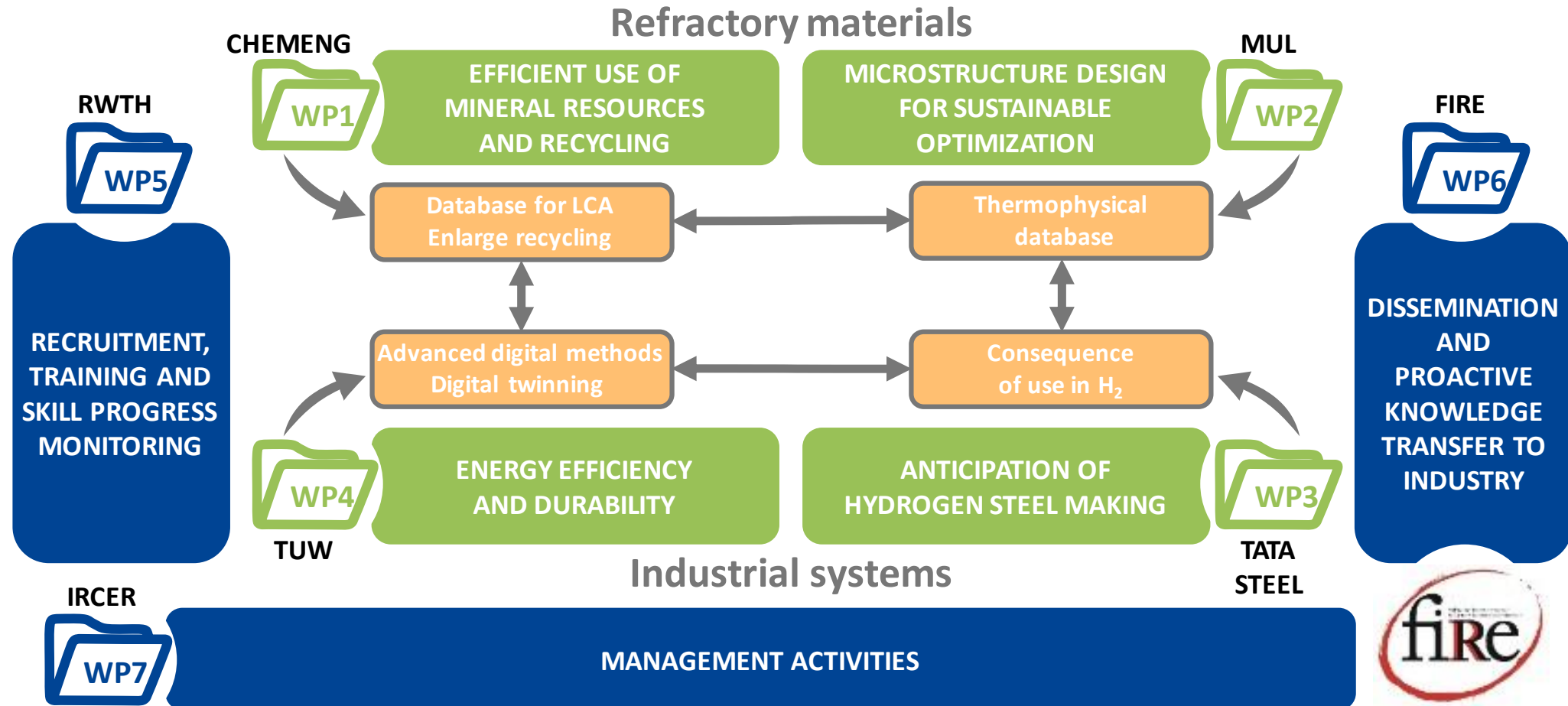
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→ Grant Agreement

- Secure in advance the PIC Numbers, LEAR, PLSIGN
- Prepare (a little bit in advance) your different Beneficiaries and Associated Partners

→ Consortium Agreement

- Mandatory document signed by the Beneficiaries and the Associated Partners
- Generally based on LERU Model
- Agreement about central budget for the Management and Training Events

Management (typically 50% of MIC)

Management (typically 15% of RTN)

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→ Communication

- Recruitment is not an easy task
- A lot of efforts should be allocated to communication
- Anticipate the creation of your website

→ Recruitment

- You can not recruit in your own country
- European Master Students are absolutely not aware about MSCA
- A lot of extra European applicants
- Better if applicants have made their Master in Europe
- An absolute key point for the future success of the project

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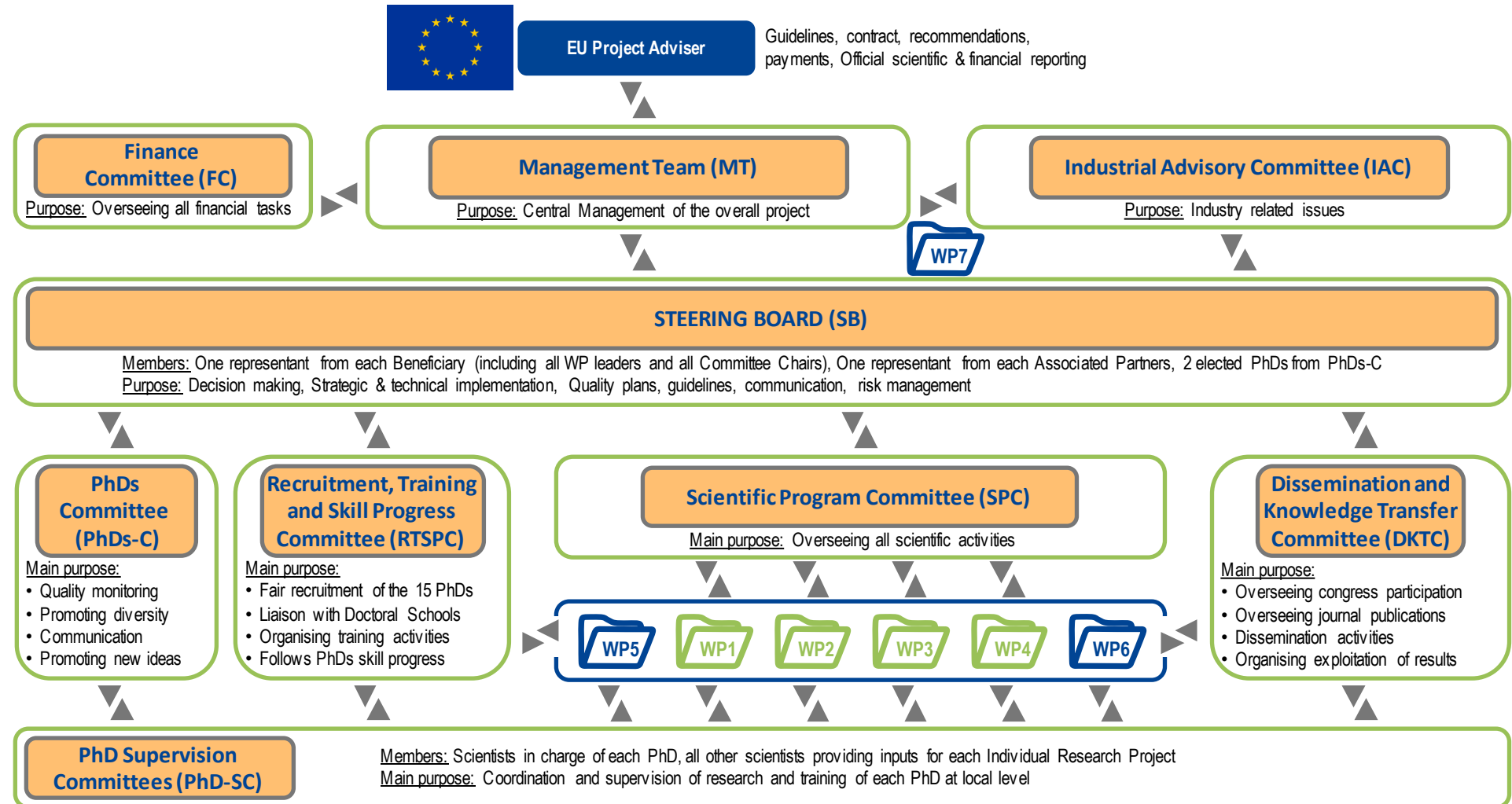
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Conclusions

A very good management structure is essential

Example from CESAREF



Coordinator Experience(s)

My personal advices about..

... preparatory stage

Some key ideas

Structure your network

... ANR MRSEI support

Setup Workshop/Brainstorming

Ask consulting help

... Proposal writing

Methodology

Layout style

Graphic charter

... Launching actions

Grant / Consortium Agreement

Communication / Recruitment

... During project

Management Structure

Project Manager

Reporting / Deliverables

... After the project

Expected impacts

Conclusions

A pertinent Project Manager

➔ Full time is preferable (in small structure)

➔ PhD level is preferable (to help in many areas of the project)

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Providing the Deliverables to the REA

➔ Be realistic when you define the deliverable in the proposal

➔ Not always easy to respect the provisional delivery month

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What will remains after the project

➔ Structuration of the European research area

➔ Training materials (powerpoints, recordings) on a dedicated Moodle platform

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High competition

No pain → No game

Your target should be minimum 95-96 for the total score of your proposal

Your proposal needs to be perfect

You need also some luck

Meticulous and timely follow-up of the different actions

Don't count your time

Clear communication required

Conclusions

Thank you for your attention



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