Funded by the European Union

ERA-LEARN Networking Event 2026

Bridging European Partnerships:

Connecting, Sharing, Growing

Tech Gate | Vienna

18 Nov. 2026

A3 Partnerships in Practice

Strengthening Partnership governance, operational management, stakeholder engagement and practical collaboration

Welcome

Moderation:

Christiane Wehle, Inga Elisabeth Bruskeland, ERA-LEARN

Rapporteurs:

Malwina Gebalska, Margit Suuroja, ERA-LEARN

Introduction / The workshop at a glance

- … was developed in response to feedback from PS.
- … brings together all PS formats.
- … offers insights into how PS work in practice – providing a glimpse rather than an in-depth exploration.

Agenda / format

10:30 - 10:45	**Opening/ introduction**
10:45 - 11:15	■ **Governance /** * EOSC I * STAR I * AI, Data and Robotics ■ **Implementation /** * IHI I * ERDERA I * DUT
11:15 – 11:45	**Break**
11:45 - 12:15	■ **Cross-cutting issues /** *Innovative SMEs I * Iam4EU I * Built4People ■ **Stakeholder involvement /** * THCS I * ERDERA I * DUT
12:15 – 12:30	**Harvest & Takeaway**

Governance

- **EOSC**: details for tri-partite governance
  Ute Gunsenheimer, Secretary General EOSC Association
- **STAR**: challenges for a newcomer partnership
  Malwina Gebalska, Head of Coordination Office Social Transformations and Resilience
- **AI, Data and Robotics**: Topic groups
  Christophe Leroux, Director AI, Data and Robotics Association

EOSC:
Details of the Tripartite Governance (A3)

- Ute Gunsenheimer, Secretary General, EOSC Association
- Aneta Pazik-Aybar, Co-Chair, EOSC Steering Board

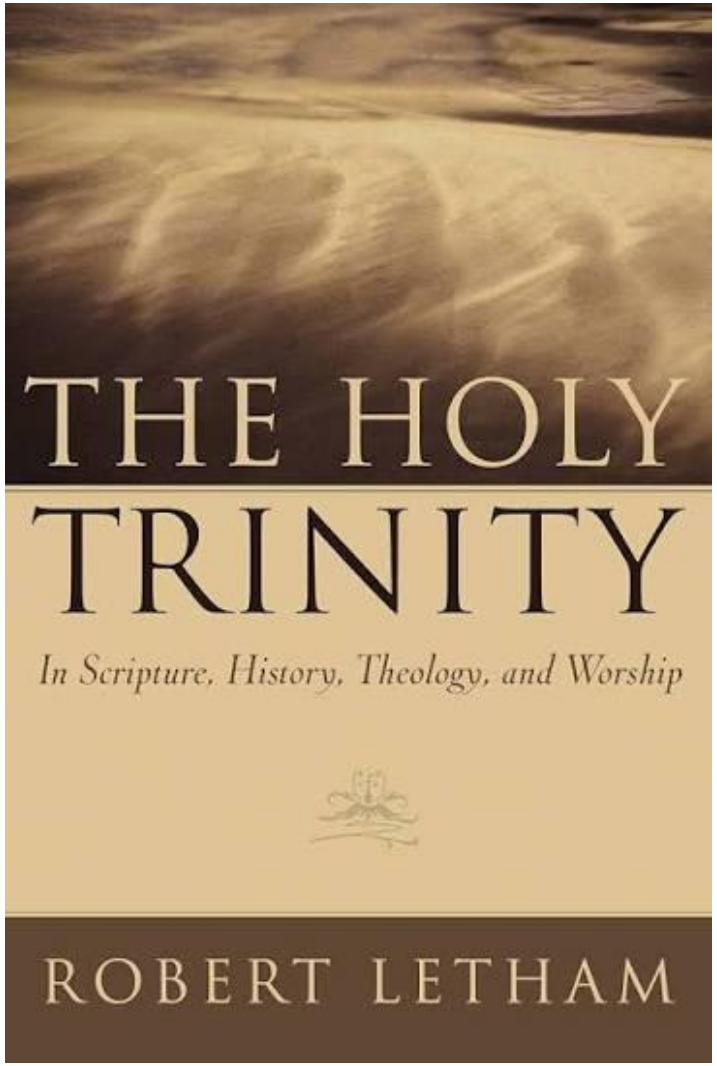
18 November 2026

The co-programmed EOSC Partnership and its Tripartite Governance



What is this even – Tripartite?





Horizon Europe co-programmed EOSC Partnership

2021 – 2027 (+ 3 additional years for closing out)

EOSC Steering Board

(legeally non-binding) Tripartite Governance

MS/AC

Expert Group of the EC
Policy, monitoring of nat. contributions

EU

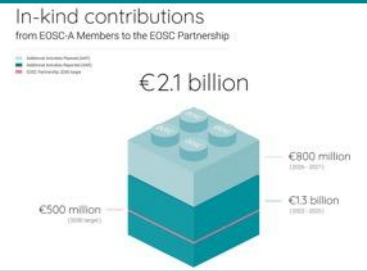
Partners

EOSC-A

Partnership MoU (non-binding)

3 Objectives | < 490 MEUR EU | < 500 MEUR Inkind EOSC-A | Monitoring+Reporting

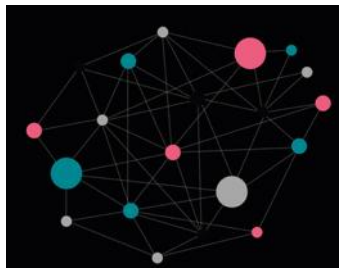
CASH



Programme Committee

HE WP

MARs



National investments in EOSC-related investments

R&I Activities (managed by REA)

Voluntary collaboration facilitated by EOSC-A



Challenges & Solutions

A very **broad and ambitous policy initiative**	→	The introduction of the **concept of the EOSC Federation** and the procurement of the EOSC EU Node in 2023 created focus and unlocked national investments
A nominally **weak governance framework** based on a legally non-binding MoU	→	In-person, biannual meetings of the Tripartite Governance Establishment and monthly meetings of Tripartite Group since 2024
EC project funding not necessarily in sync with fast-paced evolution of the EOSC Federation, which is mostly based on in-kind contributions	→	Creation and testing of **formats** to **increase proliferation** between EOSC Federation and INFRAEOSC projects
Governance and **coordination of the EOSC Federation**	→	Tripartite Governance with the **community in the driver's seat**

European Partnership on **Social Transformations And Resilience**

STAR is a **10-year interdisciplinary research and innovation initiative** grounded in social sciences and humanities, with the aim to:

- advance the European evidence base on social transformations
- generate and validate research-based, innovative and effective solution pathways
- foster stronger interfaces between research, policy and society
- enhance capacities for resilient, fair, inclusive and cohesive transitions

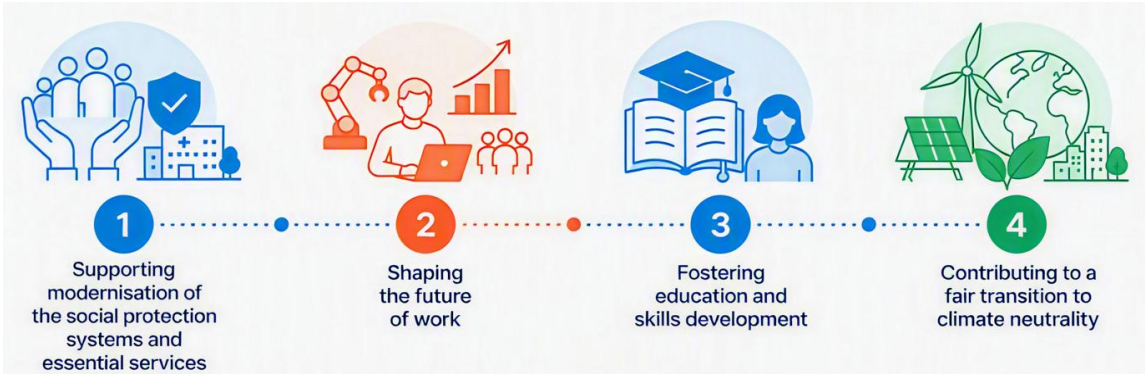
Start date: 1 January 2027

Country Participation: 26 countries represented across Europe

Partners: research funding and performing organisations, ministries, NGOs, research infrastructures

Budget: ca. EUR 210 milion

STAR IMPACT AREAS



Governance challenges in the preparation phase

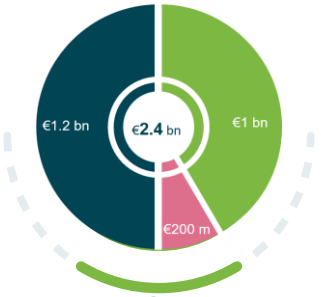
- Managing potential conflicts of interest among partners and stakeholders while ensuring transparent and balanced decision-making
- Ensuring sufficient organisational capacity during the partnership design phase
- Maintaining consistent engagement and ownership among partners
- Reconciling diverse priorities, expectations, and strategic interests
- Balancing the benefits of established practices with the need for innovation and new perspectives
- Limited flexibility of the funding instrument, making it difficult to support innovative activities and emerging approaches

Implementation

- **IHI**: rapid knowledge sharing across IHI's global community
  Magali Poinot, Team Leader Governance, Innovative Health Initiative
- **ERDERA**: 2nd phase funding
  Daria Julkowska, ERDERA Scientific Coordinator
- **DUT**: Supporting the "Afterlife" of Partnership Projects
  Orsolya Küttel, CEO Driving Urban Transitions Partnership

The Innovative Health Initiative

Bold collaborations, transforming health



IHI is a €2.4 bn public-private partnership for Europe's health research

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COCIR · efpia · EuropaBio · MedTech Europe from diagnosis to cure · Vaccines Europe

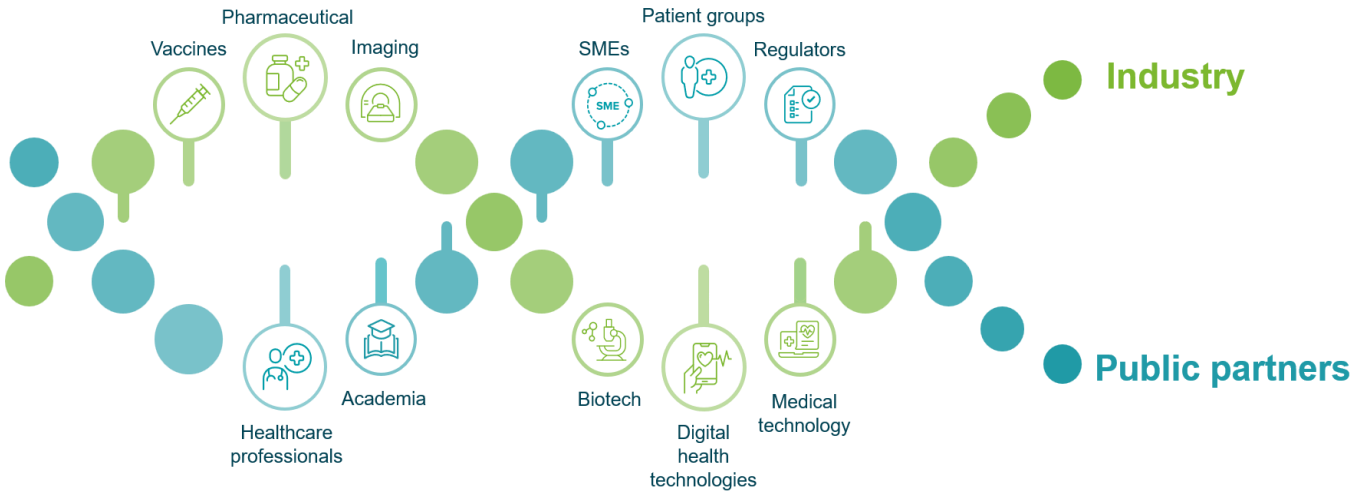
We create bold collaborations – excellent health research and innovation projects that bring together the best minds

We aim to transform health along the whole value chain - addressing two interlinked challenges: Unmet public health needs & Europe's competitiveness

Magali Poinot

innovative health initiative

Health innovation as a team sport



Neutral broker: co-shape the future with stakeholders as partners

Scale: a transformative ambition beyond single country & company

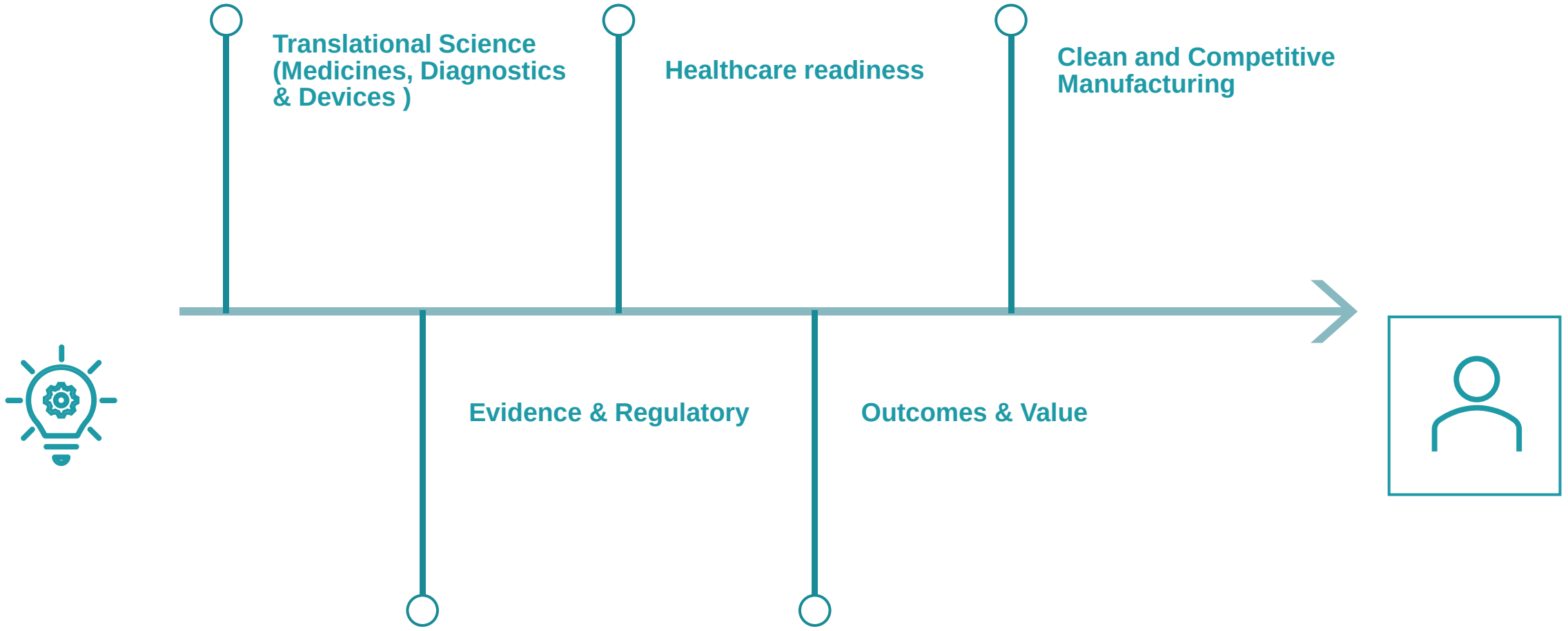
Ambition: From national initiatives to European transformation

Trust: Public partners, patients, civil society and industry

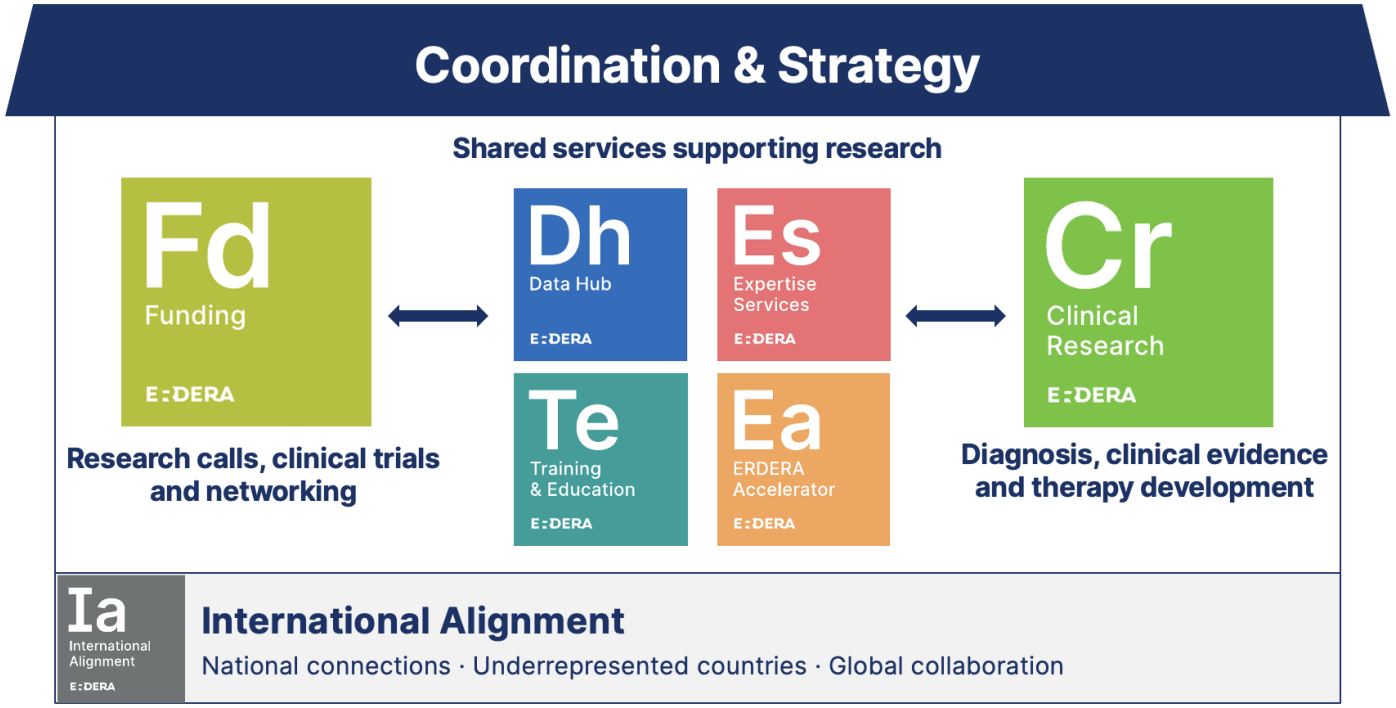
Magali Poinot

innovative health initiative

Innovation beyond the invention



European Rare Diseases Research Alliance (ERDERA)



Co-FUNDED PARTNERSHIP
Mixed model: competitive funding +
in house research & strategic activities

180 partners

150 beneficiaries + 30 Associated Partners
including 10 industry partners

380 million € overall costs

including 150 M€ EC contribution

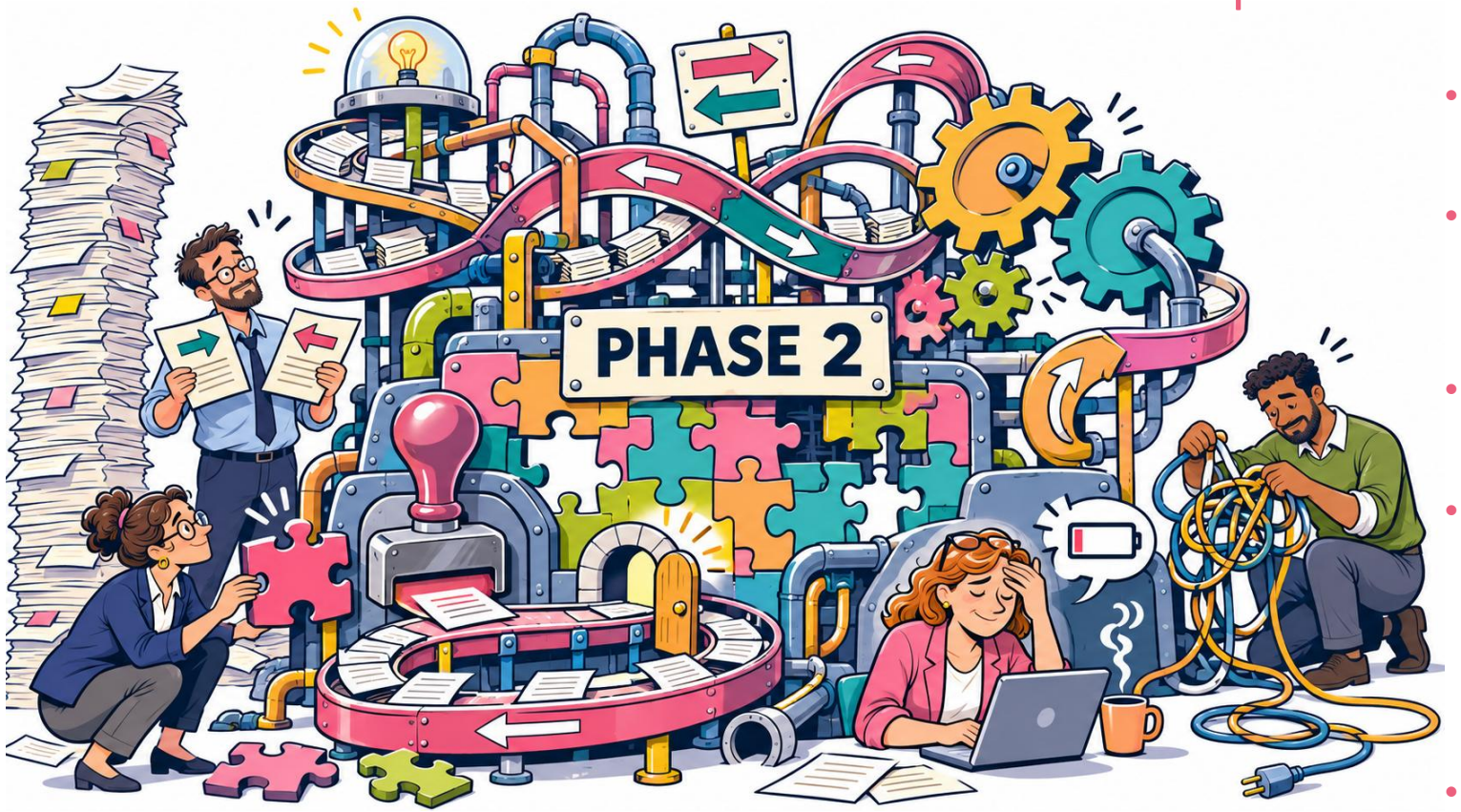
2024-2031 (+ 3 years extension)

2 phases: phase 1: 3 years & phase 2: 4 (+3 years)

EC reimbursement rate 50%

Internal reimbursement rates 70-90%

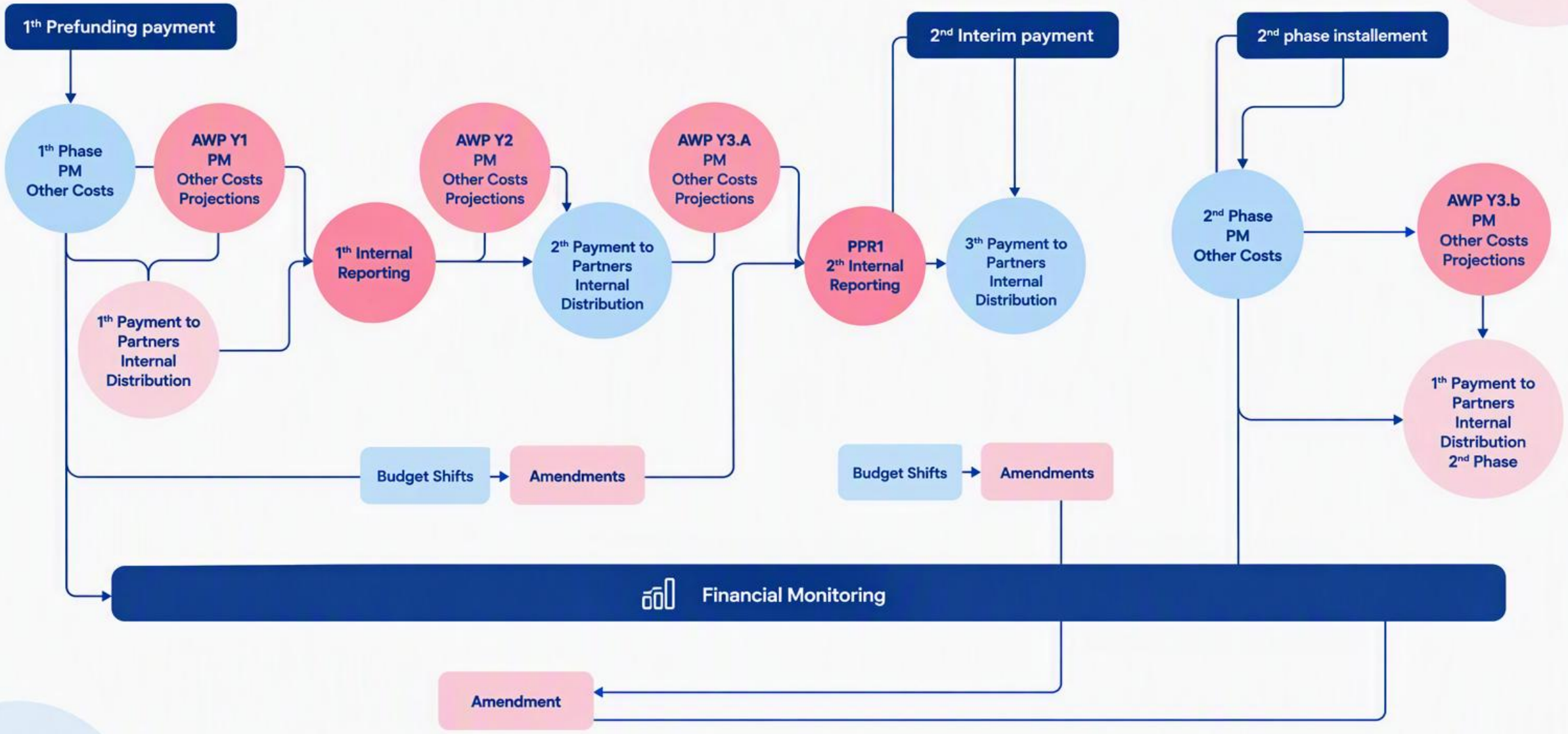
Two phases in mixed model partnership



- Budget coming from 2 budget lines of the EC: 2 projects but 1 amendment
- Only new activities funded: new WPs or tasks but ERDERA has already 7-year plan encompassed in phase 1!
- Phase 2 proposal to be delivered already after 1.5 years of activity
- Writing phase overlapping with Annual Work Plan year 3 phase but year 3 belongs to phase 1 while AWP must be delivered together with the proposal → AWP Y3 delivered as ”mixed” activities of phase 1 & phase 2
- Financial reporting: ???????????

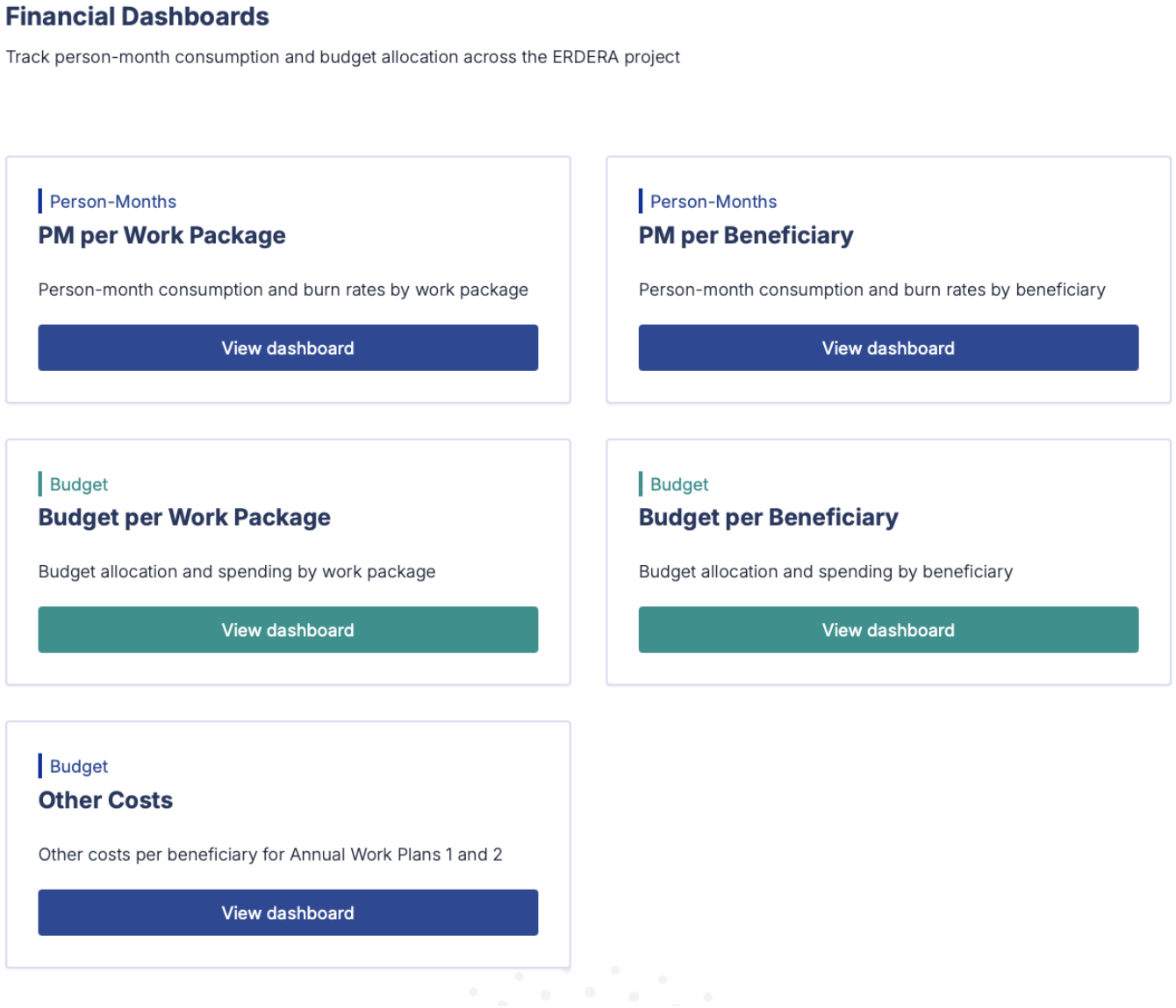
ERDERA's financial reporting scheme

From rare diseases
to greater impact.



Tools are dispersed and varied, responding to different needs and outputs

Process	Tools and systems used: Smartsheets	Word documents	EC Portal	Case by case analysis	ERDERA Dashboard	Main outputs	Key responsibilities: Beneficiaries	ERDERA AFO	INSERM
Internal request	YES	YES	–	YES	–	Internal request	• Provide coherent data with ERDERA first phase's budget • Respect deadlines	• Assure and verifies coherence of the request • Creates espaces in Smartsheets	• Verify coordination propesal coherence with Grant Agreement and Consortium Agreement.
AWP	YES	YES	–	–	–	AWP documents	• Provide coherent data with ERDERA first phase's budget • Respect deadlines	• Assure and verifies coherence of the AWP request • Creates espaces in Smartsheets	–
Reporting	YES	YES	YES	–	YES	PPR1 documents	• Provide coherent data with ERDERA first phase's budget • Respect deadlines	• Assure and verifies coherence and data quality of the reporting.	–
Budget shifts	–	–	–	YES	–	Monitoring and the internal request	• Provide clear cost overview and justifications for the budget shifts. • Respect internal procedures and validations within your Work Stream	• Monitor and frame budget shifts. • Include these budget shifts in the monitoring systems.	–
Monitoring	–	–	–	–	YES	Monitoring	• Verify inconsistencies	• Updates Monitoring tools.	–
Distribution to Partners ("Payments")	–	–	–	–	YES	Payment to partners	• Verify and approve payment proposals	• Make the proposals to partners. • Negotiate with INSERM payments.	–



THE Dashboard

- 1 tool
- Visibility of status per beneficiary
- Visibility of status per WP
- Status of other costs planned in each AWP
- Status of burn rates → better annual planning and budget adjustment
- Better planning and decision making for amendments



Driving Urban Transitions to a sustainable future

EUROPEAN PARTNERSHIP

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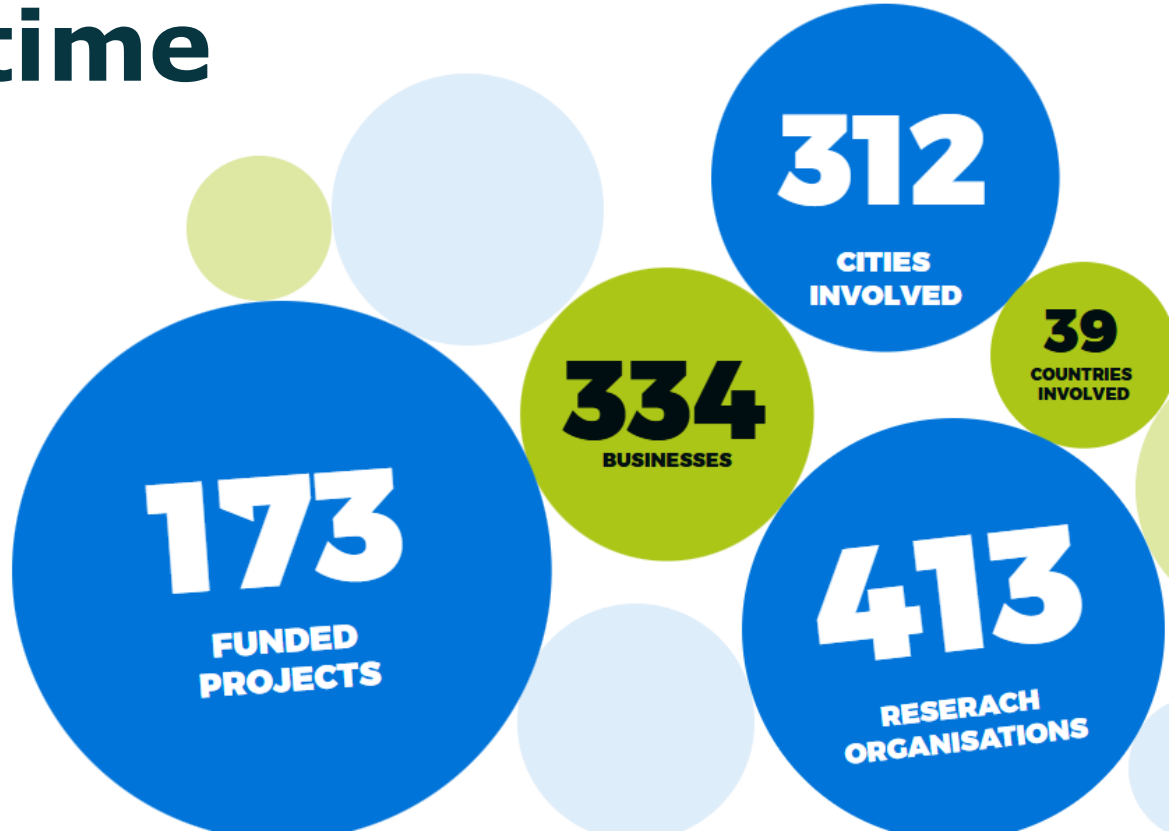
DUT Driving Urban Transitions

Beyond the Project Lifetime

Supporting the "Afterlife" of funded DUT projects

What can European Partnerships do to support projects, communities and impacts beyond the funding period(s)?



Phase/Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Phase 1	Call 2022 launch	Projects selected	Projects start	Projects running	Project running							
Phase 1		Call 2023 launch	Projects selected	Projects start	Project running	Project running						
Phase 2			Call 2024 launch	Projects selected	Projects start	Project running	Project running					
Phase 2				Call 2025 launch	Projects selected	Projects start	Project running	Project running				
Phase 3					Call 2026 launch	Projects selected	Projects start	Project running	Project running			
Phase 3						Call 2027 launch	Projects selected	Projects start	Project running	Project running		
Phase 3							Call 2028 launch	Projects selected	Projects start	Project running	Project running	

DUT framework to enable the impact of results

	Type of result	Selection	Relevant level	Activity	Example
1	**DUT project results**	Followed since the application phase, pre-selected and clustered in thematics & types	trans-national	Communication and dissemination, matchmaking where possible	Urban Lunch Talks (1h informal-style moderated discussion), conference sessions
2	**DUTIs**	Online survey after 2.5 years of project duration + evaluation against 5 criteria	trans-national	Target-group specific capacity building + matchmaking	DUTI Masterclass* as webinar to learn application of a DUTI
			trans-national	Communication and dissemination	Representation at DUT homepage, highlights on DUT social media & newsletter
			national / regional	Support dissemination in national / regional platforms and formats	Provide DUTI info packages and formats
+	***Both***	*See above*	*trans-national*	*Follow-up on project results track application + identify references and testimonials + connect with other funding programmes*	*Quick yearly calls with project coordinators and/or DUTI owner*

Cross-cutting issues

- **Innovative SMEs**: SME funding under different Partnerships
  Peter Chisnall, Director- Strategy and Business Development; Sumathi Subramaniam, Program Development Lead Eureka Network
- **Iam4EU**: Advanced materials needs across value chains – the implementation of synergies
  Eva Schillinger, Secretary General Iam4EU
- **Built4People**: Enabling cross-cutting priorities through a European Partnership: from shared challenges to actionable collaboration
  Anastasiya Yurchyshyna; Partnership Management Team

The European Partnership on Innovative SMEs

EUROPEAN PARTNERSHIP

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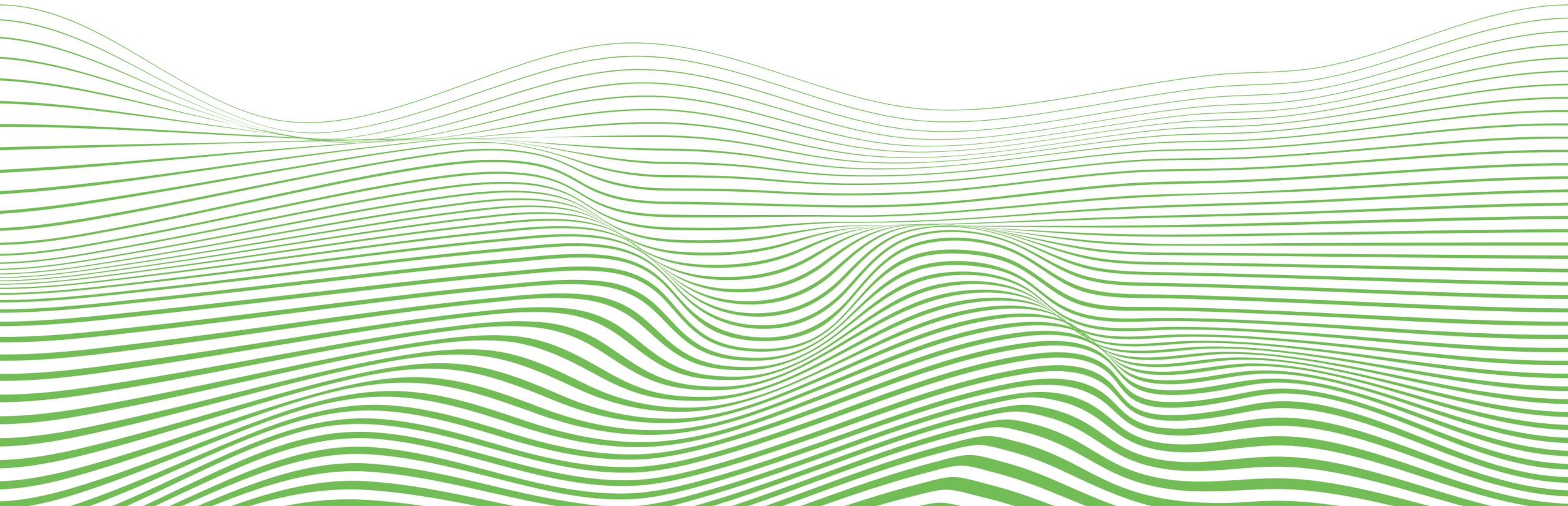
eureka



What is ‘Innovative SMEs’?

Eurostars

Supports innovative SMEs' international R&D projects

Two calls for projects per year

Innowwide

Supports research and business ventures in new markets

One call per year

Investment Readiness

Drives companies towards private investment or strategic partnerships

Fast Track

Eases access to the EIC Accelerator

20 tickets per year

37 Eurostars countries

27 All EU Member States

Austria	France	Malta
Belgium	Germany	The Netherlands
Bulgaria	Greece	Poland
Croatia	Hungary	Portugal
Cyprus	Ireland	Romania
Czech Republic	Italy	Slovak Republic
Denmark	Latvia	Slovenia
Estonia	Lithuania	Spain
Finland	Luxembourg	Sweden

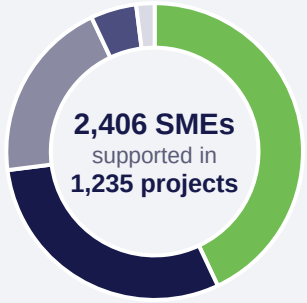
6 Horizon Europe associated countries

Iceland	Norway	Türkiye
Israel	Switzerland	United Kingdom

4 Countries outside Europe

Canada, Singapore, South Africa, South Korea

Who takes part



- **43%** SME (start-up)
- **30%** SME (not start-up)
- **20%** Research/university
- **5%** Large company
- **2%** Other

Widening country participation

27% of Eurostars-3 projects

17% of Innowwide projects

New to international collaboration

24% of SMEs in Eurostars-3

28% of SMEs in Innowwide

Estimated Investment mobilised

1.75 billion euro public-private investment mobilised in Eurostars-3 projects

25 million euro public-private investment mobilised in Innowwide projects

1:7 Eurostars leverage ratio — Each 1 euro of EU funding is matched by 7 euro: 3 from national funding bodies and 4 from project partners

Project themes



Digital | Green | Deep tech

EUROPEAN PARTNERSHIP

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Eurostars project 2019-2022

ICEYE

Finnish deep tech company



Project partners in **Poland** and **Switzerland**

- Has the world's largest synthetic aperture imaging **radar constellations**, committed to strengthening community resilience
- Radar-based **landslide monitoring** using microsatellite data

Impact

2
innovations created per Eurostars-3 project (on average)

33%
of Eurostars-3 alumni have already commercialised project results

58%
of Eurostars-3 alumni expect market introduction

800 million euro of additional public-private investment raised by SMEs after their projects.

Pathways from incubation through research and innovation to scale-up

Eurostars-3 participants

18% received EIC funding

9% received EIT support

3% received EIC and EIT support

35 SMEs
put through to **Step 2 of the EIC Accelerator** through the **Fast Track**

EUROPEAN PARTNERSHIP

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eureka

IAM-I/IAM4EU – building cross-sectoral communities

Advanced Materials. Advancing Europe.

18 November 2026
ERA-LEARN event, Vienna
Eva Schillinger, Secretary General

Vision and Mission

Vision

IAM-I envisions a Europe where advanced materials solutions are developed, adopted and scaled with **speed and confidence across industries**, forming a cornerstone for Europe's **circular, resilient and competitive economy - powered by technological leadership**.

Mission

IAM-I is the voice of European Research and Innovation in advanced materials. We bring together a Europe-wide, **cross-sector R&I ecosystem** by linking stakeholders across **the full advanced materials value chain**. We target acceleration of the **market uptake of advanced materials** by identifying **focus topics** and advocating for **tailored policies and funding instruments**.

Members 2026

322 members, 31 countries

Status: October 1

INDUSTRY



RESEARCH



ASSOCIATE



iAM-i

WGs & TFs



Seven Working Groups

- ❑ WG#1 – AI, Materials digitalization & Data management
- ❑ WG#2 – Resilient & circular value chains
- ❑ WG#3 – Materials Innovation Markets (CONSTRUCTION)
- ❑ WG#4 – Materials Innovation Markets (ELECTRONICS)
- ❑ WG#5 – Materials Innovation Markets (ENERGY)
- ❑ WG#6 – Materials Innovation Markets (TRANSPORT)
- ❑ WG#7 – Materials Innovation Markets (HEALTH)



Four Task Forces

- ❑ TF#1 - Education & Workforce
- ❑ TF#2 - Standards & Norms
- ❑ TF#3 - Infrastructures, support to SMEs & Upscaling
- ❑ TF#4 - Policies, Funding & Strategy beyond HE

iAM-i
INNOVATIVE
ADVANCED MATERIALS
INITIATIVE

Advanced Materials. Advancing Europe.

Built4People

https://built4people.eu

co-programmed partnership

- more sustainable and resilient Built Environment
- more 'people-centric' Built Environment to improve individual well-being and social cohesion

KEY FACTS AND FIGURES

Horizon Europe Pillar and Cluster:	Pillar II – Cluster 5 Climate, energy and mobility
Type of partnership:	Co-programmed
Coordinating entity:	ECTP & ENCORD
Total estimated budget:	EUR 780 m
EU commitments:	EUR 380 m
Partners' commitments:	EUR 400 m
Predecessor under Horizon 2020:	Energy-efficient Buildings (EeB) cPPP

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ECTP

encord

*** call for European partnership on Resilient Built Environment ***

Stakeholder involvement

- **THCS**: How can NMG support implementation and scale-up of new solutions/approaches at national/regional/local levels?
  Gerda Geyer, FFG
- **ERDERA**: Patient involvement
  Daria Julkowska, ERDERA Scientific Coordinator
- **DUT**: Urban Doers
  Orsolya Küttel, CEO Driving Urban Transitions Partnership

TRANSFORMING HEALTH AND CARE SYSTEMS

National Mirror Groups

Gerda Geyer, FFG (WP 9 lead)

ERA LEARN EVENT, 18 November 2026

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THCS Partnership

TRANSFORMING HEALTH AND CARE SYSTEMS

Start: January 2023
Duration: 7 years

More than 300 million Euros



- **66 partners**
- **22 Member States and 5 HE Associated Countries**
- **9 regions**

National Mirror Groups

- National responsibilty
- Reflect HC ecosystem at the national level
- Support THCS activities, while reflecting national needs and priorities
- Connect THCS funded projects to stakeholders at the national level



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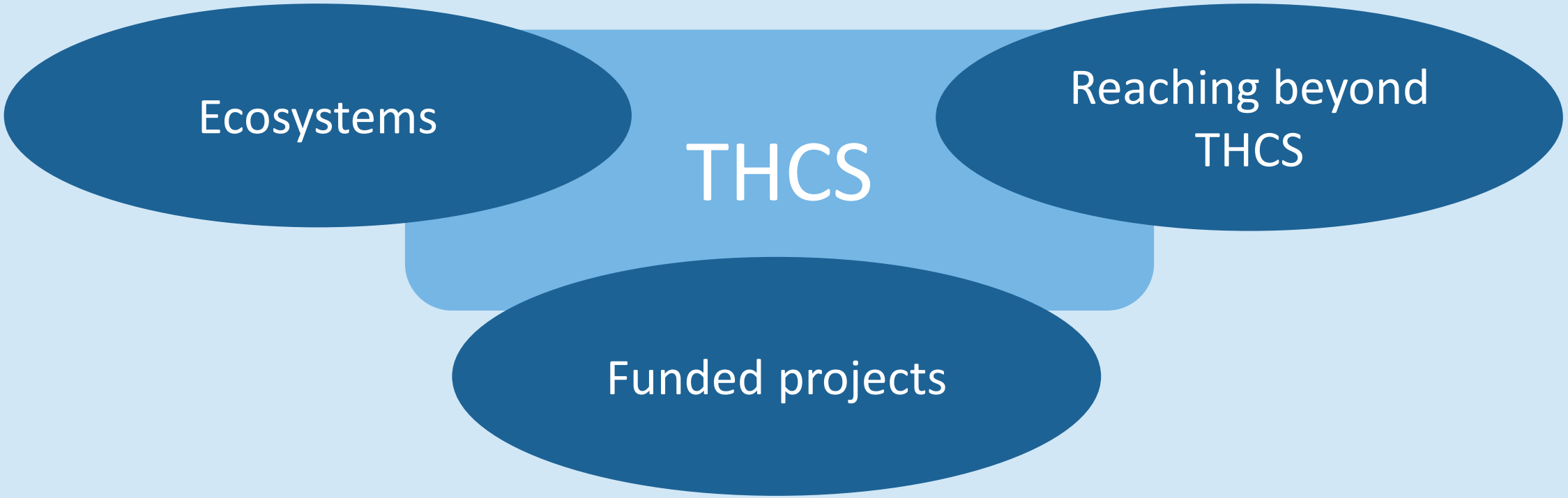
FOCI OF (NATIONAL) MIRROR GROUPS



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What matters to the Chairs of NMG – some examples

Austria: NMG facilitates exchanges at national level about activities of the THCS partnership, as well as ongoing research, development and innovation in the health and care sector. Interministerial group, including additional representatives …

Italy: NMG brings together key health and care stakeholders to align national and European priorities. Commitment to maintain an ongoing dialogue …

Slovenia: NMG as a long-term collaboration, focused on defining shared goals and aligning stakeholders towards a common vision for healthcare innovation in Slovenia …

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The Episodes **and their Speakers**

Episode 06:

Ecosystems Need Policies

Stronger Together

Theme:

In this episode, we ask how smart incentives, and brave policymakers can turn today's experiments into tomorrow's health and care systems.

Episode Six of "Ecosystems in Health and Care" – The THCS Podcast explores how policies can be designed not to suffocate innovation, but to fuel it. Together, we search for the "sweet spot" where policy, strategy, practice, and passion meet and show why ecosystems aren't a luxury, but Europe's survival strategy in a complex future.



Juha Teperi

Tampere University Finland unpacks the policy levers that matter most

Lisa Leonardini

Chair of the Italian National Mirror Group, ProMIS, shares how this Mirror Group brings stakeholders into one room to align national and European priorities.





Joanna Lane

Advisory Board Representative of the THCS Partnership from the Netherlands, reflects on how advisory structures can translate local lessons into European strategy

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THCS
TRANSFORMING HEALTH AND CARE SYSTEMS



16 Voices One Aim

👉
- Spotify: https://open.spotify.com/show/11EcezW9VSuNdgoCcbli4U
- Apple Podcasts: https://podcasts.apple.com/us/podcast/ecosystems-in-health-and-care-the-thcs-podcast/id1887092760
- YouTube: https://www.youtube.com/@THCS-HorizonEU

D9.4 https://www.thcspartnership.eu/deliverables/deliverables.kl

Ecosystems in Health and Care
The THCS Podcast

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CONTACT DETAILS

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https://twitter.com/THCS_HEU

https://www.linkedin.com/in/thcs/

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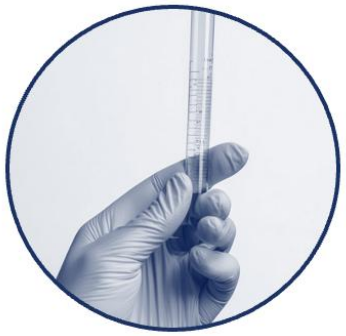
Patients & patients needs are at the heart of ERDERA

Improving the health and well-being of 30 million people living with a rare disease by making Europe a world-leader in RD research and innovation.



Diagnosis established or enrolment in systematic research in average within 6 months after coming to medical attention



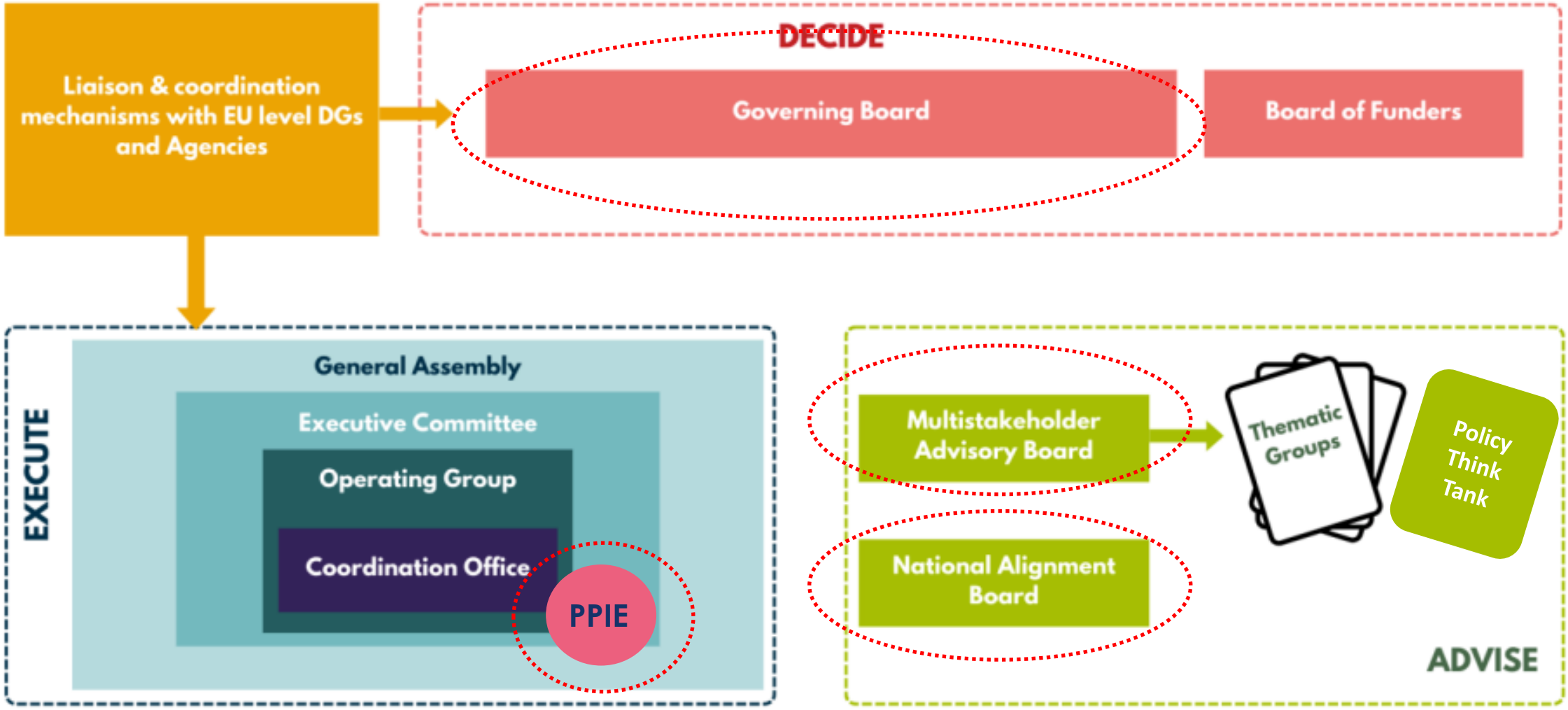
New effective therapies approved in Europe and beyond, the majority of which addressing diseases without approved options



Better understanding of the impact of rare diseases on patients, families and society to improve quality of life

ERDERA European Rare Diseases Research Alliance

Patients in ERDERA's governance & operations



Co-funded by the European Union

Patient & Public Involvement and Engagement Group

Why

- **Embedded in WP Coordination**
- **Encompass all representatives of PAOs in ERDERA**
- **Supported by operational team of PAOs representatives**

How

- Ensure that PPIE is achieved throughout ERDERA
- Act as the advocacy arm of ERDERA
- Develop framework for PPIE in all parts of the partnership

What

- Hub to answer inquiries from patients
- Collecting needs & expectations
- Indentifying patient to part in tasks
- Links with PAOs groups and networks
- Developing resources
- Supporting coo

How patients partnerships are deployed





Your voice/opinion/contribution via:

- Governing, executive and advisory bodies
- Patient & Public Engagement and Involvement (PPIE)
- Direct involvement as patient expert
- Open consultation/survey

Your benefit via:

- Participation/coordination of a Networking project/event
- Participation/partnership in multinational research project
- Participation in offered education & training
- Participation/coordination of a National Mirror Group
- Accelerated access to expertise/advice

Challenges of meaningful patients' partnership

In in-house research & operations

- Limited capacity of PPIE group
- Assignment to follow up of different WP (25 in ERDERA)
- ERDERA's complexity makes follow up difficult
- Agreement on what and when PPIE is needed
- Chicken & egg situations: WPs/Task leaders asked to define where PPIE input is needed while they do not know how to encompass it
- Patient participation requires patient experts → not every patient can contribute

In funded projects

- Patient Advocacy Organisation are not considered as research partners by the majority of national funding bodies → they cannot be financed directly
  - Substitutive solutions: subcontracting, SME status, etc.
- ERDERA's central funding for PAOs involved in research project is limited (25 K€) and funding operator must apply its national rules (e.g. declaration under *de minimis* rule)
- Some PAOs knowledge on eligible costs & reporting is limited
- Severe administrative burden for PAOs that do not have dedicated staff to deliver reporting

DUT mainly focuses on two types of project results

① **"Regular" outputs & deliverables**: e.g. academic papers, datasets, reports, etc. – continuously collected and monitored in the DUT Online Project Monitoring System.

② **A DUT Innovation (aka DUTI) is…**
…an **innovative solution***, with relevance for achieving a climate neutral and resilient urban future for all, enabled by DUT, and with **potential for scaling**.

This can be any type of innovation, for example a new policy, governance or collaboration model or a specific tool, business and **needs to have a practical rather than scientific use.*
The formats for these innovations can vary and for instance be Toolkits, Training materials, Policy Briefs, White Papers etc. The important part is that they have a practical use by specific urban stakeholders and potential for scaling.

Europe's urban R&I blind spot: Mobilising grassroots innovation and knowledge

- Across Europe, **micro-businesses, NGOs, associations and community organisations** are experimenting with innovative approaches to urban transformation.
- Yet these **actors remain underrepresented in European R&I programmes**.
- Their **practical knowledge, experiences and transformative potential** are insufficiently mobilised at the European level.



Driving Urban Transitions

DUT's Urban Doers Community: A two-way approach that delivers value.

A 12-month programme bringing together a group of community-level initiatives from across Europe.

VALUE FOR URBAN DOERS

From local action to R&I participation

Capacity · European networks · recognised and remunerated expertise

VALUE FOR EUROPEAN R&I AND URBAN POLICY

From local experience to European intelligence

Case studies · barriers & enablers · practitioner-led policy recommendations

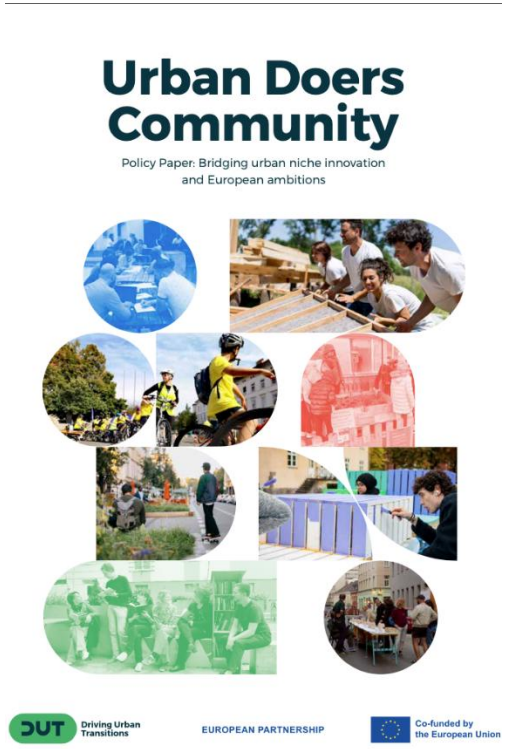
280 applications received

32 initiatives supported

2 Urban Doers cohorts

DUT's Urban Doers Community: Turning grassroots innovation into European R&I value

- **Return of investment:** 12,000 euro / initiative can lead to a vast mobilisation of local, place-based and tested solutions.
- DUT's Urban Doers Community is an instrument to **connect local grassroots innovators** from business, non-governmental organisations and associations **to European research and innovation programmes.**
- Each cohorts produces co-created recommendations for urban policy makers from local to EU level



Thank you for your attention!

Orsolya Küttel, CEO, DUT Partnership

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Harvest / & Takeaways

- … anything to add, ask or comment?
- … we laid the ground for further discussions.
- … report will be available on the ERA-LEARN website soon.