



**SELSUSTAINED CROSS-BORDER CUSTOMIZED
CYBERPHYSICAL SYSTEM EXPERIMENTS
FOR CAPACITY BUILDING AMONG
EUROPEAN STAKEHOLDERS**

Research Innovation Action

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DELIVERABLE 4.2

First Version of SMART4ALL DIHs Business Plan

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Abstract

The deliverable in its current form outlines the main sections and areas of research for the business plan of the SMART4ALL platform after the end of the project. The type of content expected in the final deliverable and how this will be produced are outlined in each section.

History and Contributors

Ver	Date	Description	Contributors
0.1	20/11/2020	Document structure	FORTH
0.2/D	23/12/2020	Final Draft Content in place	FORTH
0.3/R	27/12/2020	Comments from internal reviewers	UPV, RP
0.4/E	4/1/2021	Review comments integrated – final version	FORTH

Executive Summary

The deliverable in its current form outlines the main sections and areas of research for **the business plan of the SMART4ALL platform** after the end of the project. The document outlines the elements that the WP4 team will elaborate in the coming months until the end of the execution period of the project.

The deliverable contains the type of content that is expected in the final deliverable and how this content will be produced. The next version of the business plan (D4.3) will elaborate several of the critical elements of the business plan. The final version of the SMART4ALL business plan (D4.4) will discuss in detail the business and technological elements of the SMART4ALL commercialization efforts (business plan).

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1 INTRODUCTION

1.1 Purpose and Scope

The purpose of this document is to present a commercialization plan for the SMART4ALL platform after the end of the project. It will provide the necessary information and details to allow the partners that participate in the consortium to devise a business plan for the day after.

The deliverable will discuss the key elements of the selected business model. It will also provide evidence that led to the selection of the said business model. In its current form the deliverable (a preliminary version of the final business plan that will be outlined in D4.4)

- discusses the content that will be provided in each chapter
- discusses the approach taken to ensure the said delivery

The document structure is as follows:

In chapter 2, we discuss the vision of the platform after the end of the project. In chapter 3, we examine the current situation in the market (the problem) in terms of technology, services and needs. Chapter 4 is devoted to the value proposition of the SMART4ALL platform. In chapter 5 we discuss the services offered by the platform. In chapter 6 and 7, we outline the market and the competitive landscape. In chapter 8, a set of potential plans for the future are outlined. Finally, in chapter 9, we provide financial data regarding the implementation of the business model. The document concludes in chapter 10.

1.2 Approach

The deliverable is a product of the discussion among the participating partners in work package 4. Strong input has been provided by the Task Forces. Both the structure and the content have been discussed in detail in telcos and via electronic communications between FORTH and the participating partners.

1.3 Relation to other Work Packages and Deliverables

The deliverable draw input from deliverable 4.5. It is essentially a continuation of the work of deliverable 4.5. In addition, the content in the deliverable will be updated in the next deliverable D4.3. The final version of the business plan will be outlined in deliverable D4.4. This deliverable and deliverable D4.1 about the sustainability plan will be the deliverables that will offer a way to capitalize the experiences and opportunities of SMART4ALL in the long-term.

2 VISION

In this chapter, we formulate the vision and mission of the SMART4ALL platform after the end of the project. The vision and mission statement will guide operations forwarded to allow a sustainable business for SMART4ALL in the long-run.

2.1 Vision

The formulate of the vision will display the direction of the SMART4ALL platform. It is the future of the activities and business and influences the purpose.

The vision statement will be about what the SMART4ALL platform aspires to become.

According to the firm theory, the vision statement will address the following questions:

- What are our hopes and dreams?
- What problem are we solving for the greater good?
- Who and what are we inspiring to change?

The vision will promote growth and will help the implementing team to focus on what matters the most.

The vision will be elaborated by the partners participating in the consortium with the help and motivation of the leading partners of work package 4.

2.2 Mission

The mission statement will drive the operations and plans for the SMART4ALL platform. It is what SMART4ALL will do/essentially the core of the activities and business. From this statement come the objectives and finally, what it takes to reach those objectives. It will be meant to shape the overall culture of the team and partners that will assume the implementation of the exploitation (business) plan.

According to the theory of the firm, the mission statement will address the following questions:

- What do we do?
- Whom do we serve?
- How do we serve them?

3 CURRENT SITUATION

The section will draw conclusions about the current situation in the market and technology. In particular, the chapter will focus on the work of the task forces. It will include big parts of the discussion and analysis carried out in its predecessor task 4.4. The work of task forces is necessary to compile the input. The work of the contributing partners in this deliverable will allow the proper selection and prioritization of the information that task 4.4 will provide.

It is an essential section that will elaborate on the problems that the digital economy faces today. Indicatively, the chapter will see to the following key topics:

3.1 Status-quo of DIHs

In this subsection, we will elaborate on challenges such as:

- How digital innovation hubs currently perform and conduct business.
- What are their main concerns and needs to improve their work and impact in the market.
- Do they show signs for growth or not?

3.2 Challenges and obstacles

In this subsection, we are going to identify

- The challenges that SMEs and bigger companies are facing in their digital transformation plans or in their plans to add value to their products with digital solutions.
- The tools that are necessary to the SMEs to address the said challenges.
- The services that they require (and are missing) to achieve their objectives.

3.3 Growth potential

In this subsection, we are analyzing an elaborate on the growth potential of the digital economy and market. The information in this subsection will support the selection of the business model and strengthen the business case of the future of SMART4ALL.

4 VALUE PROPOSITION

A value proposition is a statement that answers the ‘why’ a potential client should select your organization to do business. It should convince a potential customer why your service or product will be of more value to them than similar offerings from the competition. Developing an attractive value proposition is an important task because it helps the organization position itself in a way that potential customers will be able to identify what sets your organization apart.

To a certain extent, a good value proposition can give a competitive advantage is often what your prospect clients will use to evaluate you. The value proposition is not about features and characteristics. It is about what a customer experiences, values more to a given product or service. It may be functionality and ease of use over specific characteristics or technologies. It can also be about making funding easier compared to other competitors. For example, financing the purchase of a car has been an integral part of the value proposition of the automobile industry for decades.

The value proposition will be created via the contribution of the partners participating in the work package 4. The preparation may be accomplished via tasks 4.1 (value chain analysis) and 4.4 (business plan for thematic areas). However, we plan to have a dedicated workshop to elaborate on the value proposition. If having a workshop is not possible, considering the circumstances, we will proceed with different means – e.g. questionnaires, or electronic forms of collaboration such as emails.

5 SERVICES

In this chapter, the contributing partners will elaborate on the services that will be offered by the SMART4ALL platform after the end of the project. These services may be a continuation of the services offered during the execution of the project. They may also be new services that their value was appreciated during the execution of the project.

The selection of the services will be based on preliminary findings in tasks 4.1 and 4.4. These findings will be evaluated taking into account the capacity and skills of the SMART4ALL community. The SMART4ALL business plan should offer services that will be sustainable and accomplishable by the skills and infrastructure available. Indicatively, two services that may contribute to the long-term sustainability of SMART4ALL are:

5.1 Service 1 (matchmaking?)

Terms and conditions, features, QM

5.2 Service 2 (access-to-finance?)

Terms and conditions, features, QM

5.3 Service 3 (formation, continuous learning?)

Terms and conditions, features, QM

5.4 Service 4 (technology services: infrastructure, assessment, scouting, project definition, data access)

Terms and conditions, features, QM

The list of services is indicative. The type of services, their content, service delivery, pricing strategy, etc, will be decided after a thorough analysis of the market and evaluation of the dynamics of the ecosystem. This analysis is expected to be provided by the Task Forces as well as by the contributing partners in the task 4.5.

6 MARKET ANALYSIS

In this chapter we are going to provide evidence that the market for the services and value proposition exist and allows sustainable operations in the long-term for the SMART4ALL platform.

The market analysis is usually conducted with the use of data about penetration of services, market shares, reports from analysts and consulting firms.

Most of the data for this chapter will be received from the works of task 4.1 and 4.4. Additional elements to make the market analysis more relevant to the purpose of the SMART4ALL platform will be added.

These data will come in via various sources:

- Survey that involves companies in this sector (using companies interested in the SMART4ALL projects through the mailing list, followers Facebook, twitter, etc.)
- From key consortium partners that have experience in DIH, so they know people that could identify needs of the market, trends and potential.
- Industry reports
- Input from the task forces that will elaborate and refine the initial findings.

7 SIMILAR INITIATIVES – COMPETITION

In this chapter, information and data about the competition and alternative or similar activities will be elaborated. The work in chapters 6 and 7 will be carried out simultaneously as they are both parts of the market analysis for SMART4ALL.

The work in this chapter will also help identify possible synergies with other initiatives in the sector and the market.

Depending on the research findings and the potential of possible synergies, a separate section may be devoted to plans for collaboration with other similar initiatives. The plans may include collaboration scenarios, agreements, IP issues, etc.

8 FUTURE PLANS

Central to our work is the plan for the future expansion of the activities of the SMART4ALL platform after the end of the project. These plans will include:

- Geographical expansion – countries or regions that the services of the SMART4ALL platform could be made available
- Expanding the scope of the services – the services initially will address a specific segment of the market. Possibly, the market analysis will show other industries where the service may apply and provide value.
- Expanding the service portfolio – in due course the SMART4ALL platform will have to expand the features of its services and its overall value proposition. New services may be added to cover additional needs of the target market.

The section will also evaluate whether the expansion and long-term sustainability will be based solely on market development strategies (as described above) or in exploring partnerships and synergies.

9 FINANCIAL PROJECTIONS

In this section, we will illustrate the financial outcome of the work and activities of the SMART4ALL platform after the end of the projects. The section will be divided broadly into two subsections:

- Revenues – revenue streams and sources will be elaborated. Types of financial compensation will be analyzed (revenue models).
- Costs – costs are associated with the necessary activities and infrastructure required as well as the key partnerships that needs to be built for the sustainable operation of the SMART4ALL platform after the end of the project. These activities will construct the cost centers of our operations and will inform about the associated costs.

Finally, a projection of revenues and costs in a 3 to 5-year horizon will prove the profitability and sustainability of the plan.

10 CONCLUSION

Conclusions and future steps will be outlined here.

Deliverable D4.7 will complement this document with future steps and action plan as part of the long-term sustainability plan.