

# FPP Annex template

ITEA 3 Call 6

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## Foreword

### IMPORTANT, READ FIRST

***Do not remove or modify the sections with these notations in any way***

*All guidelines in this template appear in this 'boxed' format. These instructions, as well as the preceding title page ("FPP Annex template") and this foreword, should never be manually removed from the submitted files: they are automatically removed by the merging function of the ITEA Community website. Potential layout issues that appear when removing the instructions (e.g. a large image leaving half a page blank) will be adjusted by the ITEA Office between the submission of the proposal and the transfer of the generated PO/FPP to the reviewers.*

*NB: all texts between "<" and ">" symbols (incl. on the front page and in the headers) should be replaced or removed.*

*It is crucial that proposal writers comply with the pre-defined formatting and styling rules as breaking these may cause the merging process to fail. Please comply with the formatting rules by adhering to the following guidelines:*

- Do not remove any predefined titles and do not add headers, incl. annexes, that are not supposed to be defined according to this template. Any additional annexes are forbidden: please rely on using footnotes if needed. You are, however, free to add subsections when there is no subsection yet defined (e.g. you can define subsection §2.2.1.1 within §2.2.1 Market State-of-the-Art analysis and market value chain).*
- Do not modify the predefined styles, except for standard 'emphasis' effects (i.e. underlined or bold text).*
- Do not remove the instructions (both green and orange) and do not remove the auto-generated sections, incl. the Annexes.*
- The proposal size should be less than 10 MB.*

*It is in the interest of consortia to ensure that a merged document can be generated and downloaded before the submission deadline.*

*Items that need to be filled in exclusively via the ITEA Community website will have the following notation:*

**Auto-generated section: input to be provided exclusively on the Community website.**

**Do not remove or modify the sections with these notations in any way throughout the entire Annex template, as they are needed in order to automatically merge the information provided via the ITEA Community website with your uploaded Annex document.**

***Important guidelines for the successful preparation of a PO-FPP******1) Length and quality of the proposal***

*The quality of the writing and the total length of a proposal have an impact on its evaluation by the Public Authorities and the ITEA Steering Group. Please avoid verbose writing and keep the PO or FPP concise and informative. Use bullet points or tables to provide lengthy information in an efficient format.*

*Section length recommendations suggest the ideal length of the PO and FPP for evaluation. The overall length of the final merged document, excluding sections §3, §4 and Annexes for the PO (in case of FPP excluding sections §4, §5 and Annexes), must not exceed 40 pages for a merged PO and 60 pages for a merged FPP. A merged PO or FPP that exceeds the recommended length in section §1, §2 (and §3 in case of FPP) can have a negative impact on the evaluation.*

***2) The use of Google Docs***

*The PO-FPP template cannot be properly copied to Google Docs and re-copied to the original PO-FPP template due to compatibility issues. When using Google Docs, please **only** copy the final “body text per paragraph” from the Google Doc and paste it in the original PO-FPP template.*

***3) Value chain analysis and design***

*In Annex C, ITEA provides extra guidelines for Chapter 2.2.1. ‘Market analysis and market value chain’. It is highly recommended that you use the proposed guidelines when creating a PO-FPP.*

# Full Project Proposal Annex

<ACRONYM> or <PROJECT NAME>

<FULL PROJECT NAME>

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Edited by: <name>

Date: <date>

Apart from the State-of-the-Art-dedicated text (§2.3.1), which is handled by the ITEA Office as public information, this document will be treated as strictly confidential unless otherwise specified by the consortium.

## Change log

*The change log is a table which provides an overview of changes made in the FPP document, whenever a new version of the project is submitted to the ITEA (original FPP, Change Request 1, Change Request 2, etc.) A description of the changes must be provided in a concise manner per chapter. In the case of the original FPP, indicate how the § 1 and § 2 have been updated in comparison to the PO. If you are updating the FPP for a Change Request, provide a description of the changes to the project and indicate which FPP chapters are affected. For more information regarding the change request process, please check the ITEA website (<https://itea3.org/community/project/help/change-request.html>).*

Version	Submission date	Description of changes	Affected FPP chapters
Original FPP	DD-MM-YYYY	<ul style="list-style-type: none"> <li>Provide a description of the changes in the project and FPP</li> <li>...</li> </ul>	e.g. §2.2.1 §2.2.3
Change request 1			
Change request 2			
Change request 3			

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## Project key data

Auto-generated section: input to be provided exclusively on the Community website. Do not edit or remove this box and do not provide any text within this Annex in this chapter.

The inserted key data will contain, for example, the acronym, full title, time frame, respective countries and partners per country, the coordinator and a short description including the project idea, the main expected market impact and the main technological objective(s).



## 1. One-page project executive summary

*(Maximum length: no more than 500 words)*

*Within a maximum of one page, provide a strategic description of your proposed project addressing:*

- *the problem (e.g. from users/customers) to be solved;*
- *the business relevance and the target market impact;*
- *the innovative aspects and the major expected technical outcomes;*
- *the consortium relevance to reach the ambition (technical and business).*

<Text to be inserted here>

## 2. Project overview

### 2.1. Rationale of the project

#### 2.1.1. Problem statement

*(Maximum length: 1000 words)*

*This subsection describes the **relevant context and background to the project** in terms of user needs, technological and market status, not the project itself. It should convince reviewers that the project partners have a good understanding of the context in which they will be evolving in regard to demand, technology and business.*

***Describe the problem** (e.g. from users/customers) that the project aims to solve. Explain the issues, limitations or bottlenecks that currently exist and explain how you plan to address these within the project.*

<Text to be inserted here>

#### 2.1.2. Solutions and challenges

*(Maximum length: 1000 words)*

***Describe the high-level solutions** that the project intends to explore and implement in order to solve the afore-mentioned problems. Give reasons as to why these solutions will solve the problems. Also indicate how well the solutions will solve the problem by defining SMART (**Specific, Measurable, Achievable, Relevant, Timely**) objectives for your project.*

*Describe the societal, economic and/or technological **challenges** that will be addressed by the proposed project.*

<Text to be inserted here>

## 2.2. Market view

### 2.2.1. Market State-of-the-Art analysis and market value chain

*(Maximum length: 2000 words)*

*This subsection should convince reviewers that the project partners have a clear and detailed understanding of the markets which they are targeting, including the current situation and trends, forecasted evolutions and potential threats. Be specific, please do not deliver a generic market analysis.*

*Present and describe here:*

- *An **analysis of the markets targeted** by the individual project partners. As the targeted markets can differ per partner, it is better to describe these specific markets rather than to give general market report figures. Describe and quantify the current situation and trends in these markets, the main players and the main products. Also consider predictions and estimates of future growth from the latest studies.*
- *The **existing, potential and/or forecasted competitors** (e.g. Google in the car industry).*
- *The **existing or announced industrial products or services in the project domain**. Explain which competitive advantages the market leaders have and how differentiation from them could be achieved. Describe in detail why it is that smaller actors are restricted to a low market share and how volatile the market currently is.*
- *The current **market (or business) value chain(s)**. The market value chain is a representation of the various processes involved in producing products or services and delivering them to the market. It indicates where and how value is considered and created, and how the market actors can be profitable in their respective markets. It also describes the actors' strategies and relative positionings: it must show all of the actors involved in designing, producing and distributing the products and/or services and the relationships between them, in particular the money flow. All of the peripheral actors who can influence the market(s) through regulations, standardisation, recommendations, indirect suggestions, etc. must also be included. Clearly describe the interfaces between these actors and define the customer-provider relationship(s) wherever relevant. Annex C provides extra guidelines for the value chain analysis and design.*

<Text to be inserted here>

### 2.2.2. Target business impact of the project

*(Maximum length: 2000 words)*

*This subsection should convince reviewers that the **consortium is credible, legitimate and relevant** enough to address the market and to exploit the project results in order to generate business. This subsection should be market-oriented and should only focus on the long-term goals of the project.*

*Describe how the targeted, jointly-introduced innovation(s) (e.g. a common platform, standard, methodology, etc.) **will help** the individual partners **to achieve competitive advantages** in their*

*targeted markets. Clearly indicate and quantify the commercial opportunities that can be achieved through these targeted jointly introduced innovations. Clarify how these innovations will be exploited and by whom. If applicable, indicate the impact that the project innovations will have on the current market value chain.*

*The detailed exploitation plans for each of the partners must be filled out on the ITEA website and will be included in Chapter 2.2.3.*

<Text to be inserted here>

### **2.2.3. Partner market access**

Auto-generated section: input to be provided exclusively on the Community website. Do not edit or remove this box and do not provide any text within this Annex in this chapter.

## 2.3. Technological view

### 2.3.1. State-of-the-Art (SotA) analysis

*(Maximum length: 2000 words)*

*This subsection should convince reviewers that the project partners **have detailed knowledge of the technological background** (and evolution) of the targeted field. ITEA considers the technological State-of-the-Art (SotA) analysis a key tool for clearly understanding and steering technological innovation along the project's entire lifespan.*

*For the technological SotA analysis, you should describe **the current technological situation** in the project's domain in terms of both industry and academia.*

*It should be clear from the State-of-the-Art how your proposed project is related to or different from other collaborative projects (such as ITEA, H2020 or national ICT clusters). If applicable, specify how the proposal has been built on the results of such collaborative projects. We recommend filling out a short description in the table below, focusing on aspects relating to the proposed project. The short description should also include how the proposed project relates to and/or builds on other projects' results and how it differentiates from them. The last column of the table below ('Relationship') should explain:*

- which input modules will be reused from the other collaborative project;*
- and/or what will be transferred from this proposal to the other collaborative project;*
- or the reasons why the consortium does not intend to reuse/transfer results from/to the other collaborative project (i.e. why the results already achieved are not useful for this proposal).*

*The State-of-the-Art described in the project proposal will have to be updated/extended over the course of the project and integrated into a public deliverable that can be added to the ITEA Living Roadmap. Except for specific cases, the ITEA Office will consider the SotA section of the project proposals to be a public document which can be added to the Living Roadmap.*

*NB: the ITEA Living Roadmap (accessible through the ITEA Community website) provides a rich source of information regarding the existing SotA. Use it, but also go beyond its content. For each former or running ITEA project, a two-page description ("Leaflet") is available on the ITEA public website.*

<Text to be inserted here>

Link to previous and/or current collaborative research projects:

Project name	Collaborative programme	Time period (approx.)	Technical focus	Relationship
<ACRONYM>	<e.g. ITEA>	<e.g. 2010–2013>	<Text to be inserted here>	<Text to be inserted here>

Project name	Collaborative programme	Time period (approx.)	Technical focus	Relationship
<ACRONYM>	<e.g. H2020>	<e.g. 2012-?>	<Text to be inserted here>	<Text to be inserted here>

### 2.3.2. Technological innovation

**(Maximum length: 1000 words)**

*This subsection should convince reviewers that the consortium 1) has enough insight into the technological challenges, 2) proposes significant breakthroughs that will bring technological innovations and novelty and 3) has enough R&D competence.*

*Clearly explain:*

- *the technological innovations proposed by your project, with reference to the current technology State-of-the-Art;*
- *what differentiates the project from other R&D efforts;*
- *how it builds on the SotA and which novelty it brings from a technological standpoint;*
- *how these innovations ensure that the project will reach its SMART objectives.*

<Text to be inserted here>

### 2.3.3. Technological value chain and added value of the collaboration

**(Maximum length: 2000 words)**

*This subsection should convince reviewers that the consortium has the right expertise and competence to achieve the targeted innovations and should show the added value of the collaboration between the different partners.*

*Clearly:*

- *provide a technological value chain in the form of a high-level architecture (usually all the modules described in this architecture do not have to be designed during the project), position the partners in that architecture and explain their specific role and added value;*
- *describe the technological added value of the consortium's collaboration;*
- *explain the interactions between the key technology-oriented players.*

*Explain the technological rationale behind the consortium's composition:*

- *describe the core idea motivating the partners to collaborate and explain how this consortium helps them achieve their technological goals;*
- *describe what the key partners contribute and how their expertise is complementary, i.e. what makes them relevant partners.*

<Text to be inserted here>

#### 2.3.4. Expected project outputs

*(Maximum length: 1500 words)*

*This subsection should convince reviewers that the project **will deliver tangible results** of interest that will support the business goals of the project partners.*

*Detail the concrete results of the project: give a clear description of what its actual set of outputs will be (novel algorithms, standards, open-source libraries, implemented collaborative frameworks, demonstrators, product prototypes, new services based on software, wearable devices, etc.). The description should be detailed enough to give a clear picture of what will be generated, including the core functionalities and levels of maturity.*

*The description must focus on tangible, realistic and credible outputs that will be developed within the project (if the project extends existing solutions, clearly clarify the specific contributions of the project) and will be available at the end of the project.*

*NB: at the end of the project, the results will be compared to the content of this subsection (which will have potentially been updated through Change Requests). A poor description will be interpreted as a lack of expected results or as significant uncertainty about what will be delivered: clarity is therefore highly recommended here.*

<Text to be inserted here>

#### 2.3.5. Quantified objectives and quantification criteria

*(Maximum length: 1000 words)*

*The goal of this section is to **define quantification criteria**, i.e. KPIs (Key Performance Indicators) for the overall expected project results and for each of them individually. KPIs will be used to measure the achievements objectively, serving as a strong tool for project leaders to steer the project and for reviewers to evaluate the project's progress and the maturity level of the results. The project team is free to define any kind of KPI that they deem most valuable for themselves.*

*KPIs must be SMART, i.e. they must have an initial (State of the Art) value and a target value:*

- *Specific (the KPI must be unambiguous)*
- *Measurable (the KPI must be measurable in order to: indicate its progress, prove if the target has been reached and serve as a commercial argument to sell the final solution after the project)*
- *Achievable (the KPI must be achievable by the current consortium)*
- *Relevant (the KPI must demonstrate the uniqueness of the project results)*
- *Timely (the KPI must be achievable within the project's time frame)*

*Three types of KPIs should be included:*

- *Key innovation-related KPIs*
- *Unique selling proposition KPIs*
- *Progress on market access KPIs*

*In total, a minimum of six KPIs (a minimum of two per type) must be included within the PO-FPP and all of them must be measurable.*

*Project management-related KPIs, e.g. the number of deliverables published, number of meetings, etc., should **not** be included.*

*KPIs related to key innovations should quantify the initial and targeted performances of your technological innovations. Examples of technological innovation performances include response times, power consumption, etc. During the project, you can measure the current value in order to measure the progress of the innovations.*

*KPIs relating to unique selling propositions should quantify the unique selling proposition characteristics of your technical innovations. These KPIs will also help you to convince your customers or management to use the results of your project. For example, if you develop a new engineering methodology that will reduce software development time significantly, you need to have a KPI that indicates what the current software development time is and what the target for the end of the project is (e.g. two or three times faster). At the end of the project, you must be able to show convincing, measured figures indicating the extent to which you have achieved your target.*

*KPIs relating to market access progress should give you an (indirect) indication of the extent to which the innovations are ready to be introduced in the market. This means the Technology Readiness Level (TRL) of the innovations, but also the preparation and promotion (dissemination) for a market launch. Examples of KPIs could be the targeted TRL level, the targeted number of fairs or conferences at which you want to present the innovations, how many patents you want to register, how many market launches of innovations (fast exploitation) you foresee during or just after the project, the targeted number of people in your new open-source community, etc.*

<Text to be inserted here>

### 3. Work description

#### 3.1. Project structure

*(Maximum length: no longer than 1500 words)*

*Provide a global overview of the technical work to be performed and of the work breakdown structure (Work Packages) that will be used to achieve this. Use diagrams where possible and do not hesitate to separate the hierarchical view (organisation of WPs and tasks in a tree) from the process view (e.g. interdependencies between WPs, yearly processes, etc.).*

*Explain the interfaces and interactions between Work Packages, and between consortium members.*

*Outline how the project's structure supports the project's objectives.*

*This section should convince the reviewers that the project's structure helps the consortium to achieve its goals.*

< Text to be inserted here >

#### 3.2. Main milestones

*Present the project milestones in the following table. A milestone should represent a significant intermediate achievement, a date by which major results will form the basis for a subsequent phase of work (e.g. the finalisation of the data processing algorithms, integration of the semantic modules in the common framework, finalisation of the first version of the prototype, compliance with end-user requirements in terms of performance, etc.) or by which decisions are needed (for example, concerning which of several technologies will be adopted as the basis for a subsequent phase of the project). Major demonstrations should also be considered project milestones.*

*It is recommended that you consider no more than six milestones per project (i.e. an average of no more than one milestone every six months).*

*Milestone titles (descriptions) should be self-explanatory. For each milestone, indicate its completion date and the Key Performance Indicator (KPI) that will represent its achievement.*

*This subsection should give a good overview of the different phases of the project.*

<Text to be inserted here, if relevant and necessary >

Exhaustive list of project milestones:

ID	Description	Month of completion
<MS1>	<e.g. implementation of prototype v1>	<e.g. M24>
<MS2>	<e.g. targeted use-case performance needs to be achieved>	<e.g. M3>

### 3.3. Work package description

*(Maximum length: no longer than 14000 words)*

*For each Work Package (WP), describe:*

- *the timeline;*
- *the starting point, objectives and expected results;*
- *the WP tasks;*
- *the detailed contributions of the partners involved in the WP;*
- *the type, content, confidentiality and planned delivery date of deliverables.*

*Deliverables can be either:*

- *textual deliverables, i.e. documents (PDF, DOCX, etc. cf. “Doc.” in the second column of the deliverables tables); or*
- *or software deliverables (executables, packages, libraries, compiled or source code, etc., cf. “SW” in the deliverables tables). Software deliverables do not have to be uploaded to the ITEA Community website and remain in the hands of the consortium.*

*Make sure that the titles (descriptions) of deliverables are self-explanatory.*

*Refrain from planning too many deliverables and look for quality and relevance rather than quantity: Avoid duplicating the textual deliverables through different versions of them. In this proposal, you should only report deliverables that are relevant at the overall project level. It is therefore recommended that you avoid defining more than 20 textual deliverables (except when doing so is highly pertinent and properly justified) and focus instead on a reasonable and limited set.*

*NB: no textual deliverables need to be attached to software deliverables: code documentation (e.g. Doxygen) and how-to documents are considered part of software deliverables.*

*During the project or at its end, it is highly recommended that you provide a public deliverable consisting of an update/extension of the State-of-the-Art as described in the project proposal.*

*This section should convince the reviewers that the planned work has been thought out precisely and that the roles and contributions of each and every partner are clearly defined.*

#### 3.3.1. WP 1: <Work package title>

*Describe the leadership, timeframe, the overall WP objectives and expected results.*

*Also provide details in the appropriate subsections: task descriptions, contributions per partner (every partner that indicates costs and effort for a given WP should have a proper description of its contribution in the related table) and WP deliverables.*

*In the deliverables table, you can add rows by selecting an existing row and using the built-in Word functionality “insert new row”: This will guarantee that the formatting of the table follows the*

predefined rules (e.g. the automatic switching between light grey and white for odd and even rows). You must not adjust the table formatting by yourself.

The format for WP 1 has already been defined below. For the following WPs, copy the format of WP 1.

Leadership	<Company name>: <Contact name>	
Time frame	Start: M<X>	End: M<Y>

### Objectives and expected results

<Text to be inserted here>

### Task descriptions

<Task 1.1>

<Description to be inserted here>

<Task 1.2.>

<Description to be inserted here>

<Task etc.>

<Description to be inserted here>

### Contributions per partner

<Partner 1>

<Partner 1's contribution to be inserted here>

<Partner 2>

<Partner 2's contribution to be inserted here>

<Partner 3>

<Partner 3's contribution to be inserted here>

### Deliverables

ID	Type	Description	Access	Month due
<D1.1>	<SW, Doc>	<Provide description>	<Public, Confidential>	M<X>

**3.3.2. WP 2: <Work Package title>**

*Instructions are the same as for WP 1. Copy the format of WP 1 for each of the Work Packages within your project.*

**3.3.3. Etc.**

<...>

## 4. Partner descriptions

- *This section will be generated automatically on the basis of input provided on the Community website. Each project partner must fill out the Market access field on the Project partner page (Community website > Projects > Project > Partners > A Partner > Partner details).*
- *The information merged to this section is the partner's description, organisation type, contact person, main contribution, tasks, added value and strategic importance.*

Auto-generated section: input to be provided exclusively on the Community website.

In addition to contact details and a generic description (incl. type and size of the entity), three specific descriptions per project partner are requested on the website:

- Main contribution
- Strategic importance of the project
- Partner's market access

## 5. Rationale for public funding

Auto-generated section: input to be provided exclusively on the Community website. Do not edit or remove this box and do not provide any text within this Annex in this chapter, but rather provide the requested information directly on the ITEA Community website.

On the website you must fill out one section per country represented in the consortium. This section should indicate the national coordinator and detail the national rationale for funding. At the end of the national rationale for funding, the national coordinator must indicate the national ICT clusters that the project has contacted and intends to join.

The national rationale for funding has four components:

- National gain: you must explain the benefits for the participating countries, how the country benefits from collaboration with other countries and the risk level of the investment (i.e. why a public incentive is preferred for such investments).
- Return on Investment (RoI): you must explain how the money invested by both Public Authorities (PAs) and companies is expected to generate value, revenue, jobs etc.
- Value creation of the national sub-consortium: if relevant, you must detail the collaboration within the national sub-consortium and how the exchanges between the various participants will be achieved and. If you have national use-cases, explain: what they are, how they are organised and how they are linked with other/previous national projects.
- Adequate balance between the national partners (e.g. the ratio of effort as a percentage for academics, SMEs, etc.).

NB: this section is crucial for the national funding agencies to be able to evaluate the chances of funding for the individual partners within the project. Please try to be as concrete as possible.

Furthermore, it is vital that all national coordinators get in touch with their national PAs in order to present them the project, check funding opportunities and ensure that the national consortium is eligible, even in countries that are not part of the ITAC (ITEA Authorities Committee). Beware of eligibility issues at a national level.

For ITAC countries, information on the contact persons is available on the ITEA public website (in the section "Participate in ITEA / Funding"). For EUREKA countries that are not members of the ITAC, the contact persons are National Project Coordinators (NPCs), more information on: <http://www.eurekanetwork.org/eureka-countries>.

## Annex A: Summary of costs & effort breakdown

Auto-generated section: input to be provided exclusively on the Community website. Do not edit or remove this box and do not provide any text within this Annex in this chapter, but rather provide the requested information directly on the ITEA Community website.

This Annex will contain a comprehensive summary of the costs and effort, providing 1) costs & effort per country per WP (with totals), and 2) costs & effort per partner type. This data is automatically computed on the basis of the detailed figures of costs & effort provided by each partner on the Community website. It is therefore crucial that all partners provide relevant input on both costs & effort.

Detailed costs & effort per partner are provided in the related country perspective section of §4.

## Annex B: Consortium feedback on the PO evaluation

Auto-generated section: input to be provided exclusively on the Community website. Do not edit or remove this box and do not provide any text within this annex in this chapter, but rather provide the requested information directly on the ITEA Community website.

This annex will only be filled out at the FPP stage.

The STG PO evaluation will be provided after the submission of PO. It is highly recommended that you take the comments and recommendations of the reviewers into account, and adapt your proposal accordingly. Your feedback should be described concisely in this section. Inputs are to be provided on a special page of the ITEA Community website, which will be provided together with the PO evaluation itself.

## Annex C: Guideline for the business value chain analysis & design

The main objective of an ITEA project is to create innovations that will actually be exploited. An ITEA project must therefore be considered as a precursor of future businesses, where partners collaborate together in order to prototype future business relationships that will be established or redesigned to create value from the composite solution designed by the business participants. Industry participants must explain how the project will serve their own economic interests (mainly producing more value for the company) that can only be accomplished if the project is realised. There is thus a convergence of individual interests, materialised in the form of a project proposal.

Unfortunately, this convergence of individual business interests is seldom explained. Partners often outline their individual business interests with no attention to how other project partners and key external actors will interact at a business level to help them achieve these. In the past, this has led to largescale business crashes. A few years ago, for example, the media community put a huge amount of effort into defining a system solution for mobile TV (standardisation, computing solutions, software, encryption). A lot of SMEs invested in this promising new market. When the commercial discussions started, however, the telephone companies explained to the media companies that they would have to pay to transport their contents, whereas the media companies were expecting the telephone companies to pay for access to the content on their networks. There was no agreement on the value chain organisation! The result was that the solution was not deployed and several SMEs went bankrupt. But a lack of shared understanding of the value chain is not the only issue; sometimes, business models are not viable because even the potential customer base is unclear.

Business value chain analysis & design is key to helping a new consortium to engineer the project's overall business case, from the inception phase to the exploitation phase and including the steering of the ITEA project itself. By formalising a value chain, the causal business links between partners' own interests should be clarified. When designing the constituents of the project's integrated and composite solutions, the relations between the key external actors in the value chain should be included.

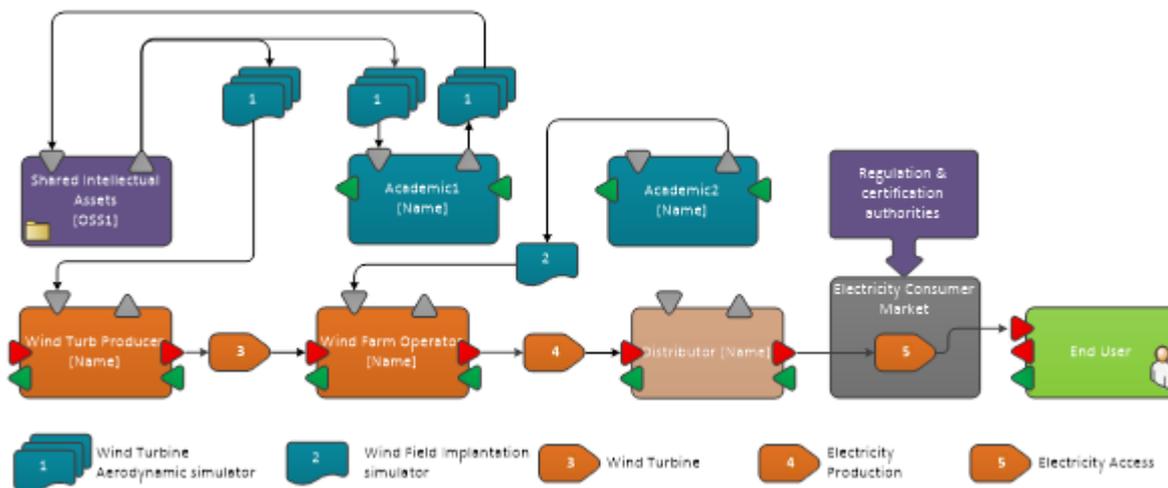
The value chain must address different concerns that are essential when it comes to analysing business potential:

- Value creation: how the project's integrated solutions are built up through the progressive aggregation of value flows exchanged between the business participants. This encourages the generators and receivers of the value flow to work on contract agreements.
- Value creation enablers: which intellectual assets must be transferred (mainly) to business actors in order to enable the new business configuration to be set-up?
- Cash reward: how value chain actors are rewarded for value delivery. This will help the generators and receivers of the cash streams to work out a pricing policy which is acceptable for all parties.
- Influencers: these are the actors and factors that allow or prohibit a value offer for a specific market. This will help with the business potential analysis, giving consideration to real-world constraints.

We encourage you to use the guideline “Collaborative research projects’ value chain analysis and design” which is based on the analysis of dozens of ITEA projects. Properly used, it will reinforce the quality of your proposal and the chances of operating a successful project.

### Business value chain example

We present here an example of a (theoretical) value flow targeting the improvement of electricity production in the wind energy sector. It should be noted that the represented value flow is only a small part of the real value chain.



Academic1, Academic2, Wind Turbine Producer and Wind Farm Operator shape the consortium of our project.

Academic1 maintains an OSS repository, “OSS1”. The content of this repository, which is an aerodynamic wind turbine simulator, is used by the industrial actor, the Wind Turbine Producer, as a leverage technology. Academic1 regularly updates the aerodynamic simulator and these updates are pushed to the Wind Turbine Producer. Note that, in general, there may be several contributors to shared asset repositories.

Academic2 makes a one-off transfer of a wind field implantation simulator to the Wind Farm Operator. Once the transfer is complete, Academic2 no longer owns the property of the wind field simulator. Other patterns may exist, such as the granting of a licence for a limited period of time to its receiver for exclusive or non-exclusive use. All of these situations could be represented the same way, while the textual description of the value flow should clarify the details.

The wind turbine flow issued by the Wind Turbine Producer is consumed by the Wind Farm Operator, which installs and operates the wind farms. In order to deploy more efficient installations, it acquires the property of the wind field implantation simulator. This simulator is a leveraged value transfer, making its activities more productive.

The distributor actor operates in the electricity distribution market. The distributor transfers a flow of electricity access to the consumer market. The regulation and certification authorities heavily

regulate the market as the electricity is not free. The distributor is not part of the consortium but needs to be represented as it plays a central role in understanding how value is delivered to the end-user.

Note that in this description, real names have not been given and should be replaced by consortium partners' names. We have also not represented the cash streams. All of this is described in more detail in the separate guideline "Collaborative research project's value chain analysis and design", which can be found from the [ITEA PO-FPP Annex Call 6 Binder](#).