



FUTURE INTERNET PUBLIC PRIVATE PARTNERSHIP

CONCORD DELIVERABLE

D3.5 SME ORIENTED MEASURES

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Abstract

Deliverable D3.5 “SME Oriented Measures” of Work Package 3 “FI-PPP Stakeholder Engagement” documents the efforts conducted under task T3.5 “User and SME Engagement” of Work Package 3 “FI-PPP Stakeholder Engagement” of the Future Internet (FI) Public Private Partnership (PPP) Programme coordination and support action (CSA) CONCORD. In this strategy document CONCORD identified 9 short- and long-term objectives to engage small and medium enterprises (SMEs) within the FI-PPP Programme, and has translated these into a first initial set of one or more concrete actions.

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CONCORD DELIVERABLE 3.5

ABOUT DELIVERABLE D3.5

Deliverable D3.5 “SME Oriented Measures” of Work Package 3 “FI-PPP Stakeholder Engagement” documents the efforts conducted under task T3.5 “User and SME Engagement” of Work Package 3 “FI-PPP Stakeholder Engagement” of the Future Internet (FI) Public Private Partnership (PPP) Programme coordination and support action (CSA) CONCORD. In this strategy document CONCORD identified 9 short- and long-term objectives to engage small and medium enterprises (SMEs) within the Programme, and has translated these into a first initial set of one or more concrete actions.

CONCORD wishes to emphasise that an earlier proposal to establish a formal working group on stakeholder engagement in July 2011 had been rejected by the FI-PPP SB. In the meantime, the FI-PPP SB took a formal position on the topic in its response to the European Commission’s month 6 review, as it remarked that *“certain topics, such as stakeholder engagement, have been deemed as not appropriate subjects for working groups at this time”*.¹

DESCRIPTION OF THE DELIVERABLE 3.5

Deliverable D3.5 starts off with an analysis of the SME landscape and identifies 9 short- and long-term objectives to engage SMEs within the Programme, and translates these into one or more concrete actions. The evidence for Deliverable D3.5 are the annexes, which document the process and steps taken to accomplish the actions set-out.

¹ See FI-PPP Steering Board. (2012). Response by the FI-PPP Steering Board on the M6 Review Recommendations. p. 2.



EXECUTIVE SUMMARY

D3.5 “SME Oriented Measures” of Work Package 3 “FI-PPP Stakeholder Engagement” of the Future Internet (FI) Public Private Partnership (PPP) Programme coordination and support action (CSA) CONCORD. This strategy document identifies short- and long-term opportunities for CONCORD to engage small and medium enterprises (SMEs) within the Programme.

The overall aim of the Programme is to bring together all the pieces of the FI-ecosystem. In other words, engaging the various future end-users (i.e. citizens, public authorities, and SMEs) from the start to allow them to co-create the FI.

In 2008 the enterprise landscape in the European Union (EU) consisted for 99% out of SMEs, good for almost 21 mln. companies and not less than 90 mln. employees. Although, the Programme’s emphasise on SME engagement lies further down the road in phase 3, it is clear that the Programme already offers concrete opportunities for SMEs from phase 1 onwards. Therefore, CONCORD is committed to engage SMEs early on in the Programme, in order to ensure that SME participation does not become an ‘empty promise’.

Therefore, CONCORD identified 9 short- and long-term objectives to engage SMEs within the Programme, and translated these into a first initial set of one or more concrete actions.

Objective 1

CONCORD recognises the **wide range of diverse and heterogeneous enterprises encompassed in the SME landscape**, and will therefore adopt adequate dissemination and engagement strategies oriented towards the different target groups of the Programme.

In practice, CONCORD will develop 1) general target profiles of SMEs to be engaged within the Programme and 2) based on these profiles put-in place coherent dissemination and engagement actions targeting the different SME groups.

Next action(s):

- 1) CONCORD will create a first (rough) draft of the general target profiles of SMEs to be engaged within the Programme. **(indicative timing: 2nd quarter of 2012)**
- 2) CONCORD will set-up a dedicated SME area on the FI-PPP website oriented toward the target profiles, providing on the one hand general information on the Programme and the value for the different SME profiles to engage and on the other hand disseminating information about actual current and upcoming opportunities to engage. **(indicative timing: 2nd quarter of 2012)**



Objective 2

CONCORD recognises the **importance of intermediary actors** (e.g. SME associations/groupings (SME-AGs), European Technology Platforms, business incubators) in order to maximise the outreach and impact of the dissemination and engagement efforts.

In practice, CONCORD will **1) build-up and foster long-term relations with relevant intermediary actors and 2) inform them and coach them accordingly about the benefits and the opportunities of the FI and the Programme towards their stakeholders.**

Next action(s):

- 1) CONCORD will map the stakeholder landscape of intermediary actors. **(indicative timing: 1st quarter of 2012)**
- 2) CONCORD intends to build-up and foster a long-term relations with the identified intermediary actors. **(indicative timing: 2nd quarter of 2012)**
- 3) CONCORD plans to organise a dissemination and engagement event oriented towards intermediary actors focussed on the 2nd FI-WARE Open Calls for Proposals and the FP7-2012-ICT-FI call. **(indicative timing: April – May, 2012)**

Objective 3

CONCORD recognises **SME engagement as a critical success factor (CSF) of the Programme**, but also acknowledges that this effort is not without hurdles.

In practice, CONCORD will **set-up a FI-PPP European Expert Panel (EEP) on FI SMEs** to evaluate and advise on the Programme's SME strategy. In doing so, CONCORD intends to build further on the research within and the experience of the MaPEeR SME project and their EEP on SMEs.

Next action(s):

- 1) CONCORD will present a list of contributors to the FI-PPP EEP on FI-SME to the Steering Board for approval. **(indicative timing: 2nd quarter of 2012)**

Objective 4

CONCORD recognises the **importance and the potential for SMEs** to be aware of and to be able **to access the web repository with experimental FI infrastructures** maintained by the INFINITY CSA.

In practice, CONCORD will **closely cooperate and align its efforts with the INFINITY CSA** in the Programme level dissemination and engagement efforts oriented towards SMEs.

Next action(s):

- 1) CONCORD will discuss the cooperation and alignment with the INFINITY CSA. **(indicative timing: 2nd quarter of 2012)**



Objective 5

CONCORD recognises the importance to **put SMEs in the spotlight** in order to emphasize the added value and attractiveness of the FI an the Programme.

In practice, CONCORD will allocate part of its budget to **produce dissemination material (i.e. (showcase) video's and interviews) of SMEs engaged with and/or willing to engage with the Programme** to 1) put them in the 'spotlight' and 2) to attract non-participating SMEs.

Next action(s):

- 1) CONCORD will develop a content production and dissemination strategy to coordinate this effort. **(indicative timing: 2nd quarter of 2012)**

Objective 6

CONCORD recognises the **crucial role Living Labs (LLs)** play in 1) providing various means facilitating the development of FI services and applications and in 2) facilitating access to SMEs within the LLs-ecosystems.

In practice, CONCORD will, **using** amongst others CONCORD partner **ENoLL**, **exploit** the full **potential of LLs** through 1) the provision of adequate mechanisms and instruments for SMEs to interface with LLs and 2) through dissemination and engagement efforts towards the LLs community.

This effort will be supported and facilitated through a strong alignment with CONCORD partner ENoLL's engagement strategy for the LLs community, currently under preparation.

Next action(s):

- 1) CONCORD will, based on ENoLL's engagement strategy for the LLs community, further develop its approach towards the engagement and participation of the LLs community. **(indicative timing: 2nd quarter of 2012)**

Objective 7

CONCORD recognises the **crucial contribution local and regional actors** can make to the Programme in providing SMEs opportunities to promote their FI products and/or services, thus giving them access to potential (first) customers and in providing not participating SMEs with opportunities to become aware of the Programme and to engage with it.

In practice, CONCORD will **use** in the full potential of its **partners ENoLL and ERRIN to tap into the local and regional ecosystems**. Next to this, CONCORD also intends to **build-up and foster relations with other valuable actors within the local and regional ecosystems**, such as for example EUROCITIES.



Next action(s):

- 1) CONCORD will start to build-up and foster a long-term relation with EUROCITIES. **(indicative timing: 2nd quarter of 2012)**
- 2) CONCORD will develop a strategy to engage SMEs through local and regional ecosystems. **(indicative timing: 2nd quarter of 2012)**

Objective 8

CONCORD recognises the **importance of open business models and exploitation opportunities** in engaging SMEs in the FI-ecosystem.

In practice, CONCORD will **support FI SMEs in their efforts to develop novel and sustainable open business models and exploitation strategies** suitable for the FI-ecosystem.

It should be remarked that this effort will be **conducted in alignment with the exploitation and business modelling (EBM) working group (WG)**. Coherent coordination between these two working groups will be ensured through the lead role of CONCORD partner IBBT in both of them.

Next action(s):

- 1) CONCORD will set-up a support track on business modelling and exploitation efforts towards FI SMEs within the FI business modelling and exploitation working group. **(indicative timing: 2nd quarter of 2012)**

Objective 9

CONCORD recognises the **importance for SMEs**, especially for micro-enterprises, **to gain access to investments and investors**.

In practice, CONCORD will **facilitate the access of FI SMEs to investments and investors** to foster the growth and development of the FI-ecosystem. To do so, CONCORD intends to build-up and foster relations with, amongst others, the ICT Finance Marketplace.

Next action(s):

- 1) CONCORD will start to build-up and foster a long-term relation with the ICT Finance Marketplace. **(indicative timing: 2nd quarter of 2012)**



INTRODUCTION

The overall aim of the Programme is to bring together all the pieces of the Future Internet(FI)-ecosystem. In other words, engaging the various future end-users (*i.e.* citizens, public authorities, and SMEs) from the start to allow them to co-create the FI. Although, the Programme's emphasise on SME engagement lies further down the road in phase 3, it is clear that the Programme already offers concrete opportunities for SMEs from phase 1 onwards. Therefore, CONCORD is committed to engage SMEs early on in the Programme, in order to ensure that SME participation does not become an 'empty promise'.²

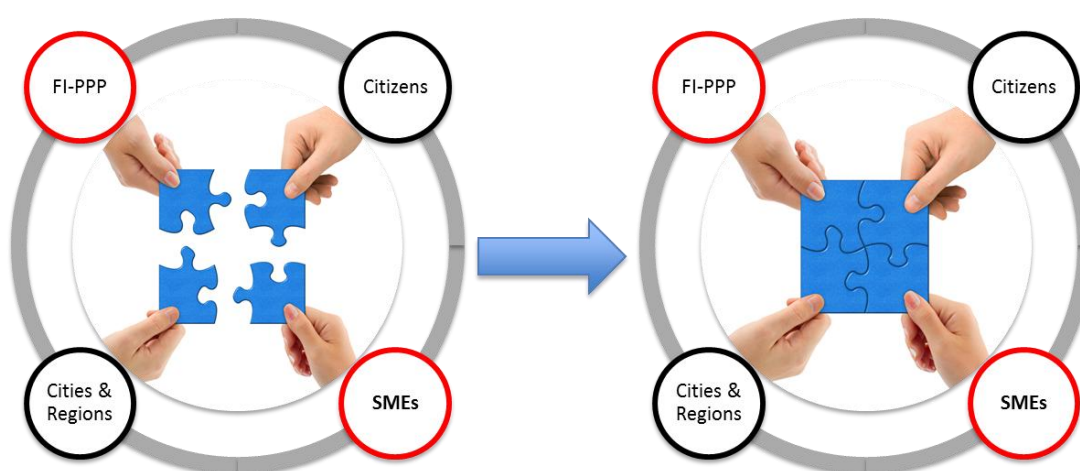


Figure 1: The FI-ecosystem

THE EUROPEAN SME LANDSCAPE AND THE FI-PPP

The SME Landscape

In 2008 the enterprise landscape in the European Union (EU) consisted for 99% out of SMEs, good for almost 21 mln. companies and not less than 90 mln. employees.³ SMEs are sub-classified in micro, small and medium-sized enterprises. Medium-sized enterprises have a staff headcount of less than 250 people, and a maximum annual turnover of €50 mln., or a maximum annual balance sheet of €43 mln. Small enterprises have a staff headcount of less than 50 people and a maximum annual turnover or balance sheet of €10 mln. While, micro enterprises have a staff headcount of less than 10 people and a maximum annual turnover or balance sheet of €2 mln.⁴ Micro

² See European Commission. (2011). *Digital agenda: Future Internet Public Private Partnership Frequently Asked Questions*. p. 5. Retrieved at, http://ec.europa.eu/information_society/activities/foi/events/fi-fpp-launch/memo.pdf.

³ See Eurostat. (2011). *Key Figures on European Business with a special feature on SMEs*. Brussels: European Union. p. 11. Retrieved at, http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-ET-11-001/EN/KS-ET-11-001-EN.PDF.

⁴ See European Commission. (2005). *The New SME Definition: User Guide and Model Declaration*. p. 11-14. Retrieved at, http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf.



enterprises represent not less than 92% of the total European SME landscape, or about 19 mln. enterprises and 39 mln. employees.⁵ As the average European SME is a micro enterprise⁶ CONCORD should depart from the ‘think small first’⁷ principle.

Furthermore, it should be acknowledged that SMEs can act both as end-users and as sources of research, development and innovation (R&D&I).⁸ In the latter group a further distinction can be made between research performing and non-research performing SMEs. The latter are in fact sometimes so-called ‘neglected innovators’,⁹ especially in services where innovation does not always take place in formal R&D departments.¹⁰

In the EU's Framework Programmes (FPs) merely 25% of the SMEs invest more than 30% of their annual turnover in R&D, and 50% of them invest even less than 10%.¹¹ The Austrian research-driven SME UBIMET, which participates in ENVIROFI, is thus an atypical example, as it invests not less than 20% of its annual turnover in R&D.¹²

As exemplified above the European SME landscape is populated with a large number of heterogeneous enterprises. Next to individual SMEs, the landscape is also occupied by SME associations/groupings (SME-AGs) representing their interests. Chambers of commerce, for example, are considered as “an excellent connection to both research and non-research performing SMEs”.¹³

Next to the above mentioned actors, there are also other points of contact that could facilitate our access to SMEs. For example, some European Technology Platforms (ETPs) (e.g. NEM, NESSI) are known to actively involve SMEs.¹⁴ Also, business incubators (e.g. EBN, EIT, IASP) providing support to SMEs could prove to be valuable partners. Lastly, the potential role of innovation agencies should also not be underestimated, especially towards reaching and engaging research performing SMEs.

⁵ See MaPEeR SME. (2011). *Measures to foster SMEs' participation in R&D&I activities and synergies' promotion in support of innovation and SMEs*. p.81. Retrieved at, http://mapeer-sme.eu/en/~media/MaPEeR-SME/DocumentLibrary/Useful%20general%20documents/EEP-SME_Measures_26092011_publishable.

⁶ See MaPEeR SME. (2011). *Ibid.* p. 45.

⁷ See European Commission. (2008). *Communication from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions – “Think Small First” – A “Small Business Act” for Europe* [COM(2008) 394 final]. Retrieved at, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2008:0394:FIN:EN:PDF>.

⁸ See MaPEeR SME. (2011). *Ibid.* p. 81.

⁹ See Arundel, A., Borodoy, C., & Kanerva, M. (2008). *Neglected innovators: How do innovative firms that do not perform R&D innovate? Results of an analysis of the Innobarometer 2007 survey* No. 215. p. 5. Retrieved at, http://www.proinno-europe.eu/page/admin/uploaded_documents/EIS%202007%20Neglected%20innovators.pdf.

¹⁰ See Djellal, F., Francoz, D., & Gallouj, C., Gallouj, F., & Jacquin, Y. (2003). Revising the Definition of Research and Development in the Light of the Specificities of Services. *Science and Public Policy* 30(6), 415-429. p. 425-26.

¹¹ See European Commission. (2011). *Innovation Union Competitiveness Report 2011*. p. 265. Retrieved at, <http://ec.europa.eu/research/innovation-union/pdf/competitiveness-report/2011/iuc2011-full-report.pdf>.

¹² See <http://www.ubimet.com/com/en/research-and-development>.

¹³ See MaPEeR SME. (2011). *Ibid.* p. 60.

¹⁴ See MaPEeR SME. (2011). *Ibid.* p. 42.



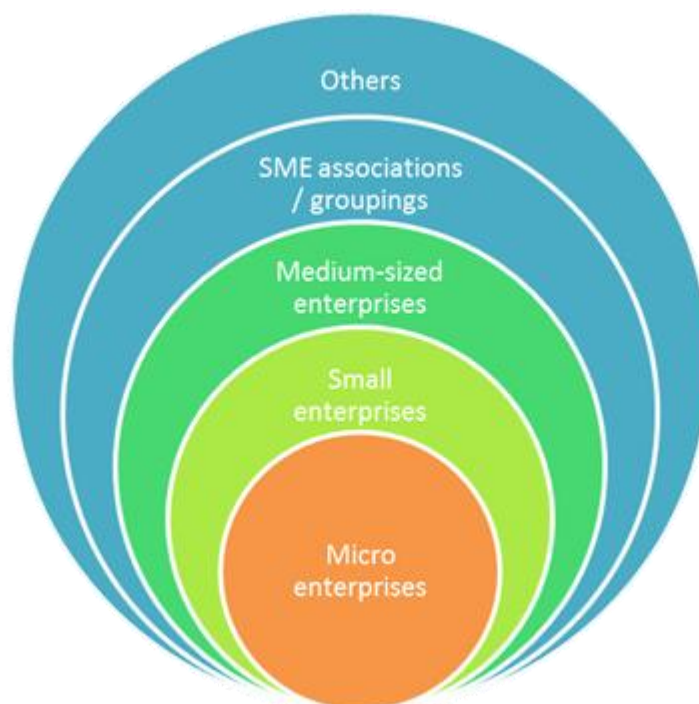


Figure 2: The SME landscape

Objective 1

CONCORD recognises the **wide range of diverse and heterogeneous enterprises encompassed in the SME landscape**, and will therefore adopt adequate dissemination and engagement strategies oriented towards the different target groups of the Programme.

In practice, CONCORD will develop 1) general target profiles of SMEs to be engaged within the Programme and 2) based on these profiles put-in place coherent dissemination and engagement actions targeting the different SME groups.

Next action(s):

- 1) CONCORD will create a first (rough) draft of the general target profiles of SMEs to be engaged within the Programme. **(indicative timing: 2nd quarter of 2012)**
- 2) CONCORD will set-up a dedicated SME area on the FI-PPP website oriented toward the target profiles, providing on the one hand general information on the Programme and the value for the different SME profiles to engage and on the other hand disseminating information about actual current and upcoming opportunities to engage. **(indicative timing: 2nd quarter of 2012)**



Objective 2

CONCORD recognises the **importance of intermediary actors** (e.g. SME-AGs, ETPs, business incubators) in order to maximise the outreach and impact of the dissemination and engagement efforts.

In practice, CONCORD will **1) build-up and foster long-term relations with relevant intermediary actors** and **2) inform them and coach them accordingly about the benefits and the opportunities of the FI and the Programme towards their stakeholders.**

Next action(s):

- 1) CONCORD will map the stakeholder landscape of intermediary actors. **(indicative timing: 1st quarter of 2012)**
- 2) CONCORD intends to build-up and foster a long-term relations with the identified intermediary actors. **(indicative timing: 2nd quarter of 2012)**
- 3) CONCORD plans to organise a dissemination and engagement event oriented towards intermediary actors focussed on the 2nd FI-WARE Open Calls for Proposals and the FP7-2012-ICT-FI call. **(indicative timing: April – May, 2012)**

SMEs and the FI-PPP

Despite the clear importance of SMEs in and for Europe the final report of the MaPEeR SME¹⁵ FP7 project remarks that the PPPs are “*driven by the needs of large industries leaving SMEs as very collateral players, usually in marginal duties*”.¹⁶ The report recognizes at the same time that the PPPs actually “*represent opportunity vehicles for SMEs to get involved in large research initiatives*”.¹⁷

Therefore, the report calls upon “*further thoughts in order to ensure that SMEs are also relevant contributor to the PPP goals*”.¹⁸ In light of this the MaPEeR SME project coordinator, Julián Seseña, suggests that “*a joint approach between MaPEeR and the FI-PPP will enable a holistic vision to [tackle] SMEs challenges, [identify] the needs and barriers that SMEs face in terms of Internet technologies and [build] a strategy to address them*”.¹⁹

SMEs are the seeds of growth for the FI. The EC also considers SMES as key-pillars of the FI-ecosystem, and therefore key-actors of the Programme. SMEs are expected to get involved in the technological developments and to offer services and applications in the large scale trials.²⁰ The Programme provides thus various opportunities for SMEs to engage in the R&D&I process of the FI.

¹⁵ Making Progress and Economic enhancement a Reality for SMEs (MaPEeR SME). See <http://mapeer-sme.eu/>.

¹⁶ See MaPEeR SME. (2011). *Ibid.* p. 78.

¹⁷ See MaPEeR SME. (2011). *Ibid.* p. 41.

¹⁸ See MaPEeR SME. (2011). *Ibid.* p. 78.

¹⁹ See Seseña, J. (2010, 17 May). *Creating a Bridge Between the Future Internet PPP and the Needs of European SMEs*. Retrieved at, <http://mapeer-sme.eu/en/news-and-events/news/2010/05/creating-a-bridge-between-the-future-internet-ppp-and-the-needs-of-european-smes>.

²⁰ See European Commission. (2010). *Future Internet Public Private Partnership. Work Programme 2011-12*. p. 8. Retrieved at, http://ec.europa.eu/information_society/activities/foi/library/docs/fi-ppp_work_pgm2011.pdf.



First, end of January 2012 the FI-WARE project will launch its first Open Calls for Proposals (OCFP), which are dedicated to 'outsource' additional work on the implementation of existing and additional Generic Enablers not envisaged at first. The project has reserved about 30%, or €12.3 mln., of the total budget for these OCFP and would like to grant 30% or more of that budget to SMEs – provided that there's a sufficient number of qualitative applications. Approximately €1 to €2 mln. will be reserved for the first open call.²¹ Shortly after this, the second OCFP is scheduled to be launched in April 2012, and approximately €7 to €8 mln. would be devoted to this call. The remaining budget will be reserved for the 3rd OCFP, which is expected to be launched in January 2013.

Second, mid-May 2012 – at the end of phase 1 – the EC will launch the second open call for individual projects (IPs). This will reinforce the Programme with 5 additional use case projects in new usage areas, each of them with a budget of €13.5 mln. and a time duration of 24 months. This opens up an opportunity for research performing SMEs to join consortia submitting proposals.

Third, in phase 3 the EC has put an explicit goal forward to involve SMEs at large as developers and providers of services and applications.

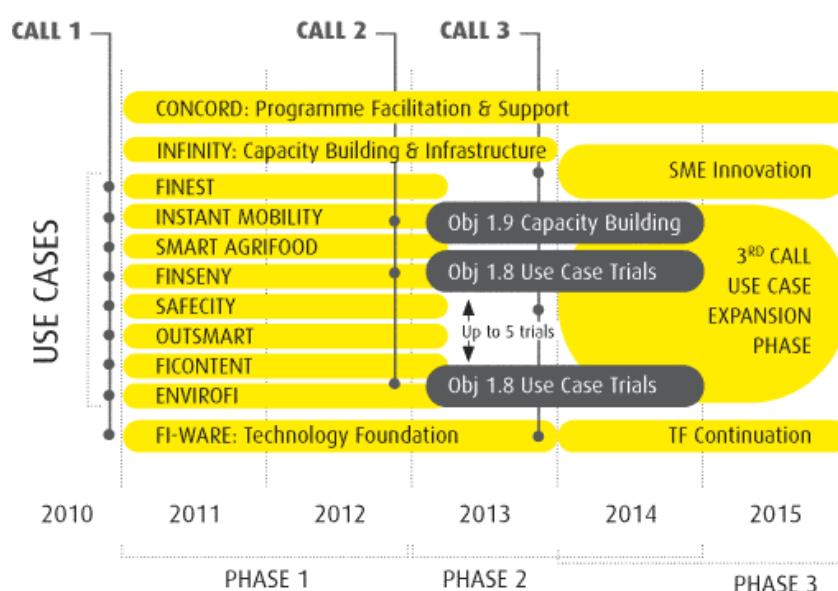


Figure 3: FI-PPP Programme Architecture

Nevertheless, the Programme also creates opportunities for SMEs to engage as end-users of the results, as the different usage areas focus on sectors with a 'multitude of SMEs'.²² The FI-WARE core platform, which facilitates

²¹ See <http://www.fi-ware.eu/open-call/>.

²² See Wolfert, S. (2011). Future Internet for Safe and Healthy Food. *Public Service Review: European Union*, (22), 315-16. p. 315. Retrieved at, <http://www.smartagrifood.eu/sites/default/files/content-files/downloads/EU22%20Smartagri%20food%20PRO.pdf>.



a Platform-as-a-Service (PaaS) model, enables the delivery of innovative FI Software as a Service (SaaS) solutions to SMEs.²³

Next to this, it should also be remarked that the INFINITY CSA wishes to raise the awareness and stimulate the use of its planned web repository with experimental FI infrastructures amongst SMEs.

Objective 3

CONCORD recognises **SME engagement as a critical success factor (CSF) of the Programme**, but also acknowledges that this effort is not without hurdles.

In practice, CONCORD will **set-up a FI-PPP European Expert Panel (EEP) on FI SMEs** to evaluate and advise on the Programme's SME strategy. In doing so, CONCORD intends to build further on the research within and the experience of the MaPEeR SME project and their EEP on SMEs.

Next action(s):

- 1) CONCORD will present a list of contributors to the FI-PPP EEP on FI-SME to the Steering Board for approval. **(indicative timing: 2nd quarter of 2012)**

Objective 4

CONCORD recognises the **importance and the potential for SMEs** to be aware of and to be able **to access the web repository with experimental FI infrastructures** maintained by the INFINITY CSA.

In practice, CONCORD will **closely cooperate and align its efforts with the INFINITY CSA** in the Programme level dissemination and engagement efforts oriented towards SMEs.

Next action(s):

- 1) CONCORD will discuss the cooperation and alignment with the INFINITY CSA. **(indicative timing: 2nd quarter of 2012)**

FOSTERING SME ENGAGEMENT IN THE FI-PPP

CONCORD suggests more actions to foster SME engagement within the Programme below.

Putting SMEs in the 'Spotlight'

The MaPEeR SME report suggests to produce "*elaborate reports on successful SMEs participation in research programmes, in order to stimulate the attraction from other currently non-participating SMEs*", since SMEs consider visibility as an important added value.²⁴

²³ See Gonçalves, V., & Ballon, P. (2011). Adding Value to the Network: Mobile Operators' Experiments with Software-as-a-Service and Platform-as-a-Service Models. *Telematics and Informatics*, 28(1), 12-21. p. 17. Retrieved at, <http://dx.doi.org/10.1016/j.tele.2010.05.005>.

²⁴ See MaPEeR SME. (2011). *Ibid*. p. 88.



In CONCORD's description of work (DoW) consortium partner IBBT has been allocated a subcontracting budget of €30.000 – spread over the period 2012 to 2016 – intended for the creation of 3 show case videos to present the different use cases in dissemination opportunities.²⁵ Part of this budget (i.e. ±€5.000) could be allocated to create a show case video of SMEs engaged within and / or willing to engage with the Programme.

Next to this effort, CONCORD could also allocate a part of its budget (i.e. ±€2.000) for promotion and dissemination material to create accessible content in order to catch SMEs attention. This could, for example, be facilitated through a professional journalist experienced in the ICT field who is able to translate the potential of the FI and the Programme towards a varied SME audience. This effort could also be reinforced through interviews of SMEs engaged with and/or willing to engage with the Programme.

Objective 5

CONCORD recognises the importance to **put SMEs in the spotlight** in order to emphasize the added value and attractiveness of the FI an the Programme.

In practice, CONCORD will allocate part of its budget to **produce dissemination material (i.e. (showcase) video's and interviews) of SMEs engaged with and/or willing to engage with the Programme** to 1) put them in the 'spotlight' and 2) to attract non-participating SMEs.

Next action(s):

- 1) CONCORD will develop a content production and dissemination strategy to coordinate this effort.
(indicative timing: 2nd quarter of 2012)

Bringing Potential Customers Closer to SMEs

It should be remarked that there's a strong interplay between the supply and demand of FI services and applications.²⁶ At the same time the MaPEeR SME report remarks that *"small innovative companies have trouble finding a first potential customer in Europe that wants to test their first prototype solutions"*, and therefore emphasises the need to create a stronger connection between the supply and demand side.²⁷ Public authorities, for example, can play an important role in supporting SMEs.²⁸

Furthermore, the MaPEeR SME report also observes that even if projects have a strong market oriented focus, a lot still has to be done to commercialise and market the final service or product. Therefore, the report suggests that *"national or regional entities could provide visibility and networking opportunities"*.²⁹

²⁵ See CONCORD DoW. p. 60.

²⁶ See RAND Europe, et al. (2011). *FI3P – Study in Support of a Future Internet Public-Private Partnership. The European Internet Industry and Market* [Deliverable 2]. p. 73. Retrieved at, http://www.fi3p.eu/assets/pdf/FI3P%20D2%20-%20EU%20Internet%20Industry%20and%20Market_Final.pdf.

²⁷ See MaPEeR SME. (2011). *Ibid.* p. 71.

²⁸ See MaPEeR SME. (2011). *Ibid.* p. 63.

²⁹ See MaPEeR SME. (2011). *Ibid.* p. 60.



To tackle these potential pitfalls SMEs have to deal with, CONCORD will build further on the experience of two of its consortium partners, namely the European Network of Living Labs (ENoLL) and the European Regions Research and Innovation Network (ERRIN).

ENoLL will facilitate the engagement of Living Labs (LLs). LLs are considered as a real-life test and experimentation environments for user-driven open innovation conceived as public-private-people partnerships (PPPP). Engagement with LLs enables four core activities:

- 1) Co-creation: users and producers co-designing;
- 2) Exploration: discovering emerging usages, behaviours, and market opportunities;
- 3) Experimentation: implementing real scenarios within user communities; and,
- 4) Evaluation: assessments of concepts, services and applications based on socio-ergonomic, socio-cognitive and socio-economic criteria.

The engagement of LLs enables *“the involvement of real end-users in the first service design phases, applying user-driven innovation methodologies”*,³⁰ which is considered of main relevance for the FI.³¹

It should be remarked that various LLs (e.g. CDT's Botnia Living Lab, IBBT's iLab.o) have already expressed their interest to pro-actively participate in the Programme.

The Botnia Living Lab at the Centre for Distance spanning Technology (CDT) at Luleå University of Technology in Sweden, for example, applies the FormIT methodology which is based on:

- 3 cycles: concept, prototype, final solution;
- 3 phases: discover needs, design and evaluate; and,
- 3 focuses: users, business, technology.

Next to this, ENoLL can also use these local LLs-ecosystems to engage SMEs within them into the Programme. In light of this CONCORD also sees a clear role for ERRIN, together with the Programme's support regions,³² to on the one hand engage SMEs and on the other hand help SMEs within the Programme to gain outreach at the local and regional level. ERRIN's member regions represent a mix of stakeholders, both public and private, that can be mobilised for roadshows and are potential end-users and customer. Such efforts would support SMEs in 1) promoting their product or service and thus 2) accessing potential (first) customers.

³⁰ See Hernández-Muñoz, J. M., Vercher, J. B., Muñoz, L., Galache, J. A., Presser, M., Hernández Gómez, L. A., & Pettersson, J. (2011). Smart Cities at the Forefront of the Future Internet in J. Domingue, A. Galis, A. Gavras, T. Zahariadis, D. Lambert, F. Cleary, P. Daras, S. Krco, H. Müller, M-S. Li, H. Schaffers, V. Lotz, F. Alvarez, B. Stiller, S. Karnouskos, S. Avessta, M. Nilsson (Eds.), *The Future Internet – Future Internet Assembly 2011: Achievements and Technological Promises* (pp. 447–462). Dordrecht: Springer Heidelberg. p. 458.

³¹ See Hernández-Muñoz, J. M., et. al. (2011). *Ibid.* p. 449.

³² The 3 current support regions are: Eindhoven (NL), Bremen (DE), Provence Alpes Côte d'Azur (PACA) (FR). The 4th region, Catalonia (ES), could not commit for the length of the FI-PPP Programme, and CONCORD is looking into alternatives, namely the region of West-Midlands (UK) or Andalusia (ES).



Objective 6

CONCORD recognises the **crucial role Living Labs (LLs)** play in 1) providing various means facilitating the development of FI services and applications and in 2) facilitating access to SMEs within the LLs-ecosystems.

In practice, CONCORD will, **using** amongst others CONCORD partner **ENoLL**, **exploit** the full **potential of LLs** through 1) the provision of adequate mechanisms and instruments for SMEs to interface with LLs and 2) through dissemination and engagement efforts towards the LLs community.

This effort will be supported and facilitated through a strong alignment with CONCORD partner ENoLL's engagement strategy for the LLs community, currently under preparation.

Next action(s):

- 1) CONCORD will, based on ENoLL's engagement strategy for the LLs community, further develop its approach towards the engagement and participation of the LLs community. **(indicative timing: 2nd quarter of 2012)**

Objective 7

CONCORD recognises the **crucial contribution local and regional actors** can make to the Programme in providing SMEs opportunities to promote their FI products and/or services, thus giving them access to potential (first) customers and in providing not participating SMEs with opportunities to become aware of the Programme and to engage with it.

In practice, CONCORD will **use** in the full potential of its **partners ENoLL and ERRIN to tap into the local and regional ecosystems**. Next to this, CONCORD also intends to **build-up and foster relations with other valuable actors within the local and regional ecosystems**, such as for example EUROCITIES.

Next action(s):

- 1) CONCORD will start to build-up and foster a long-term relation with EUROCITIES. **(indicative timing: 2nd quarter of 2012)**
- 2) CONCORD will develop a strategy to engage SMEs through local and regional ecosystems. **(indicative timing: 2nd quarter of 2012)**

FI Business Models: Impacting SMEs and SME Engagement

Although a lot attention has been paid to the emerging paradigm shifts towards 'open innovation' and 'open business models',³³ little light has been shed on these shifts at the SME level.³⁴ For instance, considering that

³³ See Chesbrough, H. W. (2003). *Open Innovation: The New Imperative for Creating and Profiting from Technology*. Boston, MA: Harvard Business School Press and Chesbrough, H. W. (2006). *Open Business Models: How to Thrive in the New Innovation Landscape*. Boston, Massachusetts: Harvard Business School Press.

³⁴ See van de Vrande, V., de Jong, J. P.J., Vanhaverbeke, W., & de Rochemont, M. (2009). Open Innovation in SMEs: Trends, Motives and Management Challenges. *Technovation*, 29(6-7), 423-437. p. 423; 434. Retrieved at, <http://dx.doi.org/10.1016/j.technovation.2008.10.001>.



*“SMEs are good at inventions but lack adequate resources for commercialisation”, it is being suggested that “one possibility to boost open innovation in SMEs lies in collaboration with other firms at the commercialisation stage”.*³⁵

Open business models could support the spiral effect that European Commission Vice-President Kroes has dubbed as the ‘virtuous circle of digital activity’, which refers to the positive collateral effect taking place *“when one SME breaks through because of its innovation, [and] it ultimately drags many other SMEs along with it”*.³⁶

Next to this, it should also be remarked that LLs could have an important role to fulfil here, namely due to their potential to *“leverage the involvement of enterprises and SMEs in a manner that creates new business models and value networks”*.³⁷

Therefore, CONCORD deems it is important to also look at how (open) FI business models can help contribute to the goal of achieving maximal SME engagement within the Programme. This work will be mainly conducted in the exploitation and business modelling (EBM) working group (WG). The exploitation plan and business model of the FI-WARE core-platform will be a core determinant for SME engagement, especially in the 3rd phase. Therefore, it is important to emphasise the need to treat FI service and application developers *“as customers, whose numbers need to be maximised and whose ability to capture at least part of the value needs to be preserved”*.³⁸

³⁵ See Lee, S., Park, G., Yoon, B., & Park, J. Open Innovation in SMEs – An Intermediated Network Model. *Research Policy*, 39(2), 290-300. p. 299. Retrieved at, <http://dx.doi.org/10.1016/j.respol.2009.12.009>.

³⁶ See Kroes, N. (2010). Neelie Kroes European Commission Vice-President for the Digital Agenda Facilitating a competitive environment for SMEs to develop future Internet business models Telecom Conference of the SME Union Brussels, 14 July 2010. Retrieved at, <http://europa.eu/rapid/pressReleasesAction.do?reference=SPEECH/10/388>.

³⁷ See Ballon, P., Glidden, J., Kranas, P., Menychtas, A., Ruston, S., & Van Der Graaf, S. (2011). Is there a Need for a Cloud Platform for European Smart Cities? In P. Cunningham and M. Cunningham (Eds.), *eChallenges e-2011 Conference Proceedings*. p. 2. Retrieved at, http://www.epic-cities.eu/sites/default/files/documents/eChallenges_ref_23_doc_7335.pdf.

³⁸ See Ballon, P. (2009). The Platformisation of the European Mobile Industry. *Communications & Strategies*, 75(3), 15-33. Retrieved at, http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1559101. p. 18.



Objective 8

CONCORD recognises the **importance of open business models and exploitation opportunities** in engaging SMEs in the FI-ecosystem.

In practice, CONCORD will **support FI SMEs in their efforts to develop novel and sustainable open business models and exploitation strategies** suitable for the FI-ecosystem.

It should be remarked that this effort will be **conducted in alignment with the exploitation and business modelling (EBM) working group (WG)**. Coherent coordination between these two working groups will be ensured through the lead role of CONCORD partner IBBT in both of them.

Next action(s):

- 1) CONCORD will set-up a support track on business modelling and exploitation efforts towards FI SMEs within the FI-PPP EBM WG. **(indicative timing: 2nd quarter of 2012)**

Facilitating access to capital for FI SMEs

The European Commission already remarked in 2009 that a *“special effort is needed to further facilitate the access of businesses, not least SMEs and medium-sized enterprises, to venture capital, private equity and loans for ICT R&D”*.³⁹ The 2011 Innovation Union Competitiveness Report also points out the lack of venture capital and its importance for Europe’s SME landscape.⁴⁰

In light of this the MaPEeR SME Report, for example, suggests the organisation of ‘investment forums’ joining the research and capital sides together at the European, national and regional level.⁴¹ Therefore, CONCORD sees a clear role in helping FI SMEs to gain access to investment and investors (*i.e.* business angels, venture capital firms, corporate investors).

³⁹ See European Commission. (2009). *Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. A Strategy for ICT R&D and Innovation in Europe: Raising the Game* [SEC(2009) 280]. Brussels: European Commission. p. 6. Retrieved at, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2009:0116:FIN:EN:PDF>.

⁴⁰ See European Commission. (2011). *Innovation Union Competitiveness Report 2011*. p. 37.

⁴¹ See MaPEeR SME. (2011). *Ibid.* p. 54.



Objective 9

CONCORD recognises the **importance for SMEs**, especially for micro-enterprises, **to gain access to investments and investors**.

In practice, CONCORD will **facilitate the access of FI SMEs to investments and investors** to foster the growth and development of the FI-ecosystem. To do so, CONCORD intends to build-up and foster relations with, amongst others, the ICT Finance Marketplace.

Next action(s):

- 1) CONCORD will start to build-up and foster a long-term relation with the ICT Finance Marketplace.
(indicative timing: 2nd quarter of 2012)



EVIDENCE FOR THE DELIVERABLE D3.4

Annex 1

Objective 1

CONCORD recognises the **wide range of diverse and heterogeneous enterprises encompassed in the SME landscape**, and will therefore adopt adequate dissemination and engagement strategies oriented towards the different target groups of the Programme.

In practice, CONCORD will develop 1) general target profiles of SMEs to be engaged within the Programme and 2) based on these profiles put-in place coherent dissemination and engagement actions targeting the different SME groups.

Next action(s):

- 1) CONCORD will create a first (rough) draft of the general target profiles of SMEs to be engaged within the Programme. **(indicative timing: 2nd quarter of 2012)**
- 2) CONCORD will set-up a dedicated SME area on the FI-PPP website oriented toward the target profiles, providing on the one hand general information on the Programme and the value for the different SME profiles to engage and on the other hand disseminating information about actual current and upcoming opportunities to engage. **(indicative timing: 2nd quarter of 2012)**

Action 1.1 – General Target Profiles of SMEs

CONCORD has not started the work on action 1.1.

Action 1.2 – Dedicated SME area on FI-PPP website

CONCORD has identified that the current 'Showroom'⁴² on the FI-PPP website could be converted to a dedicated SME area.

⁴² See <http://www.fi-ppp.eu/showroom/>.



Annex 2

Objective 2

CONCORD recognises the **importance of intermediary actors** (e.g. SME-AGs, ETPs, business incubators) in order to maximise the outreach and impact of the dissemination and engagement efforts.

In practice, CONCORD will **1) build-up and foster long-term relations with relevant intermediary actors** and **2) inform them and coach them accordingly about the benefits and the opportunities of the FI and the Programme towards their stakeholders.**

Next action(s):

- 1) CONCORD will map the stakeholder landscape of intermediary actors. **(indicative timing: 1st quarter of 2012)**
- 2) CONCORD intends to build-up and foster a long-term relations with the identified intermediary actors. **(indicative timing: 2nd quarter of 2012)**
- 3) CONCORD plans to organise a dissemination and engagement event oriented towards intermediary actors focussed on the 2nd FI-WARE Open Calls for Proposals and the FP7-2012-ICT-FI call. **(indicative timing: April – May, 2012)**

Action 2.1 – Stakeholder Landscape of Intermediary Actors

CONCORD has mapped and categorised the stakeholder landscape of intermediary actors. This effort has identified these intermediary actors with which CONCORD intends to build-up and foster a long-term relation, as these actors can serve as 1) dissemination and 2) engagement channels towards SMEs. These actors will thus help CONCORD in achieving some of the objectives put forth in this Deliverable.

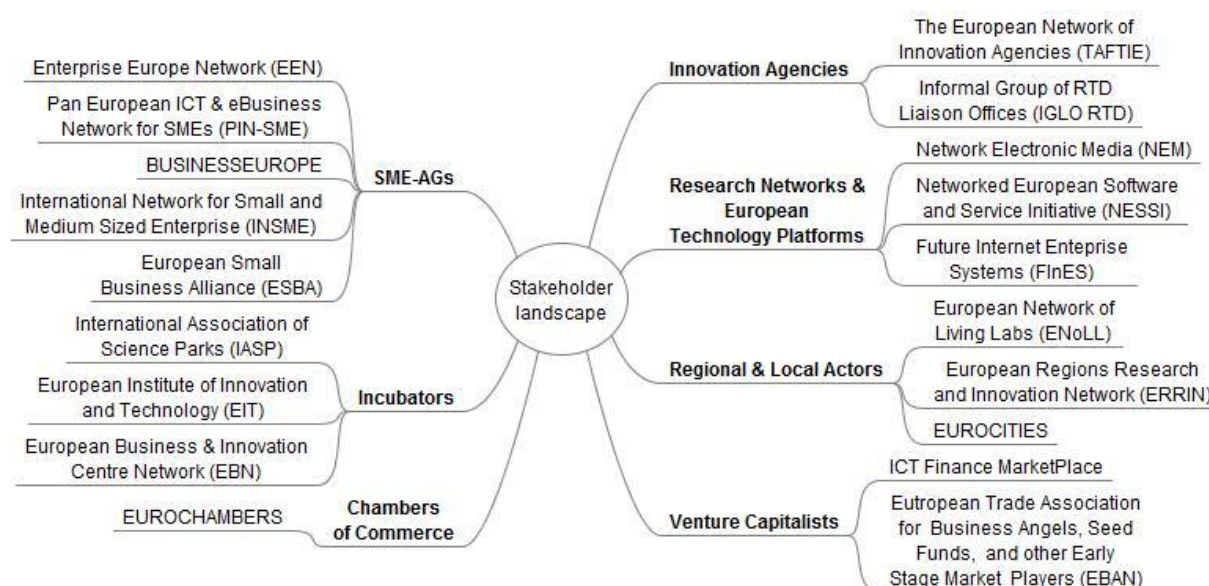


Figure 4: Stakeholder landscape of intermediary actors



Action 2.2 – Engagement with Identified Intermediary Actors

CONCORD aims to formalise these relationship, if feasible and desirable, in a memorandum of Collaboration (MoC) between CONCORD and the intermediary actors.

SME associations/groupings

CONCORD has not started engagement with SME associations/groupings (SME-AGs).

Incubators

CONCORD has started to engage with two of the identified 'incubators', namely the International Association of Science Parks (IASP) and the European Institute of Innovation and Technology (EIT) ICT Labs. CONCORD intends to start discussions, through consortia partner ENoLL, in the near future with the European Business and Innovation Centres Network (EBN).⁴³

International Association of Science Parks (IASP)

The International Association of Science Parks (IASP) is the worldwide network of science and technology parks.⁴⁴ IASP has 379 members, accounting for 125.000 companies over 70 countries – 59% of their members are in Europe.⁴⁵

CONCORD (IBBT) has initiated a collaboration with IASP in January 2012 through consortia partner ENoLL. In the meantime, IASP has acted as a dissemination and engagement channel for FI-WARE's first Open Calls for Proposals (OCFP)⁴⁶ launched at the end of January – see evidence in Deliverable D3.2 "D3.2 Dissemination Events for Various Target Groups".

CONCORD (ENoLL/IBBT) had a first meeting with IASP representatives, amongst others CEO Luis Sanz, on Tuesday the 20th of March, during which CONCORD presented the FI-PPP Programme and set-out its intentions regarding SME engagement. IASP has expressed the willingness to help CONCORD to disseminate information towards SMEs. This first meeting will be followed-up with a conference call in April to discuss specific actions.

European Institute of Innovation and Technology

Starting from December 21st 2011, CONCORD (Aalto) has had a series of meetings with the European Institute of Innovation and Technology (EIT) ICT Labs⁴⁷ representatives, namely CEO Willem Jonker, CSO Martti Mäntylä, Helsinki Node lead Marko Turpeinen, and Klaus Beetz, with the intention to formalise a collaboration between the FI-PPP Programme and the EIT ICT Labs.

⁴³ See <http://www.ebn.be/>.

⁴⁴ See <http://www.iasp.ws/>.

⁴⁵ See IASP. (2012, January). The IASP at a glance – Facts and Figures. Available at, <http://www.iasp.ws/publico/index.jsp?enl=1>.

⁴⁶ See <http://www.fi-ware.eu/wp-content/uploads/2011/11/FIWARE-Announcement-of-first-competitive-Open-Call-for-additional-partners.docx>.

⁴⁷ See <http://eit.ictlabs.eu/>.



It has been obvious from the start of the discussions that there are a lot of potential synergies between the two 'actors', given that a major number of partners overlap on both sides. CONCORD intends to formalise a Memorandum of Collaboration (MoC) focussed on highlighting some FI-PPP projects' success through so-called 'showcases', which will drill down on the business relevance, the marketability and the impact. This effort should thus simultaneously act as a form of FI-PPP use case validation.

Chambers of Commerce

CONCORD has not started engagement with chambers of commerce.

Innovation Agencies

CONCORD has not started engagement with innovation agencies.

Research Networks and European Technology Platforms

CONCORD has started engagement with one of the identified research networks, namely the Future Internet Enterprise Systems Cluster (FInES), but has not started engagement with European Technology Platforms (ETPs).

Future Internet Enterprise Systems Cluster

The Future Internet Enterprise Systems (FInES) cluster of the Directorate-General Information Society and Media (DG INFSO) of the European Commission is a community of European Union funded research projects in the field of Future Internet Enterprise Systems. The cluster supports collaboration and liaison activities within its community of more than 950 stakeholders. The FInES cluster supports collaboration through a wide range of task forces.⁴⁸

The FInES cluster extended an invitation to CONCORD to participate in their cluster meeting at the European Commission in Brussels on the 19th and 20th of December 2011.⁴⁹ This cluster meeting brought together more than 90 people. CONCORD, represented by Dr Takis Damaskopoulos (EIIR) and Herman Rucic (IBBT),⁵⁰ was invited, together with other stakeholders such as CONCORD partner ERRIN, to explore cooperation opportunities with the cluster. In light of this CONCORD had a first fruitful discussion with Dr Oscar Lazaro (Innovalia Association) responsible for the FInES cluster SMEs in the future Internet task force.⁵¹

⁴⁸ See <http://www.fines-cluster.eu/fines/jm/FiNES-Public-Information/cluster-task-forces.html>.

⁴⁹ See <http://www.fines-cluster.eu/fines/jm/Front-Page-News/fines-cluster-meeting-19a20-december-achieving-common-goals.html>.

⁵⁰ See the presentation of Dr Damaskopoulos, available at http://www.fines-cluster.eu/fines/jm/Publications/Download-document/272-14b-CONCORD_and_FInES-Damaskopoulos.html; and the presentation of Rucic, available at http://www.fines-cluster.eu/fines/jm/Publications/Download-document/271-14a-CONCORD_and_FInES-Rucic.html.

⁵¹ See <http://www.fines-cluster.eu/fines/jm/FInES-Task-Forces/smes-in-the-future-internet-task-force.html>.



CONCORD has relied on the FInES cluster as a dissemination and engagement channel to attract SMEs to participate in 2nd FI-PPP Concertation Board on the 27th of March in Zurich, Switzerland. CONCORD has facilitated the initial contact between INFINITY and the FInES cluster, which resulted in the FInES cluster including INFINITY's invitation towards SME in their March 2012 newsletter. This is evidenced in Deliverable D3.4 "Contributions to FI-PPP Concertation Board".

Regional and local actors

CONCORD (ERRIN) has regional events planned in:

Region	Conference	Date	FI-PPP Participation
Bremen (DE)	2012 International Conference on Logistics and Maritime Systems ⁵²	22-24 August, 2012	CONCORD FInest
Eindhoven (NL)	iMobility Forum / iCar Support ⁵³	TBC	CONCORD Instant Mobility FI-WARE
Barcelona (ES)	2013 Mobile World Congress ⁵⁴	TBC	TBD

CONCORD (ERRIN) is also in the progress of creating a proposal for the 2012 Open Days⁵⁵ (8-11 October 2012). CONCORD would facilitate a panel debate providing the opportunity for regional actors to discuss best practices related to FI initiatives on regional and local mobility systems, and more importantly how future developments can further enhance smart, sustainable and inclusive growth at both regional and national level.

CONCORD has identified 4 potential regions to participate in this event, namely West-Midlands (UK), Eindhoven (NL), Sofia (BG), Zaragoza (ES), and is looking into a 5th region from Poland. The FI-PPP Programme is to be represented in this panel debate by speakers from CONCORD, FI-WARE and Instant Mobility.

⁵² See <http://www.logms2012.uni-bremen.de/>.

⁵³ See <http://www.icarsupport.eu/esafety-forum>.

⁵⁴ See <http://www.mobileworldcongress.com/>.

⁵⁵ See http://ec.europa.eu/regional_policy/conferences/od2012/index.html.



Venture capitalists

CONCORD has started engagement with one of the identified venture capital outlets, namely the ICT Finance Marketplace.

ICT Finance Marketplace

The ICT Finance Marketplace, an initiative of 3 Framework Programme (FP) 7 projects,⁵⁶ aims to improve access to finance for innovative ICT SMEs across Europe.

CONCORD has set-up ties with the ICT Finance Marketplace through the YMIR project. CONCORD (IBBT) presented, on Thursday the 27th of October, the FI-PPP Programme and the initial information of the FI-WARE OCFP at the 'ICT Finance Marketplace Venture Academy and Investment Forum' taking place in the fringes of the Future Internet Week in Poznan, Poland at the end of October 2011.⁵⁷

Action 2.3 – Dissemination and Engagement for Intermediary Actors

CONCORD (IBBT, ENoLL, ERRIN) are in the preparation of setting-up an event in Brussels targeted at reaching intermediary actors to support the dissemination and engagement of the 2nd FI-WARE Open Calls for Proposals and the FP7-2012-ICT-FI call. CONCORD is preparing a proposal setting out the event's practicalities, such as target audience, location, draft agenda, timeline, and next actions to take.

⁵⁶ 1) Access ICT – Access to ICT Investors, see <http://www.access-ict.com/>; 2) ICT VentureGate – Innovative Solutions for Enabling Efficient Interactions between SMEs in ICT Projects and Innovation Investors, see <http://www.ictventuregate.eu/>; 3) YMIR – Improve access to finance for innovative SMEs, see <http://www.ymirproject.eu/>.

⁵⁷ See http://www.ict-finance-marketplace.com/site/index.php?option=com_content&view=article&id=45:ict-finance-marketplace-venture-academy-and-investment-forum-poznan-poland-27th-28th-october-2011&catid=1:latest-news&Itemid=10.



Annex 3

Objective 3

CONCORD recognises **SME engagement as a critical success factor (CSF) of the Programme**, but also acknowledges that this effort is not without hurdles.

In practice, CONCORD will **set-up a FI-PPP European Expert Panel (EEP) on FI SMEs** to evaluate and advise on the Programme's SME strategy. In doing so, CONCORD intends to build further on the research within and the experience of the MaPEeR SME project and their EEP on SMEs.

Next action(s):

- 1) CONCORD will present a list of contributors to the FI-PPP EEP on FI-SME to the Steering Board for approval. **(indicative timing: 2nd quarter of 2012)**

CONCORD has not started the work on the actions of objective 3.



Annex 4

Objective 4

CONCORD recognises the **importance and the potential for SMEs** to be aware of and to be able **to access the web repository with experimental FI infrastructures** maintained by the INFINITY CSA.

In practice, CONCORD will **closely cooperate and align its efforts with the INFINITY CSA** in the Programme level dissemination and engagement efforts oriented towards SMEs.

Next action(s):

- 1) CONCORD will discuss the cooperation and alignment with the INFINITY CSA. **(indicative timing: 2nd quarter of 2012)**

CONCORD has not started the work on the actions of objective 4.



Annex 5

Objective 5

CONCORD recognises the importance to **put SMEs in the spotlight** in order to emphasize the added value and attractiveness of the FI an the Programme.

In practice, CONCORD will allocate part of its budget to **produce dissemination material (i.e. (showcase) video's and interviews) of SMEs engaged with and/or willing to engage with the Programme** to 1) put them in the 'spotlight' and 2) to attract non-participating SMEs.

Next action(s):

- 1) CONCORD will develop a content production and dissemination strategy to coordinate this effort.
(indicative timing: 2nd quarter of 2012)

CONCORD has not started the work on the actions of objective 5.



Annex 6

Objective 6

CONCORD recognises the **crucial role Living Labs (LLs)** play in 1) providing various means facilitating the development of FI services and applications and in 2) facilitating access to SMEs within the LLs-ecosystems.

In practice, CONCORD will, **using** amongst others CONCORD partner **ENoLL**, **exploit** the full **potential of LLs** through 1) the provision of adequate mechanisms and instruments for SMEs to interface with LLs and 2) through dissemination and engagement efforts towards the LLs community.

This effort will be supported and facilitated through a strong alignment with CONCORD partner ENoLL's engagement strategy for the LLs community, currently under preparation.

Next action(s):

- 1) CONCORD will, based on ENoLL's engagement strategy for the LLs community, further develop its approach towards the engagement and participation of the LLs community. **(indicative timing: 2nd quarter of 2012)**

CONCORD has not started the work on the actions of objective 6.



Annex 7

Objective 7

CONCORD recognises the **crucial contribution local and regional actors** can make to the Programme in providing SMEs opportunities to promote their FI products and/or services, thus giving them access to potential (first) customers and in providing not participating SMEs with opportunities to become aware of the Programme and to engage with it.

In practice, CONCORD will **use** in the full potential of its **partners ENoLL and ERRIN to tap into the local and regional ecosystems**. Next to this, CONCORD also intends to **build-up and foster relations with other valuable actors within the local and regional ecosystems**, such as for example EUROCITIES.

Next action(s):

- 1) CONCORD will start to build-up and foster a long-term relation with EUROCITIES. **(indicative timing: 2nd quarter of 2012)**
- 2) CONCORD will develop a strategy to engage SMEs through local and regional ecosystems. **(indicative timing: 2nd quarter of 2012)**

CONCORD has not started the work on the actions of objective 7.



Annex 8

Objective 8

CONCORD recognises the **importance of open business models and exploitation opportunities** in engaging SMEs in the FI-ecosystem.

In practice, CONCORD will **support FI SMEs in their efforts to develop novel and sustainable open business models and exploitation strategies** suitable for the FI-ecosystem.

It should be remarked that this effort will be **conducted in alignment with the exploitation and business modelling (EBM) working group (WG)**. Coherent coordination between these two working groups will be ensured through the lead role of CONCORD partner IBBT in both of them.

Next action(s):

- 1) CONCORD will set-up a support track on business modelling and exploitation efforts towards FI SMEs within the FI-PPP EBM WG. **(indicative timing: 2nd quarter of 2012)**

CONCORD has not started the work on the actions of objective 8.



Annex 9

Objective 9

CONCORD recognises the **importance for SMEs**, especially for micro-enterprises, **to gain access to investments and investors**.

In practice, CONCORD will **facilitate the access of FI SMEs to investments and investors** to foster the growth and development of the FI-ecosystem. To do so, CONCORD intends to build-up and foster relations with, amongst others, the ICT Finance Marketplace.

Next action(s):

- 1) CONCORD will start to build-up and foster a long-term relation with the ICT Finance Marketplace.
(indicative timing: 2nd quarter of 2012)

Action 9.1 – Engagement with ICT Finance Marketplace

See section 'venture capitalists' under action 2 of objective 2.

