Project Number: 215219
Project Acronym: SOA4ALL
Project Title: Service Oriented Architectures for All
Instrument: Integrated Project
Thematic Priority: Information and Communication Technologies

D12.6.1 Definition of Collaboration Activities

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<td>Mª Mercedes Avilés, with contributions of some partners</td>
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| Dissemination Level |
|---------------------|-------------------|
| PU                  | Public            |
| PP                  | Restricted to other programme participants (including the Commission) |
| RE                  | Restricted to a group specified by the consortium (including the Commission) |
| CO                  | Confidential, only for members of the consortium (including the Commission) |

Dissemination Level: PU

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# Version History

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## Glossary of Acronyms

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<tr>
<td>B2B</td>
<td>Business to Business</td>
</tr>
<tr>
<td>CELTIC</td>
<td>A Eureka Cluster Programme to foster European leadership in telecommunications</td>
</tr>
<tr>
<td>COIN</td>
<td>Enterprise Collaboration and Interoperability</td>
</tr>
<tr>
<td>FP7</td>
<td>The 7th Framework Program</td>
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<td>EC</td>
<td>European Commission</td>
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<td>EU</td>
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<tr>
<td>EUREKA</td>
<td>A Europe wide network for market oriented Industrial R &amp;D</td>
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<td>ETP</td>
<td>European Technology Platform</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
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<tr>
<td>ISU</td>
<td>Interoperability Service Utility</td>
</tr>
<tr>
<td>IST</td>
<td>Information Society Technology</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
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<tr>
<td>NESSI</td>
<td>Networked European Software and Services Initiative</td>
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<td>ITEA</td>
<td>Information Technology for European Advancement</td>
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<td>NSPs</td>
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<td>Network of Excellence</td>
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<td>NEXOF</td>
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<td>NEXOF-RA</td>
<td>NEXOF Reference Architecture</td>
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<td>OCP</td>
<td>Open Construction Process</td>
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<td>SAAS-U</td>
<td>Software as a Service Utility</td>
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<tr>
<td>SCS</td>
<td>Service Centric System</td>
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<tr>
<td>S-CUBE</td>
<td>The Software, service and System Network</td>
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<td>SEEM</td>
<td>Single European Electronic Market</td>
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<td>SLAs</td>
<td>Service Level Agreements</td>
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<td>SLA@SOI</td>
<td>Empowering the Service Economy with SLA Aware Infrastructures</td>
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<td>SME’s</td>
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<td>SOA4All</td>
<td>Service Oriented Architectures for All</td>
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<tr>
<td>SSAI&amp;E</td>
<td>Service and Software Architecture, Infrastructure and Engineering</td>
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<tr>
<td>STASIS</td>
<td>Software for Ambient Semantic Interoperable Services</td>
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<td>Working Group</td>
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<td>WS</td>
<td>Web Service</td>
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Executive summary

This collaboration strategy is based on sharing complementary goals, philosophy, purpose, decision making, and best practices between SOA4All and other European projects or initiatives for the dissemination of common results in an effective way and for encouraging new innovative ways of working. The strategy will be continuously updated along the project lifetime and will be focused on different issues or areas of common interest.

The main goal of this deliverable is to achieve a framework for a virtuous collaboration cycle between SOA4All and other related projects/initiatives and an upward spiral of performance that yields mutual benefits. This document, which refers only to expectations and initial collaboration actions, will be updated through subsequent versions of the deliverable that will take into account the outcomes of all the actions carried out by SOA4All under the collaboration framework here proposed.
1. Introduction

1.1 Purpose and Scope
Collaboration is a fundamental concept in terms of approaching and driving innovation. In this context, SOA4All focuses on cooperating with and contributing to other related European projects. This will thus ensure the wide diffusion and effective promotion of ideas and projects results to the target audience.

1.2 Structure of the document
This deliverable summarizes the collaboration activities between SOA4All and other related projects and initiatives. It provides a brief introduction about the collaboration strategy of SOA4All. This is followed by the identification of specific projects and initiatives to establish cooperation activities during the lifetime of SOA4All, taking as reference goals, scope, and common challenges.

In addition to this, a short description of the initial collaboration plan between SOA4All and each initiative/project is included in this document. The initial plan is based on main purpose, topics and areas that may challenge this collaboration.

This collaboration plan only covers the specific activities proposed for collaboration with other projects or initiatives. The document is structured as follows: Identification of projects and initiatives to collaborate with (Chapter 2), initial collaboration plan (Chapter 3) and some conclusions.

1.3 Audience
This plan has been created with the support of partners included in WP12. It is a public document will be shared with people from other projects SOA4All has decided to collaborate with.
2. Identification of Projects / Initiatives

This collaboration plan was initially considered in the Description of Work only for the Service and Software Architectures, Infrastructures and Engineering projects. However, its scope has been extended to other projects that might be relevant to SOA4All even if not directly involved in this strategic objective.

To date, SOA4All has identified as main collaboration actors the NESSI initiative and the STASIS, COIN, NEXOF-RA, S-CUBE and SLA@SOI projects that work on topics that are closely related to SOA4All and also share some partners, which is considered as a benefit to create some synergies.

In addition, some other initiatives such as the Future Internet and STI International Community or projects such as, Service Web 3.0 and NESSI 2010 will be considered during the life cycle of SOA4All. Furthermore, initiatives or projects not yet identified, running at other levels, could also be subject of potential collaboration. They will be actively sought and contacted during the development of the collaboration plan. In the meantime, a short description of the main projects and initiatives is given in the section below following a common template of goal, scope, and challenges with regards to SOA4All.

2.1 Initiatives

2.1.1 NESSI

General Overview

NESSI is the European Technology Platform dedicated to Software and Services. Its name stands for the Networked European Software and Services Initiative. NESSI is composed of 22 partners, 319 members and different horizontal and vertical working groups.

Goal

The main output from NESSI is NEXOF, the Open Service Framework. NEXOF’s ambition is to deliver a coherent and consistent open service framework, ranging from the infrastructure up to the interfaces with the end users, leveraging research in the area of service-based systems to consolidate and trigger innovation in service-oriented economies for the benefit of the whole European economy.

Scope

The NESSI community includes leading players from industries, SME’s, Academia and users sharing the vision of a common long term strategy on software and services to contribute to Europe’s competitiveness, job sustainability, and quality of life.

1More related information concerning The Future Internet Initiative, STI International Community and Web Service 3.0 project is available in the Deliverable D12.1.1 Dissemination Strategy.
Common challenges with SOA4All

Both, SOA4All and NESSI will take advantage of the exploitation of common synergies. On one hand, SOA4All will provide technical contributions to some NESSI WG, such as –but not restricted to- the Service Engineering WG and the Semantics WG, in order to discuss topics of interest for both and contribute to the elaboration of the NESSI Strategic Research Agenda accordingly. On the other hand, both initiatives will carry out joint dissemination activities in different workshops, seminars or events. An example of this is the organization of NESSI-related sessions in Servicewave or the ICT event.

2.2 Projects

2.2.1 S-CUBE

General Overview

S-Cube, the Software Services and Systems Network, will establish an integrated, multidisciplinary, vibrant research community which will enable Europe to lead the software-services revolution, thereby helping shape the software-service based Internet which is the backbone of our future interactive society. S-CUBE consists of 14 partners from different European countries. It started in March 2008 and it will run until February 2009.

Goal

S-Cube main goals are: acting as incubator for the next wave of service technologies, define agile and holistic service engineering and adaptation principles, techniques and methods to foster innovation, make Europe a leader in the software services revolution, enhancing the cooperation between research institutions and industry in Europe.

Scope

S-Cube, is a NoE focusing on Software Services and Systems. It aims at establishing an integrated, multidisciplinary, vibrant research community and at producing novel research results. This will enable Europe to lead the software & services revolution, thereby helping to shape the software service-based Internet, which is the backbone of our future interactive society.

Common challenges with SOA4All

S-Cube as well as SOA4All is focusing on service-based systems. Among other aspects, S-Cube is focusing on engineering service-based systems. Human-Computing Interaction factors are also specifically considered. Thus, the research in S-Cube is correlated with the one in SOA4All. Given the different nature of the two projects, it is expected that SOA4All will be more practical focusing on the specific case studies proposed by industrial partners while S-Cube will focus on longer term research and on promoting the development of an integrated and multidisciplinary community.

2.2.2 STASIS

General Overview
STASIS is funded through the IST Sixth Framework Programme and consists of 12 partners across Europe and China. The project started on September 1st 2006 and will run for 3 years until August 2009.

**Goal**

STASIS focuses on identifying semantic entities and enabling the mapping of those semantic pieces by business users and aims to address the following key statement: “If I have information in my format, and it is integrated into my systems, I want to put minimal effort into mapping this into any format (standardized or not) to do electronic business with another party”.

**Scope**

STASIS will enable SME’s and larger enterprises to fully participate in the e-Economy by delivering a semantic application and services based on the open SEEM registry and repository network.

The project will ultimately develop a neutral standard mapping format which can be exploited by existing transformation tools and technologies. STASIS innovates in the area of B2B semantics. It will remove the two biggest barriers which currently prevent many SME’s from trading electronically in the B2B environment – i.e. cost and time – by delivering a software application that will allow users to easily identify and map related elements using semantics.

**Common challenges with SOA4All**

Both projects, SOA4All and STASIS are targeting the same high-level target group, which is end users that want to participate using latest technologies without being experts in IT. Both projects are aiming at simplifying the integration of information and the collaboration between business partners and/or services.

Possible collaboration points include:

- Usage of STASIS for creating mappings between Web Service-interfaces
- Usage of STASIS for creating mappings between the formats of content that need to be shared between services.

**2.2.3 COIN**

**General Overview**

COIN is an integrated project funded by the European Commission under the Seventh Framework Program. It consists of 21 partners from different European countries, with duration of 48 months.

**Goal**

The objective of COIN is to study, design, and prototype an open, self-adaptive and generic ICT integrated solution to support a future vision of enterprise collaboration and interoperability: “By 2020 enterprise collaboration and interoperability services will become
an invisible, pervasive and self-adaptive knowledge and business utility at disposal of the European networked enterprises from any industrial sector and domain in order to rapidly set-up, efficiently manage and effectively operate different forms of business collaborations, from the most traditional supply chains to the most advanced and dynamic business ecosystems.”

Scope

The COIN business-pervasive open source service platform will be able to expose, integrate, compose, and mash-up in a secure and adaptive way existing and innovative to-be developed Enterprise Interoperability and Enterprise Collaboration services, by applying intelligent maturity models, business rules and self-adaptive decision-support guidelines to guarantee the best combination of the needed services independently of the business context, such as industrial sector and domain, size of the companies involved, openness and dynamics of collaboration.

In COIN, the information technology vision of SaaS will find its implementation in the field of interoperability among collaborative enterprises, supporting the various collaborative business forms, from supply chains to business ecosystems, and becoming for them like a utility, a commodity, the so-called ISU.

The COIN project will finally develop an original business model based on the SaaS-U paradigm where the open-source COIN service platform will be able to integrate both free-of-charge and chargeable, open and proprietary services depending on the case and business policies.

Common challenges with SOA4All

There are many issues common to both projects. In particular, we can mention that COIN:

- Proposes an abstract, high level architecture to support a world of services.
- Uses semantic technologies to solve underlying problems, like service discovery and data mediation. In particular, the WSMO conceptual framework will be used by both projects.
- Defines, studies, and proposes new business models for future service environments.

These points are considered the basis for future collaborations that have already started through the organization of several meetings between the two projects.

2.2.4 NEXOF-RA

General Overview

NEXOF-RA was officially launched last 1st of March, 2008 and it is included in the EU’s Seventh Framework Program. The consortium is composed of sixteen partners from eight countries (Spain, Italy, France, The Netherlands, Germany, Israel, Ireland and UK).

Goal

The aim of the NEXOF-RA project is to deliver: the NEXOF Reference Architecture, a proof-of-concept based on a set of software artifacts the project team will use to validate the key architectural choices made, and the NEXOF Roadmap, that will define the roadmap for the
implementation and adoption of the whole of NEXOF.

Scope
All the NEXOF-RA results will be made available to other research, experimental, or commercial initiatives as a reference from which to experiment with new ideas and identify new research gaps. To assure its wide adoption, NEXOF in general, and the Reference Architecture in particular, will be independent from domain, technology, and business size. This independence will foster the adoption and usage of NEXOF by large businesses as well as dynamic SME’s.

Common challenges with SOA4All
NEXOF-RA is building an Open Reference Architecture for service frameworks through a collaborative process. In this context, NEXOF-RA has already launched the first call to contribute to the OCP Initiative in order to invite stakeholders, such as other NESSI Strategic Projects to influence and build the service architecture of the future and give visibility to the results of the research and development community. SOA4All has already analyzed the contents of the different calls of this open process in order to address them accordingly and based on the progress of the project in the different working areas. Additional efforts will also be devoted to this collaboration opportunity to cover, besides the technical contributions to the NESSI Open Framework, different standardization proposals that might benefit from a massive industrial support and the critical mass behind NESSI.

2.2.5 SLA@SOI
General Overview
Launched on June 2nd, 2008, this project is committed to research, engineer and demonstrate technologies that can embed SLA-aware infrastructures into the service economy. It consists of 13 European partners.

Goal
The main objective of SLA@SOI is the development of a comprehensive, industrial strength SLA management framework that incorporates multi-modal monitoring capabilities (e.g. post-mortem and predictive monitoring), cuts across different layers of a service-based system and the infrastructure(s) where it is deployed having an explicit focus on the business aspects of SLAs, and integrates these capabilities with comprehensive service-based system resourcing and adaptation mechanisms.

Scope
The scope of SLA@SOI is the definition, negotiation, and monitoring of SLAs between various layers of a service infrastructure.

Common challenges with SOA4All
SLA@SOI and SOA4All are highly complementary. In particular, SLA@SOI is only marginally focusing on the design and execution of service compositions while this is a main
goal in SOA4All. Conversely, SLA@SOI is focusing on the management of SLAs while this aspect is not investigated in SOA4All.
3. Initial Collaboration Plan

This section explores opportunities for collaboration. The initial collaboration plan consists of setting up main purpose, specific activities and areas that work best for the collaboration.

3.1 Initial Collaboration Plan with Other Initiatives

3.1.1 NESSI

The overall activities of NESSI cover a wide range of areas, structuring research, building links to coordinate with national and international programs, defining and fostering the creation of NEXOF, the open service framework. This preliminary collaboration plan between NESSI and SOA4All will consist of the following common actions:

SOA4All will gain impact via NESSI in a number of ways:

- **Increased exposure through internal and external NESSI dissemination means:** NESSI currently comprises over 300 members and the major European Software companies. NESSI will be a key dissemination instrument in order to promote in an effective way the main SOA4All ideas and results during the lifetime of the project through the NESSI Office. In this context, the SOA4All project launching will be published by NESSI in its next September ’08 newsletter. In addition to this, the SOA4All web site at www.SOA4All.org will be linked through the SOA4All page defined on the NESSI Web site at www.nessi-europe.eu. A SOA4All brochure will be displayed in events organized by NESSI, where SOA4All will be extensively present.

- **High bandwidth communication with the other NESSI strategic projects.** SOA4All will attend joint workshops, seminars or conferences held by NESSI or by other Institutions under the NESSI umbrella, in collaboration with other NESSI Strategic Projects. It is expected that SOA4All will attend the Service Wave event held by NESSI next December ’08. This event will focus on the creation of cross-community scientific excellence by gathering industrial and academic experts from various disciplines such as business process management, distributed systems, computer networks, wireless & mobile communication networks, grid computing, networking, service science, and software engineering.

- **Exploitation of synergies:** SOA4All will collaborate by providing technical contributions to different NESSI WGs in order to discuss different topics that are relevant not only for the project but also for NESSI. SOA4All is a research project born under the ambition of the NESSI Semantic Technologies Working Group, chaired by BT (John Davies) and co-chaired by ATOS (Santi Ristol), both of whom are leading members of this project. In spite of having a clear focus within the overall NESSI structure, SOA4All is also related to some additional WG where similar technologies are present, such as the Service Engineering WG and to a less extent the Software Engineering WG and User-interaction WG. Several SOA4All partners are currently working in these working groups.

3.2 Initial Collaboration Plan with Other Projects

3.2.1 S-CUBE

One of the objectives of S-Cube is to build a knowledge map that incorporates and classifies all research in the area of service-based applications. This knowledge map will be shared with all FP7 projects and with SOA4All in particular. It will be particularly useful to identify
open issues and challenges in the area as well as specific approaches that address specific
issues.

In turn, S-Cube will expect from SOA4All descriptions of the use cases that are being
developed within the projects as well as pointers to the best practices and approaches that
are used or developed as part of the project. This material will be used by S-Cube to define
scenarios and use cases that will become part of the knowledge map.

3.2.2 STASIS

STASIS aims at answering a simple key problem of today IT systems: “If I have information
in my format, and it is integrated into my systems, I want to put minimal effort into mapping
this into any format (standardized or not) to do electronic business with another party.”
STASIS answers this question by providing methodologies and tools that help users to
create mappings in an easy way.

In STASIS, those mappings are not based on syntax but on semantics. This allows users to
share mappings between each other and to leverage semantic technologies making the
mapping creation a semi-automatic and easy to use process. The general approach of
STASIS is highly interesting for SOA4All since STASIS might be able to complete SOA4All
by providing some key technologies that might be reused when connecting services that are
suing different interfaces or even different data formats.

Usage of STASIS in SOA4All:

1. Usage of STASIS for creating mappings between Web Service-interfaces.
2. Usage of STASIS for creating mappings between the formats of the content.

Usage of SOA4All in STASIS:

1. Usage of SOA4All for applying mappings
2. Usage of SOA4All for creating a complex business case showing how STASIS can
help to connect SOA based information systems with putting minimal effort into the
service creation, service mapping, and service deployment process.

Joint Activities:

- Common Scenario – It is planned to create a joint scenario describing in detail how
STASIS and SOA4All can work together to help people joining the SOA world and
connecting their information systems. This scenario will consist of a real world use
case that gives a practical introduction into the problem and into the problem solving
approach of SOA4All and STASIS.
- Joint Promotion – In order to increase the visibility and the impact of both projects, it
is planned to exchange links on the project websites and to briefly describe each
other as a partner project.
- Joint Workshop on Semantics, Services and Interoperability – the possibility of
organizing a joint workshop in 2009 will be investigated. The aim is to provide an
open platform that allows the projects to increase the awareness of both projects and
to increase the base of users and companies that are interested in applying the
technologies in real world projects.
- Experts Exchange – In order to increase the expertise of all project members, it is
highly appreciated to exchange information on a regular base. Hence, experts of both
projects will meet and synchronize on a regular base.
3.2.3 COIN

Starting from notable research results in the field of enterprise interoperability and collaboration, COIN will develop a baseline and innovative services for supporting various collaborative business forms, from supply chains to business ecosystems. As a result, COIN will offer a business-pervasive open source service platform that will be able to expose, integrate, compose, and mash-up in a secure and adaptive way existing and innovative Enterprise Interoperability and Enterprise Collaboration services.

COIN could provide to SOA4All some useful results and ideas especially concerning:

- The approach toward trust, security, and dependability: a whole work package will be dedicated to develop an intrinsically secure platform.
- The design of a pervasive service platform supporting evolutionary semantics and enabling dynamic behavior of services based on the use of P2P technologies and intended to address the scalability issue.
- The strong focus on networked enterprises.
- The presence of scenarios involving many SME’s (especially from manufacturing sectors).

On the other hand, SOA4All contributions to COIN could be identified in the following areas:

- The role of Web 2.0 in efficient and cost effective collaboration.
- Context management as a way of customizing existing services for users needs.
- The approach toward SOA scalability through a distributed service bus (to be compared with COIN P2P approach).
- General aspects concerning service discovery and construction.

With all these points in mind, we can figure out some joint activities such as:

- Collaboration for training and dissemination activities. This could entail the organization of joint workshops or training events and the submission of papers to international conferences. COIN can use its multipliers structure to increase the impact on the SME’s community while SOA4All could use its position as NESSI strategic project.
- Share viewpoint and experience on the use of semantic technologies. For this purpose, regular meetings between experts can be organized and collaborative tools (forum, wiki, etc…) can be set up.
- Strengthen the link between research and ongoing standardization activities, promoting active contributions to standards for semantic execution environments.
- Cross validation of business results and requirements applied to different domains. Exchange and discussion of results coming from different end users belonging to different domains.

3.2.4 NEXOF-RA

SOA4All will contribute to NEXOF-RA by participating in the Open Construction Process. The OCP is implemented by the NEXOF-RA Community, which is composed by different key actors depending on its impact:

- **Strategic Contributors Group**: This group consists of entities which have a formally specified objective of contributing to the NESSI Open Framework and accepted specific conditions to this contribution (including open standards and open software). Admission in this group is by invitation only, requires both formal approval by the
NEXOF-RA Management Board, and is conditional to the establishment of a binding agreement or contractual clause in the form of specific commitment in their Description of Work for the NSPs, and a Letter of Intent for all the others. This group is intended to include the projects which are running and have been formally endorsed by the NESSI ETP as Strategic Projects such as SOA4All. Members of this group are core partners in the creation of the Open Reference Architecture artifacts, creating the basis of the NEXOF-RA Extended Team. They are involved in most phases of the Open Architecture Specification Process.

- **Contributors:** This group consists of technology-focused or research-focused entities which intend to contribute to the NESSI Open Framework. This group includes both the horizontal NWG and research projects (including, but not only, wide research programmers such as IST, Eureka-CELTIC and Eureka-ITEA) which have a stated objective (regardless this is defined at the beginning or during its life) to contribute to the NESSI Open Framework. Admission in this group is by invitation only and requires the formal approval of the NESSI-RA Management Board. Formal agreement and commitment to the Open Architecture Specification Process may be required. The NESSI community in its largest definition is represented by the Contributor Group, through the membership of NWG, and is guaranteed by the NWG open membership rules defined in the NESSI governance documents. Members of this group are given an opportunity to both contribute to the content of the Open Reference Architecture artifacts and to comment on these artifacts in the review phase.

- **Advisors and promoters:** Members of NEXOF-RA Advisory Boards.

- ** Adopters:** NESSI members who will adopt NEXOF-RA.

One of the first outcomes of NEXOF-RA Architecture Board, where SOA4All was represented, was to define the OCP. This process is an iterative cyclical process which aims to involve external contributors (like SOA4All) to provide inputs and feedback to the NEXOF-RA technical WPs with expertise in the SCS domain, with the final purpose of defining the NEXOF-RA conceptual model and reference specification. The approach agreed within the architecture board was to provide an invitation to contribute, which describes some relevant (and open) SCS problems that require to be addressed, analyzed, and solved by a consensual solution.

Besides participating to this OCP definition, SOA4All will contribute to the different open calls (Invitation To Contribute) that will be launched by NEXOF-RA. The First Invitation to Contribute was launched the 21th of July. In what SOA4All participation is concerned, the Executive Committee of the project will decide if the participation to these open calls will be carried out by the consortium as a whole or by individual partners interested in the topics considered by NEXOF-RA.

Next step to be followed will be to decide topics of interest for SOA4All and specific people in charge of delivering these contributions. SOA4All will manifest its interest on participating in this open contribution phase, on those topics of relevance from the project perspective. But also it is expected that SOA4All partners will participate by contributing to concrete topics that may match those SOA4All WPs they participate in, providing SOA4All outcomes that may solve (complete or partially) the objectives expected in those topics. In addition, SOA4All is also member of the architecture board set up by NEXOF-RA, in which all NESSI strategic projects are represented besides NEXOF-RA. SOA4All will also join the
investigation team, composed of NEXOF-RA and contributors. In this context, SOA4All plays a key role within NEXOF-RA (Open Construction Process, Architecture Board and Investigation Team) as strategic contributor by creating inputs and collaborating in the process.

3.2.5 SLA@SOI

Given the complementarities between these two projects the collaboration will focus on the exchange of some approaches and some of the techniques being developed in the two projects and on some experiments, which will be conducted by CEFRIEL, to understand if these results could be integrated and exploited in a joint way. But it is important to recall that some of the deliverables of SOA4All are confidential, thus those outcomes will be excluded from this collaboration. The analysis on the possibility of integrating some of these approaches will be the basis of collaboration during the progress of the two projects and, compatibility between milestones will be carefully looked at so that collaboration can be executed in an iterative manner.
4. Conclusions

All projects involved in the Collaboration Plan recognize how important is to keep the flow of information open to other European projects/initiatives in order to facilitate the identification of synergies. In addition to this, collaboration activities among several projects can generate a more relevant impact and better performance as a whole rather than relying on outcomes at project level.

Furthermore, all projects/initiatives considered by SOA4All as sources for contributions and collaboration have been selected based on the degree of compatibilities and complementarities of technical work, the ambition of reaching high-level objectives and the synergies between existing partners, all of them considered important assets to make a plan become a reality.
5. References