

Project Number: 215219
Project Acronym: SOA4All
Project Title: Service Oriented Architectures for All
Instrument: Integrated Project
Thematic Priority: Information and Communication Technologies

D10.3.1 Stakeholder consultations v1

Activity N:	Activity 4 – Exploitation and Impact Activities	
Work Package:	WP10 – Exploitation	
Due Date:	M18	
Submission Date:	17/09/2009	
Start Date of Project:	01/03/2008	
Duration of Project:	36 Months	
Organisation Responsible of Deliverable:	Atos Origin	
Revision:	2.1	
Author(s):	Benjamin Gil ATOS	
Reviewers:	Nikolay Mehandjiev UNIMAN Sandra Stinčić BT	

Project co-funded by the European Commission within the Seventh Framework Programme (2007-2013)		
Dissemination Level		
CO	Confidential, only for members of the consortium (including the Commission)	x

Version History

Version	Date	Comments, Changes, Status	Authors, contributors, reviewers
1.0	27-07-2009	First Draft version of the deliverable	Benjamín Gil (ATOS) John Davies (BT), Nikolay Mehandjiev (U. Manchester), Juergen Vogel (SAP), Bernhard Schreder (Hanival), Sven Abels (TIE)
1.1	12-08-2009	First Partner’s feedback and review	Nikolay Mehandjiev (U. Manchester), Sandra Stinčić (BT), Nuria de Lama (ATOS)
1.2	27-09-2009	Updated following internal comments	Benjamin Gil(ATOS)
2.0	12-09-2009	Final version	Benjamin Gil (ATOS)
2.1	17-08-2009	Final editing	Malena Donato (ATOS)

Table of Contents

TABLES AND FIGURES	3
GLOSSARY OF ACRONYMS	5
EXECUTIVE SUMMARY	6
1. INTRODUCTION	7
1.1 PURPOSE AND SCOPE	7
1.2 STRUCTURE	7
1.3 AUDIENCE	7
2. METHODOLOGY	8
3. THE WORKSHOPS	10
3.1 THE END USER & RESELLER SCENARIO WORKSHOP (BT)	10
3.2 THE SAP WORLD TOUR AND THE END-USER INTEGRATED ENTERPRISE SERVICE DELIVERY PLATFORM WORKSHOP (SAP)	13
3.3 THE C2C E-COMMERCE SCENARIO WORKSHOPS (TIE/HANIVAL)	16
3.4 THE RESEARCHERS WORKSHOP (ATOS)	20
4. CONCLUSIONS	24
5. ANNEX	26
5.1 WEB BUSINESS MODELS	26
5.2 DESCRIPTION OF MATERIAL & DOCUMENTS	27
5.2.1 Presentations	27
5.2.2 Workshop workbooks	30
WORKBOOK PART 1 BACKGROUND	41

Tables and figures

Figure 1.SOA4All workshop results b	11
Figure 2. SOA4All workshop results a	12
Figure 3. Questions	13
Figure 4. Examples of successful user-driven service development (UDSD)	13
Figure 5: SAP World Tour 2009 homepage	14
Figure 7. SOA4All workshop results c	15
Figure 6: SAP World Tour 2009 - SAP Services Day	15
Figure 8. Business users and training	16
Figure 9. SOA4All Distribution & Business Models	16
Figure 10. SOA4All workshop results d	17
Figure 11. SOA4All workshop results e	18
Figure 12. Distribution & Business Models	18
Figure 13. SOA4All Business model	18
Figure 14. SOA4All workshop results f	19

Figure 15. SOA4All distribution business models	20
Figure 16. SOA4All distribution business models	20
Figure 17. SOA4All workshop results g	21
Figure 18. SOA4All studio search, analysis and composer, annotation tools.....	22
Figure 19. SOA4All Studio.....	22
Figure 20. SOA4All Distribution	22
Figure 21. SOA4All business model	23

Glossary of Acronyms

Acronym	Definition
B2B	Business to Business
C2C	Consumer to Consumer
DOW	Description of Work
EC	European Commission
EU	European Union
ICT	Information and Communication Technology
SOA	Service oriented Architecture
R&D	Research and Development
SME	Small and Medium Enterprise
WS	Web Service

Executive Summary

This document summarizes the first Stakeholder Consultations carried out in these past months.

As it was written in the executive summary of the *Exploitation Strategy and Plans*, SOA4ALL has the challenge of introducing semantic Web services in the real market, by making efforts to help stakeholders to understand all the possibilities for the new SW generation. In this context, the consortium has organized several workshops in order to disseminate the SOA4ALL project and help stakeholders to exploit the technology and help people without technical skills to find, analyse, compose, annotate and use software services. An additional objective is to show specifically the way SOA4ALL can help SMEs to adopt and use SOA and software services.

To achieve that goal, we have organized a total of 4 workshops with a common structure, three of them focused on the different possible users/stakeholders of every business scenario (BT, SAP, HANIVAL) and one general workshop led by ATOS in the Semantic Week in Amsterdam (www.stasis-project.net). The workshop at BT was held jointly with the evaluation activity within WP8 organised by UniMan.

1. Introduction

1.1 Purpose and Scope

The purpose of this document is to present a first version of the SOA4All stakeholder consultations at the middle of the second year of the project (M18) by describing the way the consortium has organized a series of workshops in order to obtain some feedback from possible final users and specialists about SOA4ALL usability and applicable business models.

1.2 Structure

Besides the executive summary and the introduction to the document, main sections will be focused on: Methodology definition, description of material and documentation used in the workshops, workshops description & data analysis, and conclusions.

1.3 Audience

This document, according to the Description of Work (DOW), is restricted to consortium partners including the commission..

This document is supported by three main categories of partners involved in SOA4All project, Industry, SMEs and Academia who have been involved in these Stakeholder consultations.

2. Methodology

To conduct the different workshops in a uniform way a common agenda was established:

Agenda:

- Introduction to SOA4ALL Project for non technical people → SOA4All for business people
- Introduction to the problem that SOA4All is solving to the concerning sector
- Storyboard presentation and associated Business models
- Time to discuss, make questions, etc.
- Time to fill the workshop workbooks

The workshops were conceived to explain, especially to non technical people, what SOA4All is, how it can help them to adopt SOA in an easy way, and how SOA4All and SOA can help their companies to reduce costs and to open new markets and business opportunities. To explain that computer science is entering in a new generation where software is gaining importance in front of hardware. People need services capable to solve specific problems, not closed software; but one adaptable to their specific needs, and is in this field where software services can win the battle, evolving from the software to the serviceware. Aware of how difficult is now to find or create a service for a need, SOA4All was presented as the solution to do this hard work, making possible that anybody can find, analyze, combine and create services in an easy way and share them by means of internet, creating a web of services.

In the first part of the workshops, SOA4All was introduced to the attendees, focusing the presentation on explaining the project, what SOA is, what are services & web services and how SOA4All can support people like them to implement them. In addition to that, emerging business models on the web were explained, how is SOA before SOA4All, the current users of SOA, and how the project foresee SOA after SOA4All, with a **Service Web of billions of services** revolutionizing the access and usage of software and allowing SMEs to exploit the new opportunities they will have thanks to SOA4All. To finalize this first part we talk about the possible business models applicable to SOA4All. The different possibilities applicable to SOA4All described on the Annex 2 from the deliverable D10.1.1 “Business Scenarios and Models” were described to the attendees and their opinion about it was asked on the different workbooks.

The second part of the workshops was dedicated to talk about the BT, SAP, TIE and Hanival’s Scenarios respectively, the problem that SOA4All is targeting in the concerning sector and the presentation of the storyboard of every case.

After that we opened a discussion with the attendees, searching for opinions, possible doubts to solve, to finalize with some time to fill in the proposed questionnaire for each workshop.

To achieve his vision, SOA4All must to encourage the best number of possible users to use and create new web services, covering the most possible range of solutions. So we have in front the first clear objective: obtain general opinions about if SOA4All is easy to use to find, analyze, combine and create services.

In addition to that, knowing about the distribution and the business models for the SOA4All results was considered as second objective of the consultations.

Having opinions about a wide range of different people was considered as fundamental, it was for that reason that it was decided to focus the consultations on the different use cases and to extend them to the researchers.

In one word, the aim of the consultations was to discover how “4all” is the project having an homogeneous information from an heterogeneous range of people from different countries & sectors.

3. The Workshops

3.1 The End User & Reseller Scenario Workshop (BT)

This workshop was jointly organized with the evaluation activity within WP8, organized by UniMan, and carried out on the May 12th in Ipswich, under the title: **SOA4All meets Ribbit Workshop**, with the following agenda:

Agenda

- 13:00 – **Introduction** – Nikolay Mehandjiev (University of Manchester)
- 13:15 – **SOA4All** – John Davies (BT)
- 13:55 – **Discussion**
- 14:15 – **Notational study**
- 14:35 – **Coffee break**
- 14:55 – **Group Discussion**
- 15:15 – **Questionnaire**
- 15:25 – **Group Discussion**
- 15:45 – **Questionnaire**
- 15:55 – **Capstone session** – overall discussion by all participants

The aim of this session was to encourage participants to share and discuss their opinions and experiences related to the SOA4All vision of the BT Case Study and future Ribbit platform. The specific design choices underpinning the Mashup/Widget discover, composer and personalisation component of the SOA4All studio were also discussed. The results of the session have been used as input to the software development of the first SOA4All prototype.

The workshop consisted of four parts, and participants were shown various ways of *Service Composition by Users (SCU)* and different approaches to SCU. Not whole workshop is relevant for this deliverable, so some parts have been omitted from this document. For more details, please refer to the deliverables 2.5.1 and 8.4.

In summary, the main objectives of this workshop were to:

1. obtain general opinions of the end-users about end user development of service-based software in the telecoms domain;
2. evaluate the current mock-ups of the discover, composer and personalisation editor as customised by WP8 within a participatory design process;
3. Capture as many discovery, composition and personalisation editor requirements as possible.

After the SOA4All and WP8 case study introduction, a notational study was undertaken to discover how participants view core proposed representations, such as boxes and lines.

Group Discussion topics included the perceptions about risks and benefits of the envisioned mode of user-driven service composition; existing practices and proposed supporting actions;

alternative designs for an end user tool for web service discovery, composition and personalisation in the telecoms domain. The discussions have been conducted in groups of 4 5 people, with facilitators steering the discussion.

Polled profile:

- **Age Range:** 23-60
- **Average level of education:** Masters
- **Software level experience:** Medium-high
- **Services level experience:** 35.7% medium-high, 21.4% medium, 35.7% medium-low level

Workshop results

The three main themes of discussion were:

- a) the business models enabled by the idea of opening up service development (including discovery, annotation and composition) to third parties and non-professionals,
- b) risks and benefits from such user-driven service development (UDSD) and
- c) discussing alternative representations and mechanisms to support UDSD.

Each of the three themes is covered separately. For the purpose of this deliverable, results of the business models section are reviewed below. Results of the risks and benefits and the alternative representations are covered in the deliverables 8.4 and 2.5.1.

About SOA4All

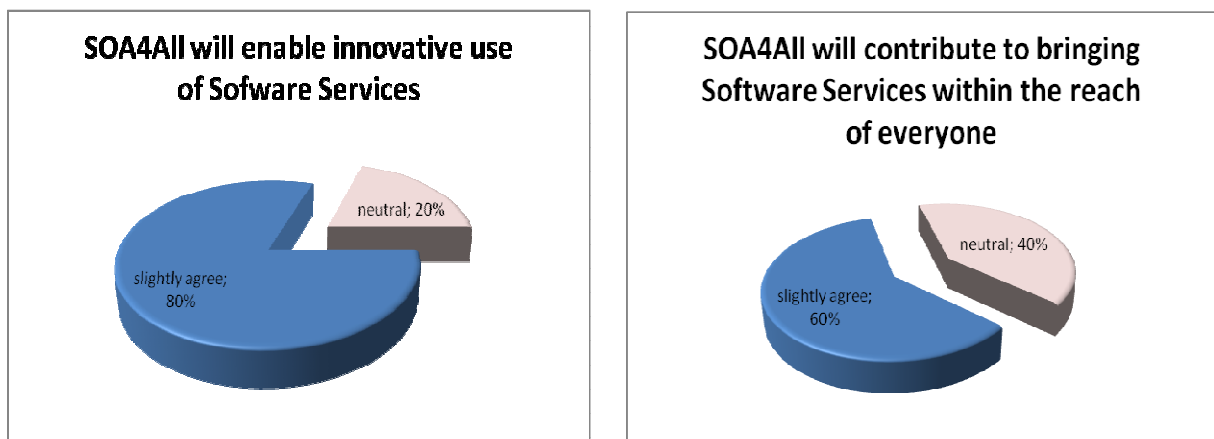


Figure 1.SOA4All workshop results b

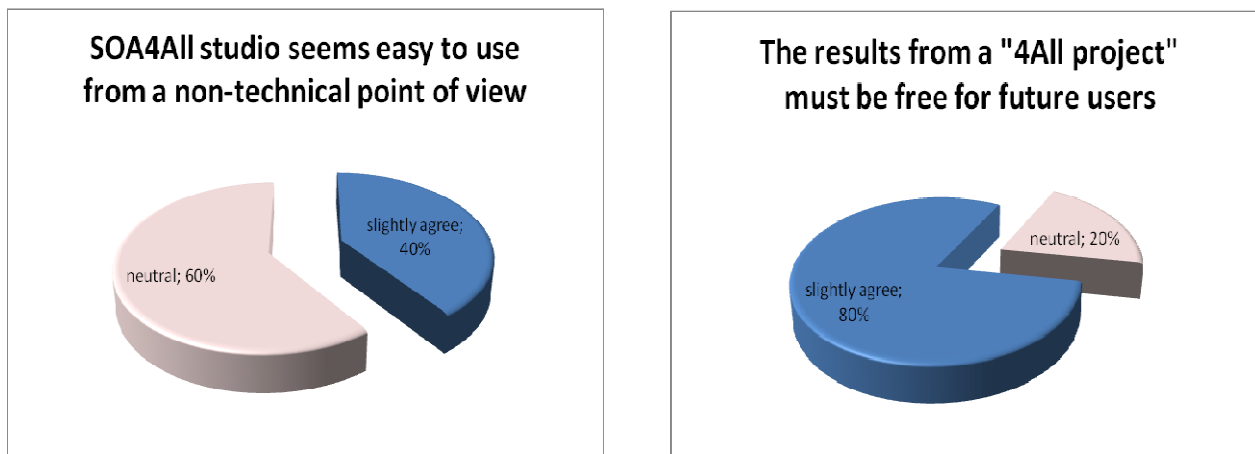


Figure 2. SOA4All workshop results a

About SOA4All Business Models

The main concern raised by the focus groups centred on the need to find innovative profit models to link with the idea of user-driven service development. The following are the main ideas discussed:

- (a) A promising direction is to use third-party compositions themselves as a source of innovative ideas, which can then be professionally developed, quality tested and marketed by BT;
- (b) The novelty of the idea of service platform, and especially how to make money from it, requires a careful consideration of the applicability of the currently available licensing and charging modalities. One possibility is to charge for validation and quality assurance, another is to make service free but to charge for the underlying resources such as consumed communication bandwidth.
- (c) The focus should be on the “long tail”, the smaller niche applications which complement rather than replace the core telecom services such as voice and video calls.
- (d) Following on from (c), a service platform should support personalization and adaptation of composed services to local and personal context and preferences. This is linked with the idea of community as a distribution channel.

In terms of quantitative results describing participants’ attitudes, the following four ways of supporting user-driven service development (UDSD) uptake were proposed:

Question	Mean answer [-2...2]
Examples of successful SCU can stimulate one to try it.	1.34
Recognising and rewarding SCU effort will make people more willing to try it.	0.83
Attending a training course could help people to start SCU.	0.55

SCU quality standards and testing will decrease risks.	0.71
--	------

Figure 3. Questions

All four were considered to be potentially effective, with the best one believed to be the provision of examples of successful user-driven service development (UDSD). The figure charts the average responses scaled from (-2) in the centre of the chart, indicating disagreement, to (+2) at the periphery indicating agreement. The bold line in the middle is the neutral answer (0). As one can observe, all the answers were in positive territory.

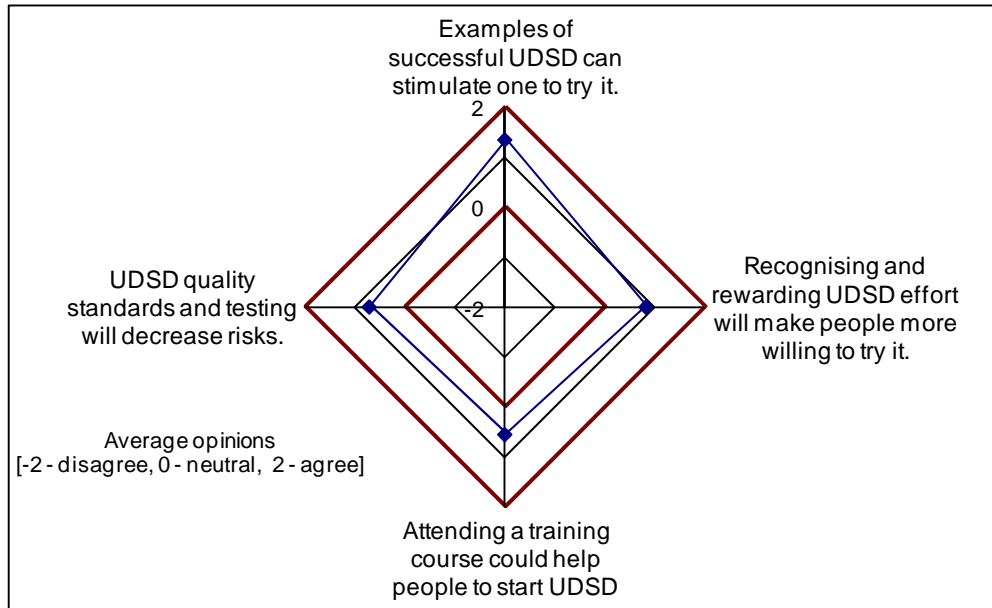


Figure 4. Examples of successful user-driven service development (UDSD)

3.2 The SAP World tour and The End-User Integrated Enterprise Service Delivery Platform Workshop (SAP)

SAP regularly hosts events all over the world for SAP customers and SAP technology partners. The SAP World Tour is a global and yearly series of events targeted at SAP customers and SAP partners. The road show offers a unique showcase for the latest business strategies, industry best practices, and SAP solutions for small businesses and midsize companies (see <http://www.sap.com/about/events/worldandtechtour/worldtour/index.epx> and **Error! Reference source not found.**). This implies that usually only mature solutions are presented that are either already available on the market or that will be within a few months. For the SAP World Tour Event in Switzerland, SAP Research had the unique opportunity to also present results from research projects.

The SAP World Tour in Switzerland took place at SAP headquarters in Regensdorf from 25.08.2009 – 27.08.2009 (see <http://www.saptour.ch/services/>). The event is completely focused on Swiss customers and partners and therefore in German. Participants were asked to register via the homepage and SAP received a total of 1200 individual registrations resembling 300 different organizations. The SOA4All presentation was positioned on the “SAP Services Day” on the 27th within a session that focused on solutions for the public sector (“Public Services”, see Figure 6). Thus, the target audience with consultants, IT architects, solution managers and

practitioners from the public sector was well-fitted for the WP7 use case. Because of the time constraints of the entire event, the slot of 45 minutes (14:00 -14:45) had to be shared with another EU FP7 project, FAST, where SAP is also responsible for the use case (see <http://fast.morfeo-project.eu/>). Thus, the presentation had to focus on explaining the conceptual ideas, the scenarios, and the benefits of the envisioned technologies (see **Error! Reference source not found.**). As a mandatory part of SAP World Tour presentations, demos of the SOA4All Studio and the FAST tool, respectively, were given. The presentation slides can be found in “6.2.1 - Presentations”. Following the presentation, the participants were asked to fill out a workbook (see 6.2.2.2 - “SAP’s Workbook”) to gather feedback from the participants in a structured way. The workbook focused on questions that analyze the demand market, i.e., they aim to evaluate whether the participants see a need and a benefit for the service delivery platform envisioned in WP7 (see D7.2 and D7.3) in their particular organization. With respect to the business model, the participants largely represented potential customers of such a service delivery platform. From the 38 participants, 17 returned the workbook, which is a very good response rate considering the tight time schedule of each participant.

The screenshot shows the SAP World Tour 2009 homepage. At the top, there is a yellow navigation bar with the SAP logo and 'GLOBAL' text. Below this, there are links for 'Home', 'Country Sites', 'Log In', 'Create New Profile', and 'Contact SAP'. The main content area is divided into three columns. The left column contains a search bar and a navigation menu with categories like 'Industries', 'Solutions', 'Services', 'Platform', 'Ecosystem & Partners', 'About SAP', 'Events', 'World & Tech Tour', 'World Tour', 'Event Overview', 'Locations', 'Partner Opportunities', 'Global Sponsors', 'Who Should Attend', 'Small & Midsize Company', and 'Events'. The middle column features a large banner with the text 'SAP WORLD TOUR 2009 SEE YOUR WAY CLEAR' and a photograph of two people looking at a screen. Below the banner, the heading 'Strategies for Success in the New Reality' is followed by several paragraphs of text. The right column contains three sections: 'WHO SHOULD ATTEND?' with a 'Learn more' link, 'LEVERAGE THE POWER OF WEB 2.0' with a 'Join the BPX community' link, and '2009 TOUR LOCATIONS' with a 'Learn more' link. At the bottom of the main content area, there is a 'Want to learn more? Contact SAP for more information.' link and 'Save' and '+ Share' buttons.

Figure 5: SAP World Tour 2009 homepage

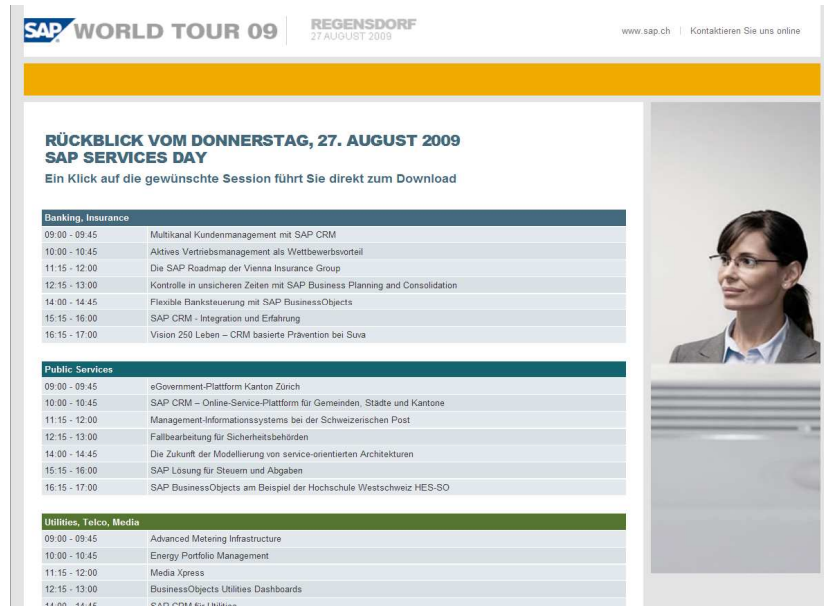


Figure 6: SAP World Tour 2009 - SAP Services Day

Polled profile:

Age Range: 35-60

Average level of education: N.D.

Software level experience: Medium-High

Services level experience: 29,41% Low – 47,06% Medium – 25,53% Expert

Workshop results

About SOA4All

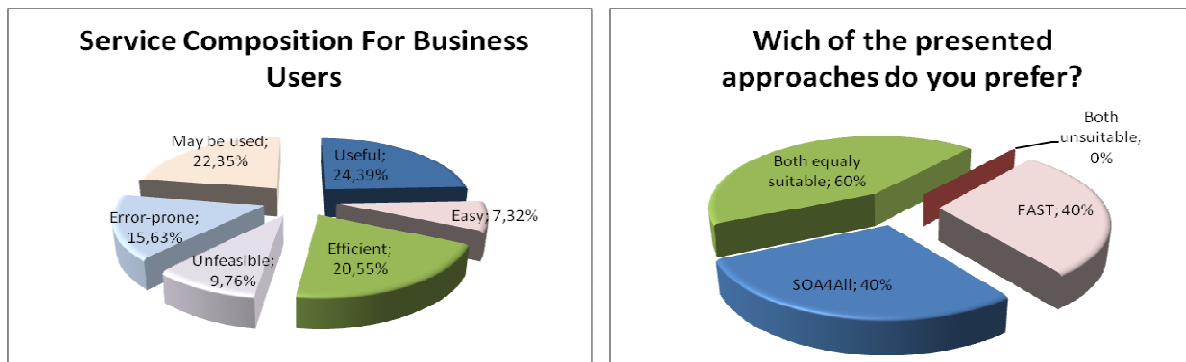
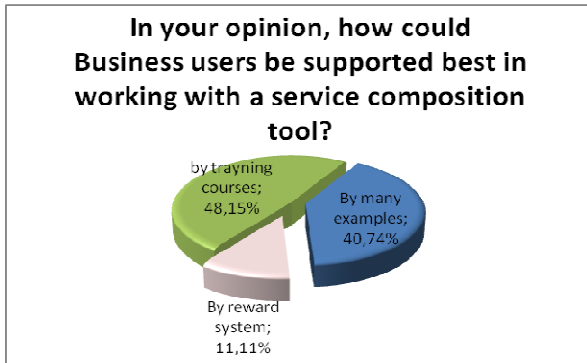


Figure 7. SOA4All workshop results c

From these results we can see that the most part of attendees (74, 61%) consider SOA4All service composition as a good tool, in front of the 25,39% that consider the tool as an error or unfeasible.

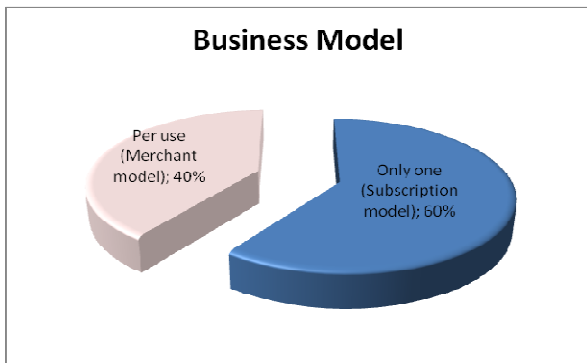
Comparing SOA4All with FAST (esperar descripción por parte de Juergen) we can see that SOA4All is keeping his cool in front of FAST.



Attending to a training course is the best way to business users to use SOA4All correctly.

Figure 8. Business users and training

About SOA4All Distribution & Business Models



Two kind of business models are considered by SAP to exploit the results from SOA4All in their use case / product, the 60% of those polled choose the Subscription model as the adequate Business Model.

Figure 9. SOA4All Distribution & Business Models

3.3 The C2C E-commerce Scenario Workshops (TIE/HANIVAL)

With the TIE’s entry into the WP9 activities as a new leader, the opportunity of doing two different workshops appeared.

The Aim of these two workshops was to show to the participants of the two different workshops, end-users and developers, the SOA4All project and to discuss and share opinions about the project and the Business models applicable to a SOA4All Platform.

Workshop 1

Name: End-user Consultations

Description: Presentation for prospective end-users of the WP9 ecommerce framework. These are current shop owners on the chillydomains platform, hosted by Hanival. Followed by the presentation, the attendants were asked to fill out the provided questionnaire.

Venue: Hanival Internet Services, Vienna

Date: 10-14.8.2009

Contact: Bernhard Schreder

Polled profile:

Age Range: 23-40

Average level of education: Diploma / Certificate

Software level experience: Low

Services level experience: 50% none – 34% Low – 16% Expert

Workshop results

First part: About SOA4All

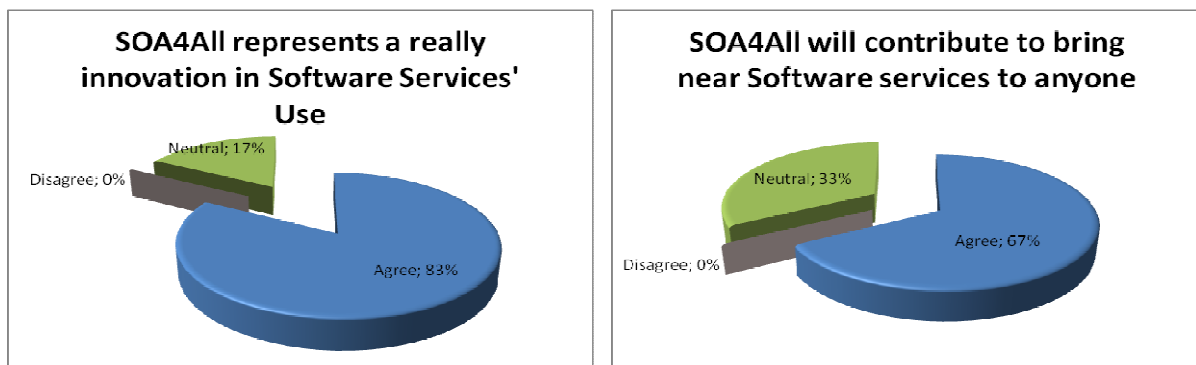


Figure 10. SOA4All workshop results d

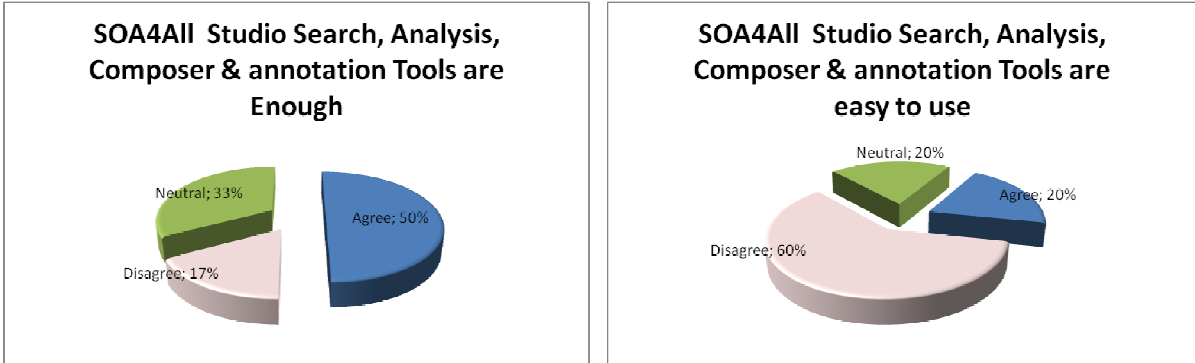
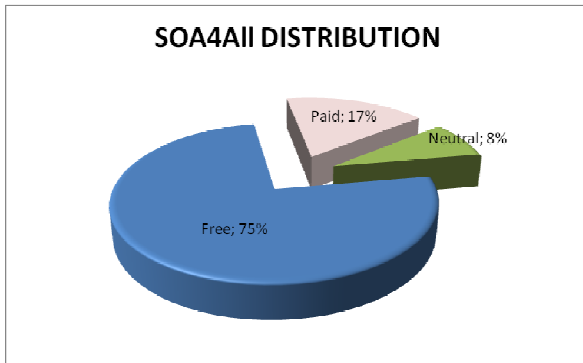


Figure 11. SOA4All workshop results e

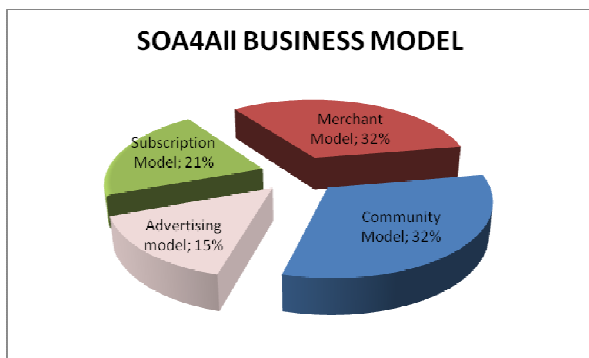
Even though the most part of end-users polled think that SOA4All is an innovation and it will bring near software services to anyone, they find that the SOA4All tools are not easy to use, and the 100% of those polled were agree with the sentence “Attending a training course could help people to use SOA4All studio”.

Second Part: About SOA4All Distribution & Business Models



Most people are agree with the idea “a for All service must be free for users”

Figure 12. Distribution & Business Models



But they are distributed near to 50%-50% between the “paid forms” (Subscription + Merchant) and the “free for users forms” (Community + Advertising)

Figure 13. SOA4All Business model

Workshop 2

Name: Service Provider Consultations

Description: A SOA4All webcast was presented to developers using TIE’s ecommerce solution, followed by a feedback round where the attendants were asked to fill out the provided SOA4All questionnaire.

Venue: TIE, Netherlands

Date: 10-14.8.2009

Contact: Sven Abels

Polled profile:

Age Range: 29-47

Average level of education: 50% Masters – 50% PhD

Software level experience: Medium - High

Services level experience: 28, 5% Expert – 71, 5% Medium

Workshop results

First part: About SOA4All

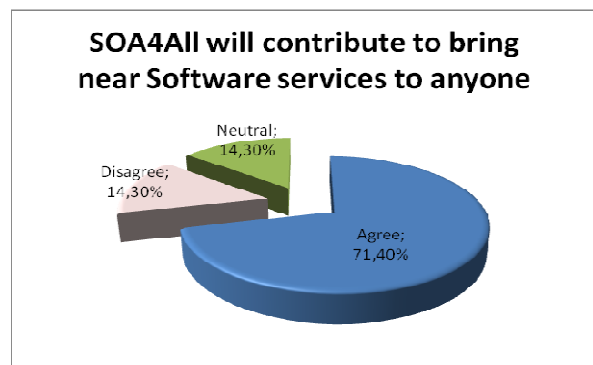
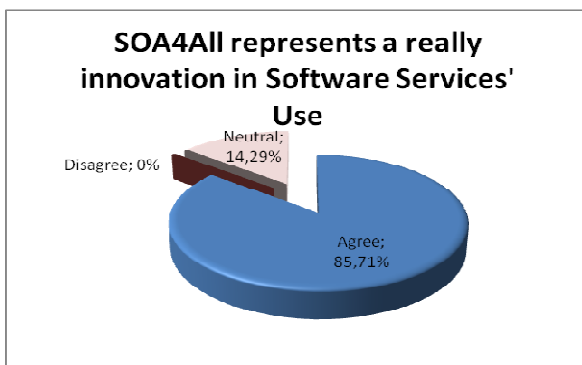
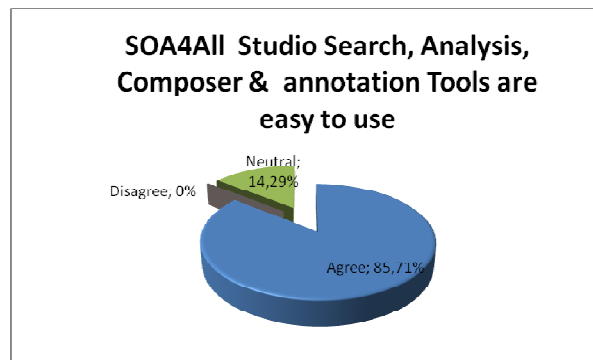
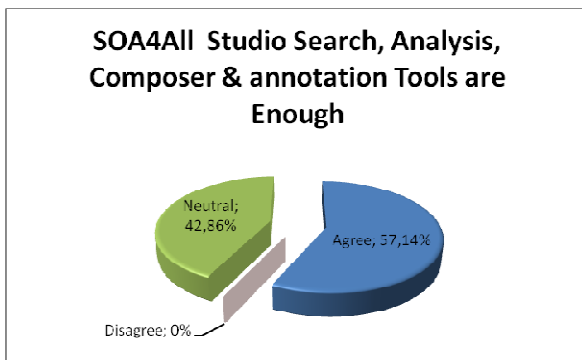
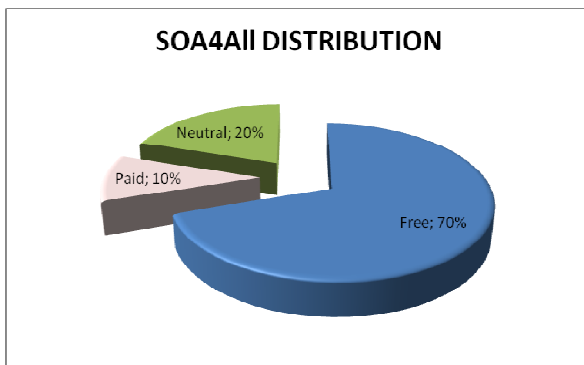


Figure 14. SOA4All workshop results f



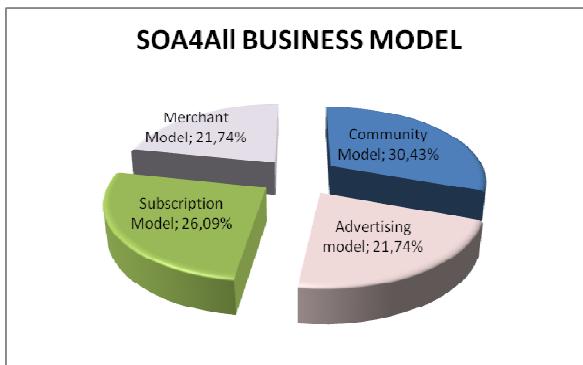
Generally the service providers think that SOA4All is innovative, will contribute to popularize the software services and the SOA4All Studio Tools are enough and easy to use. They are also 100% agree with the idea that a Training course can be useful.

Second Part: About SOA4All Distribution & Business Models



This group audience it's also agree with the idea of a free distribution of the SOA4All Results

Figure 15. SOA4All distribution business models



And the free for users Business models (Community & Advertising) are the 52,17%

Figure 16. SOA4All distribution business models

3.4 The Researchers Workshop (ATOS)

Carried out in the second day of the Semantic week the past June 22th in Amsterdam, under the title: **How about doing business with SOA4All?** And preceded by the SOA4All taster on the first one done by Santi Ristol, we followed this agenda:

Agenda

- 10:45 - **Welcome**, Tomás Pariente (Senior Consultant, Atos Origin)

- 10:50 - **Introducing SOA4All**, *Tomás Pariente (Senior Consultant, Atos Origin)*
- 11:05 - **Demo**, *Sean Blood (TIE)*
- 11:30 - **How about doing business with SOA4All?**, *Benjamin Gil (Business Consultant, ATOS Origin)*
- 11:50 - **Questions and answers - fill the workbook.**

After the SOA4All introduction, a SOA4All studio demo was done, showing the main tools to find, analyze, compose & annotate services and how easy can be for non-technical people to complete that tasks. Finalizing with a presentation about how SOA4All can help to open markets, do new business and presenting the possible business models to exploit SOA4All and ask the attendees for their opinion.

The aim of this workshop was to obtain opinions and experiences from colleagues that are in similar situations in their projects, discuss and share opinions about the project and the business models applicable to a SOA4All Platform.

Polled profile:

Age Range: 27-49

Average level of education: Masters

Software level experience: Medium-high

Services level experience: 50% expert – 17% Medium - 33% Low level

Workshop results

First part: About SOA4All

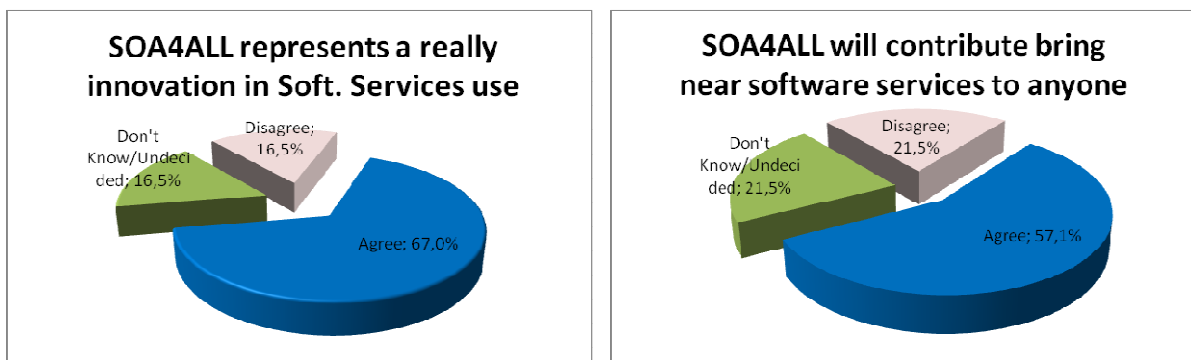
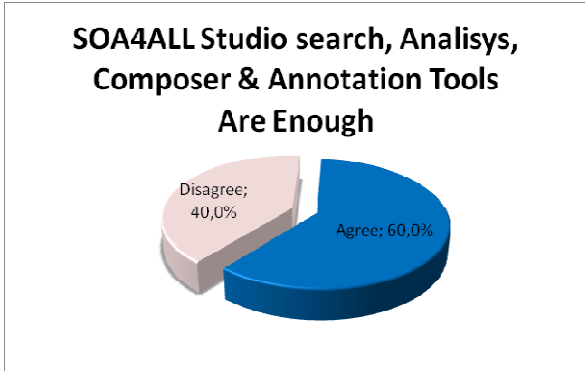
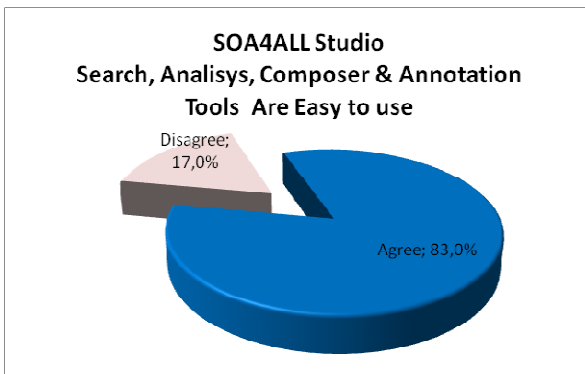


Figure 17. SOA4All workshop results g



Some people was not agree with the sentence “SOA4All Studio search, Analysis, Composer & Annotation Tools are enough”, so we ask them what kind of tools they missed, here you can find the principal answers: Launches, publication facilities for service providers, abstraction, mediation.

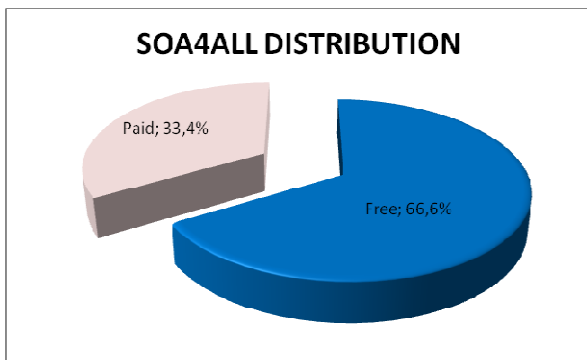
Figure 18. SOA4All studio search, analysis and composer, annotation tools



Even though the 83% of those polled were agree with the sentence: “SOA4All studio search, analysis, composer & annotation are easy to use”, the total of them think that attending a training course could help to people to use SOA4All Studio.

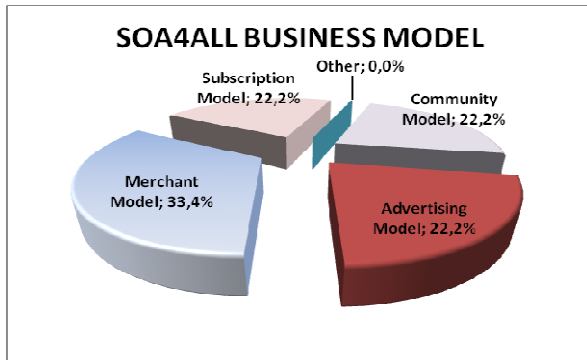
Figure 19. SOA4All Studio

Second Part: About SOA4All Distribution & Business Models



The 66.6% of those polled agreeing in “free for users” distribution model for SOA4All studio but the 33% would pay for it.

Figure 20. SOA4All Distribution



From the possible proposed Business models applicable to SOA4All, it seems that the preferred for the attendees is the Merchant one, maybe it is for this model is the most common and classical for commercializing services.

Figure 21. SOA4All business model

4. Conclusions

This deliverable has displayed the different stakeholder consultation from every SOA4All Scenario.

The consortium has organized five workshops with different kind of possible users / stakeholders in different countries in order to have a homogeneous feedback from diverse kind of people (Level of education, software level experience and services level experience).

On the following lines, the main points tackled will be summarized, and the initial conclusions reached will be described, with aim to really support the decision-making in the SOA4All project.

Previously in D10.2.1 Exploitation strategy and plans and in D10.1.1 Business Scenarios and Models a Market analysis was carried out, four SOA4All scenarios were displayed and potential business models identified. Now asking to different kind of stakeholders can help us to define if our previous work is well focused.

General results from the consultations

Near to 100 attendees to the workshops from 23 to 60 years old were consulted, with Masters as average level of education, Medium-High as Software level experience and with the following distribution respect to the services level experience : 32,59% None, 21,53% Low, 25,58% Medium, 20,30% High.

As exposed on the methodology, one of the main targets of the consultations was to know how “4All” is the project: the results are easy to use? They are enough? SOA4All is a really innovation? Are we approaching the use of software services to the people? These questions were asked directly to the attendees. The most of attendees things that SOA4All is a innovation in software services’ use (the 70,78% of those polled), that it will contribute to bring them near to anyone (the 56,58%), and the SOA4All studio tools are easy to use (the 67,11%) but nearly the 100% things that attending to training course could help people to use them. From this last result some new exploitation opportunities appeared: **SOA4All Training services and SOA4All Consulting services**. We can conclude that SOA4All Studio tools are an innovation, easy to use and “4All” but they are enough in stakeholder eyes? The thought of the 50,04% of those polled is positive in front of the 17% that miss some tools (in the majority the researchers) . Asked about what they miss the main answers were: “Launches, publication facilities for service providers, abstraction and mediation”.

The other main targets established for the consultations were know about the distribution and about the business models. The 68,29% of polled things that a “4All” project result must be free for users, in front of the 12,65% that would pay for it. The business models chosen by attendees are: Merchant 29,05%, Community 28,20% Subscription 23,10% and Advertising 19,65%.

It is surprising that even though the most part of attendees were agree in the idea that SOA4All must be free for users, the business models that are free for an eventual user, community and advertising models, were not the selected as a first possibility. Maybe it is because of these models are not very known and the most usual business models are the subscription and the merchant ones. It is an issue to improve and to delimit in the second version of the stakeholder consultations.

If we consider as true the sentence “A 4All project must be free for users” with which the polled were agree in majority, we must to role out the business models that not are fulfilling the premise, the merchant and subscription ones, and focus our attention in the advertising and community business models.

The community model is the one where the users take the control of contents; the viability of the community model is based on user loyalty. Revenue can be based on the sale of ancillary products and services as the consultation and training services in our case, voluntary contributions, or revenue may be tied to contextual advertising and subscriptions for premium. The advertising one is an extension of the traditional media broadcast model. The broadcaster, in this case, a web site, provides content (usually, but not necessarily, for free) and services (like email, IM, blogs, consulting, training) mixed with advertising messages in the form of banner ads or sponsored links (google). The banner ads may be the major or sole source of revenue for the broadcaster. The broadcaster may be a content creator or a distributor of content created elsewhere. The advertising model works best when the volume of viewer traffic is large or highly specialized.

From now, it is time to take decisions and to choose between the different possibilities. We will addressed on the exploitation report where is planned to include the “SOA4All Exploitation Strategy” and the” Business Plans and Validation”.

5. Annex

5.1 Web Business Models

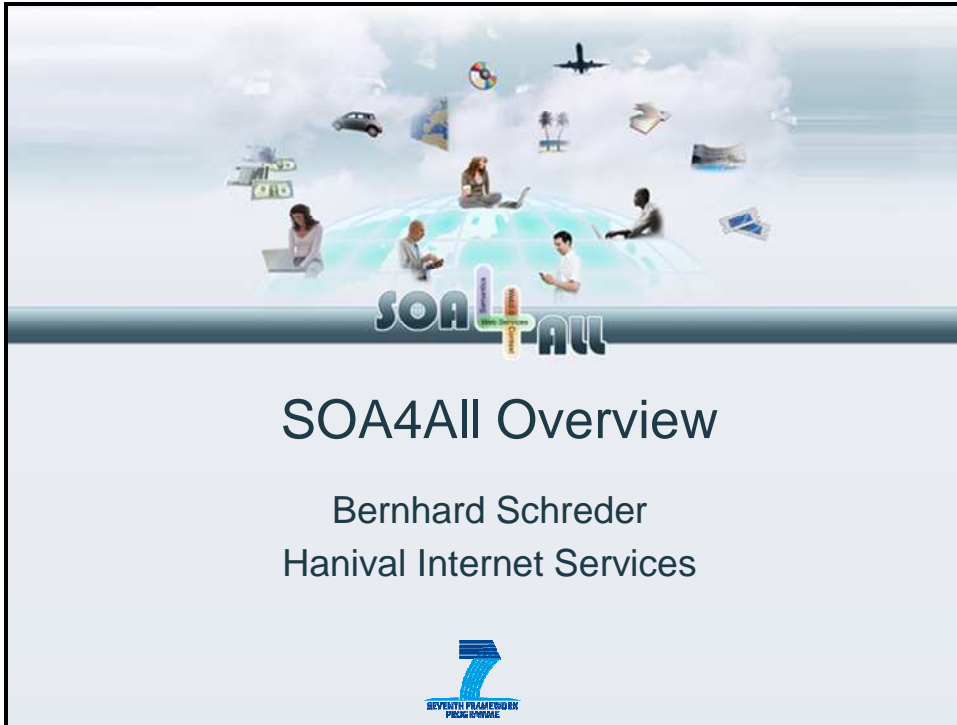
Model	Characteristics
Brokerage model	Brokers are market-makers: they bring buyers and sellers together and facilitate transactions. Brokers play a frequent role in business-to-business (B2B), business-to-consumer (2C), or consumer-to-consumer (C2C) markets. Usually a broker charges a fee or commission for each transaction it enables. The formula for fees can vary.
Advertising Model	The web advertising model is an extension of the traditional media broadcast model. The broadcaster, in this case, a web site, provides content (usually, but not necessarily, for free) and services (like email, IM, blogs) mixed with advertising messages in the form of banner ads. The banner ads may be the major or sole source of revenue for the broadcaster. The broadcaster may be a content creator or a distributor of content created elsewhere. The advertising model works best when the volume of viewer traffic is large or highly specialized.
Merchand Model	Wholesalers and retailers of goods and services. Sales may be made based on list prices or through auction.
Infomediary Model	Data about consumers and their consumption habits are valuable, especially when that information is carefully analyzed and used to target marketing campaigns. Independently collected data about producers and their products are useful to consumers when considering a purchase. Some firms function as infomediaries (information intermediaries) assisting buyers and/or sellers understand a given market.
Manufacturer Model	The manufacturer or "direct model", it is predicated on the power of the web to allow a manufacturer (i.e., a company that creates a product or service) to reach buyers directly and thereby compress the distribution channel. The manufacturer model can be based on efficiency, improved customer service, and a better understanding of customer preferences.
Affiliate Model	In contrast to the generalized portal, which seeks to drive a high volume of traffic to one site, the affiliate model provides purchase opportunities wherever people may be surfing. It does this by offering financial incentives (in the form of a percentage of revenue) to affiliated partner sites. The affiliates provide purchase-point click-through to the merchant. It is a pay-for-performance model -- if an affiliate does not generate sales, it represents no cost to the merchant. The affiliate model is inherently well-suited to the web, which explains its popularity. Variations include banner exchange, pay-per-click, and revenue sharing programs.

<p>Community Model</p>	<p>The viability of the community model is based on user loyalty. Users have a high investment in both time and emotion. Revenue can be based on the sale of ancillary products and services or voluntary contributions; or revenue may be tied to contextual advertising and subscriptions for premium</p>
<p>Utility Model</p>	<p>The utility or "on-demand" model is based on metering usage, or a "pay as you go" approach. Unlike subscriber services, metered services are based on actual usage rates. Traditionally, metering has been used for essential services (e.g., electricity water, long-distance telephone services). Internet service providers (ISPs) in some parts of the world operate as utilities, charging customers for connection minutes, as opposed to the subscriber model common in Europe</p>
<p>Subscription Model</p>	<p>Users are charged a periodic - daily, monthly or annual – fee to subscribe to a service. It is not uncommon for sites to combine free content with "premium" (i.e., subscriber- or member-only) content. Subscription fees are incurred irrespective of actual usage rates. Subscription and advertising models are frequently combined.</p>

5.2 Description of Material & Documents

5.2.1 Presentations

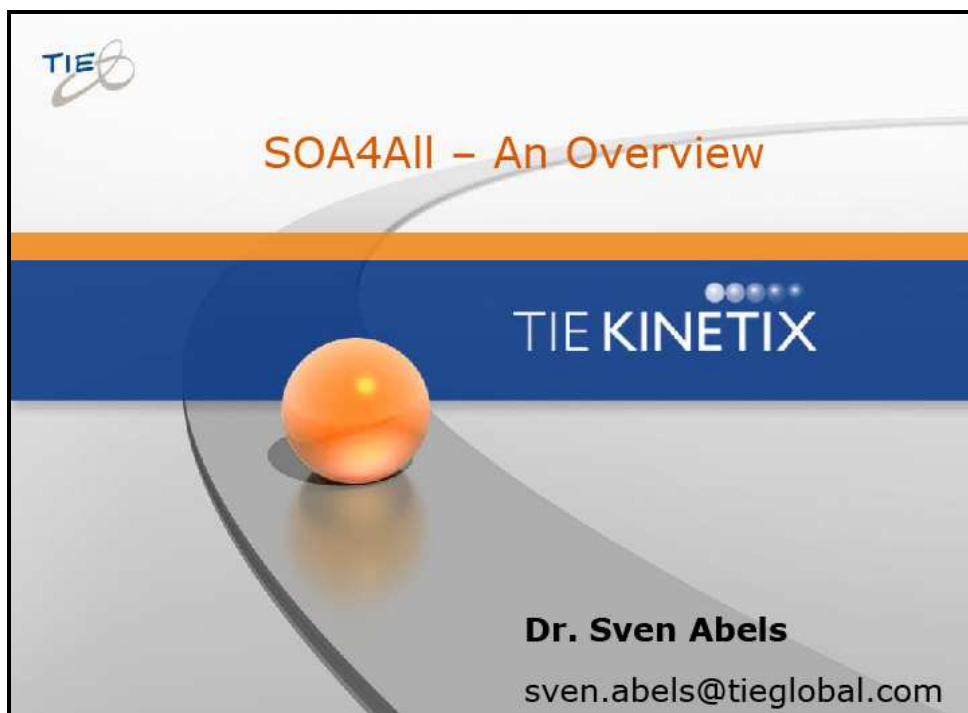





SOA4All

SOA4All Overview

Bernhard Schreder
Hanival Internet Services



TIE

SOA4All – An Overview

TIE KINETIX

Dr. Sven Abels
sven.abels@tieglobal.com

Die Zukunft der Modellierung von serviceorientierten Architekturen


Services von und für Fach-Anwender



Dr. Jürgen Vogel, Dr. Florian Urmetzer
SAP Research, St. Gallen

27.08.2009


SAP WORLD TOUR 09



SOA4All

For business People

Benjamin Gil
Atos Origin



5.2.2 Workshop workbooks

5.2.2.1 BT's Workbook

BT/RIBBIT WORKSHOP WORKBOOK

Workbook Part A.1 Background

Please provide the following information and tick (✓) where appropriate:

Personal Details:

Age: _____

Gender: M F

Background:

Please indicate the highest level of education you have completed.

- High school
 Undergraduate
 Diploma/Certificate
 Masters
 PhD

Others, please specify: _____

Which of the options below best describes the level of your IT training?

- none
 self-taught
 Introduction to office software or similar
 non-IT degree with significant IT training
 IT-focused degree or significant vocational training such as Microsoft Certified Professional (MCP), etc.
 other : _____

Please rank your software experience according to the following criteria:

	1	2	3	4	5	
• My experience in software or application development (e.g. Access, Visual Basic, Java) is:	none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	expert
• My experience in using web services (e.g. iGoogle, Facebook, etc.) is:	none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	expert
• My experience in web service development (e.g. Yahoo!Pipes) is:	none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	expert
• My experience with analysis and design notations (e.g. UML) is:	none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	expert

WORKBOOK PART A.2 SOA4ALL PROJECT

SOA4All Project was described in the introductory presentation. Please tell us your opinion about the project by ticking one of the boxes for each question:

	1 2 3 4 5
My experience with <i>software services</i> is:	none <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> expert
SOA4ALL represents a really innovation in Software Services' Use	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
SOA4ALL will contribute to bring near <i>Software Services</i> to anyone	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree

SOA4All impact	1 2 3 4 5
SOA4All will enable innovative use of Software Services	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
SOA4All will contribute to bringing <i>Software Services</i> within the reach of everyone	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Standards are a key to the SOA4All impact.	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
The following barriers may prevent SOA4All from achieving its full potential impact:

SOA4All Studio	1 2 3 4 5
The draft interfaces I have seen from SOA4All seem easy to use from a non-technical point of view.	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Attending a training course could help people to use SOA4All Studio.	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree

SOA4ALL Distribution	1 2 3 4 5
-----------------------------	-----------

The results from a “4All project” must be free for future users	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
I would pay to use the results	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree

SOA4ALL Studio Search, Analysis, Composer & Annotation Tools

	1 2 3 4 5
...Are Enough	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
I miss :	
...Are easy to use (non technical point of view)	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Attending a training course could help people to use SOA4ALL Studio.	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree

SOA4ALL Business Models

I consider the following model(s) as appropriate way(s) to exploit SOA4All results	1 2 3 4 5
<i>Community Model</i> (open content, e.g. Wikipedia)	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
<i>Advertising Model</i> (targeted advertising, e.g. Google)	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
<i>Merchant Model</i> (virtual merchant, e.g. Amazon)	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
<i>Subscription Model</i> (content services, e.g. Netflix)	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
A mix of the following or any other models:	
Any other comments:	

WORKBOOK PART A.3 SERVICE COMPOSITION

Service composition was described in the introductory presentation. Please tell us your opinion about the following aspects of service composition by ticking one of the boxes for each question:

	1 2 3 4 5
My experience with Service Composition is	none <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> expert
Please list the Service Composition languages and systems you are familiar with (or circle these examples: iGoogle, facebook, Yahoo!Pipes, BPEL4WS, BPML, BPSS, OWL-S, WSCI, WSCL, WSFL, Semantic Pipes)
I find web service composition interesting	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Service composition by users (SCU)	
... is useful	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
...is easy to achieve	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
... brings about a more efficient way of conducting on-line activities	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
... is unfeasible	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
... is error-prone	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
... can be used to break organisational rules and policies	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Please tell us your opinion about the following ways of encouraging and supporting Service composition by users (SCU)	
Examples of successful SCU can stimulate one to try it.	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Recognising and rewarding SCU effort will make people more willing to try it.	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Attending a training course could help people to start SCU.	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
SCU quality standards and testing will decrease risks.	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree

How often do you compose services or build service-based applications?

daily *weekly* *monthly* *less often* *never*

What are your favourite service composition languages or systems?

1. _____

2. _____

3. _____

5.2.2.2 SAP's Workbook

Part 1: Personal Information

Age: _____ Gender: M W

Occupation: _____

Please describe your IT education

- none
- self-taught
- training in standard applications (Office, SAP etc.)
- IT degree or IT related studies (e.g., Microsoft Certified Professional)

Please describe the level of your IT knowledge

- | | |
|---|--|
| standard applications (Office, SAP etc) | none <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> expert |
| Internet | none <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> expert |
| programming languages (Visual Basic, Java, SQL etc) | none <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> expert |
| usage of Web services (iGoogle, Facebook, etc.) | none <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> expert |
| programming of Web services and Web service applications (Yahoo!Pipes, SAP ES etc.) | none <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> expert |
| formal languages for analysis, design and modeling | none <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> expert |
| <input type="checkbox"/> UML | |
| <input type="checkbox"/> flow/process chart | |
| <input type="checkbox"/> Petri net | |
| <input type="checkbox"/> SysML | |
| <input type="checkbox"/> BPMN | |
| <input type="checkbox"/> others: _____ | |

Part 2: Organization

General

Sector

- | | |
|--|------------------------------------|
| <input type="checkbox"/> Public Services / Administration | <input type="checkbox"/> Health |
| <input type="checkbox"/> IT Services / Consulting / Technology | <input type="checkbox"/> Research |
| <input type="checkbox"/> Commerce / Industry Insurance | <input type="checkbox"/> Banking / |

other:

Employees < 5 5-10 10-50 50-200
 200-1000 1000-5000 > 5000

IT

Does your organization have an internal IT department
 yes no

including software development yes no

Number of IT solutions < 5 5-10 10-50
 50-200 > 200

different IT solutions are integrated so that, e.g., the same data is accessible from different solutions not integrated

completely integrated

not integrated completely integrated

your business processes are well-supported by your IT solutions disagree agree

your business processes are well-supported by your IT solutions disagree agree

disagree agree

your business processes do change often

your business processes do change often disagree

agree

disagree agree

change requests and feature requests are implemented quickly as IT solutions disagree agree

change requests and feature requests are implemented quickly as IT solutions disagree agree

disagree agree

your business users have a good understanding of shortcomings in the IT solutions used or ask for specific improvements disagree agree

your business users have a good understanding of shortcomings in the IT solutions used or ask for specific improvements disagree agree

disagree agree

disagree agree

Part 3: Service Composition for Business Users

Please judge our vision that business users may develop or customize IT solutions by combining Web services from a given service kit (so-called service composition)?

my experiences with service composition none expert

in my opinion service composition is an important topic disagree agree

Please mark all service composition methods / tools you know:

- | | | | |
|--|--|--------------------------------|---|
| <input type="checkbox"/> iGoogle | <input type="checkbox"/> BPEL4WS | <input type="checkbox"/> OWL-S | <input type="checkbox"/> WSFL |
| <input type="checkbox"/> Facebook | <input type="checkbox"/> BPML | <input type="checkbox"/> WSCI | <input type="checkbox"/> Semantic Pipes |
| <input type="checkbox"/> Yahoo!Pipes | <input type="checkbox"/> BPSS | <input type="checkbox"/> WSCL | |
| <input type="checkbox"/> SAP NetWeaver | <input type="checkbox"/> IBM Mashup Center | others: _____ | _____ |

How often do you use one or more of these methods / tools?

- daily weekly monthly less frequent never

Service composition for business users

... is useful disagree agree

... is easy disagree agree

... is efficient disagree agree

... is unfeasible disagree agree

... is error-prone disagree agree

... may be abused disagree agree

Which of the presented approaches do you prefer?

- | | |
|---|--|
| <input type="checkbox"/> FAST (composition of predefined screens) | <input type="checkbox"/> SOA4All (composition of process models) |
| <input type="checkbox"/> both equally suitable | <input type="checkbox"/> both unsuitable |

In your opinion, how could business users be supported best in working with a service composition tool?

by many examples that help business users to quick start and orient themselves disagree agree

by a reward system to motivate active contribution (e.g., financial bonus or ranking lists for top contributors) disagree agree

by training courses disagree agree

by mandatory quality standards and tests disagree agree

Knowledge exchange

business users should be able to exchange knowledge about business processes disagree agree

does your organization have a structured way to exchange knowledge about business processes? yes no

in my opinion, personal meetings are important for knowledge exchange about business processes unimportant important

in my opinion, documents (Word etc) are important for knowledge exchange about business processes unimportant important

in my opinion, online communities (SAP BPX etc.) are important for knowledge exchange about business processes unimportant important

in my opinion, knowledge exchange with external partners (e.g., about best practices) is important unimportant important

Business Model

Services from external partners should be licensed / paid for

only once (flat rate)

per use (pay per use)

5.2.2.3 ATOS/ TIE/ Hanival's Workbook



WORKSHOP WORKBOOK

Participant Information Sheet

The aim of this workshop is to share and discuss your opinions and experiences related to the SOA4All vision, and what do you think about opening up software to people who are not software professionals.

The workshop consists of two parts and will take approximately 30 minutes to complete.

PART A – Introduction presentation and initial discussions

1. Introductory Presentations on SOA4All

PART B – Capstone session

1. Complete this workbook
2. Overall discussion, comments and ideas



WORKBOOK PART 1 BACKGROUND

Please provide the following information and tick (✓) where appropriate:

<p><u>Personal Details:</u></p> <p>Age: _____ Gender: M <input type="checkbox"/> F <input type="checkbox"/></p>																																	
<p><u>Background:</u></p> <p>Please indicate the highest level of education you have completed.</p> <p><input type="checkbox"/> High school <input type="checkbox"/> Undergraduate <input type="checkbox"/> Diploma/Certificate <input type="checkbox"/> Masters <input type="checkbox"/> PhD</p> <p>Others, _____ please _____ specify:</p>																																	
<p>Which of the options below best describes the level of your IT training?</p> <p><input type="checkbox"/> none <input type="checkbox"/> self-taught <input type="checkbox"/> Introduction to office software or similar</p> <p><input type="checkbox"/> non-IT degree with significant IT training</p> <p><input type="checkbox"/> IT-focused degree or significant vocational training such as Microsoft Certified Professional (MCP), etc.</p> <p><input type="checkbox"/> other : _____</p>																																	
<p>Please rank your software experience according to the following criteria:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 5%;"></th> <th style="width: 5%;">1</th> <th style="width: 5%;">2</th> <th style="width: 5%;">3</th> <th style="width: 5%;">4</th> <th style="width: 5%;">5</th> <th style="width: 5%;"></th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">My experience in software or application development (e.g. Access, Visual Basic, Java) is:</td> <td style="text-align: center;">none</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;">expert</td> </tr> <tr> <td style="padding: 5px;">My experience in web service development (e.g. Yahoo!Pipes) is:</td> <td style="text-align: center;">none</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;">expert</td> </tr> <tr> <td style="padding: 5px;">My experience with analysis and design notations (e.g. UML) is:</td> <td style="text-align: center;">none</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;">expert</td> </tr> </tbody> </table>				1	2	3	4	5		My experience in software or application development (e.g. Access, Visual Basic, Java) is:	none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	expert	My experience in web service development (e.g. Yahoo!Pipes) is:	none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	expert	My experience with analysis and design notations (e.g. UML) is:	none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	expert
		1	2	3	4	5																											
My experience in software or application development (e.g. Access, Visual Basic, Java) is:	none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	expert																										
My experience in web service development (e.g. Yahoo!Pipes) is:	none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	expert																										
My experience with analysis and design notations (e.g. UML) is:	none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	expert																										



WORKBOOK PART 2 SOA4ALL PROJECT

SOA4ALL Project was described in the introductory presentation. Please tell us your opinion about the project by ticking one of the boxes for each question:

	1 2 3 4 5
My experience with <i>software services</i> is:	none <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> expert
SOA4ALL represents a really innovation in Software Services' Use	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
SOA4ALL will contribute to bring near <i>Software Services</i> to anyone	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree

SOA4ALL Studio Search, Analysis, Composer & Annotation Tools

	1 2 3 4 5
...Are Enough	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
I miss :	
...Are easy to use (non technical point of view)	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Attending a training course could help people to use SOA4ALL Studio.	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree



SOA4ALL Distribution

	1 2 3 4 5

A “4ALL project” must be free for users	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
I would paid a for it	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
SOA4ALL Business Models	
	1 2 3 4 5
Community Model	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Advertising Model	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Merchant Model	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
Subscription Model	disagree <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> agree
A mix of/other :	