Technical Assistance for Turkey in Horizon 2020 Phase-II
EuropeAid/139098/IH/SER/TR

Turkey in Horizon 2020 II

INNOSUP-01-2018-2020: Cluster facilitated projects for new industrial value chains

Focus Group Training

How to write an INNOSUP 01 proposal part per part

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REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

PRINCIPLES FOR PROPOSAL PREPARATION

01

Check your proposal aligns with call

You can use the proposal checking service
BEFORE you write the proposal

02

Select prospective partners

Maybe only 2 or 3 at first
Know their skills and capabilities
Ideally there is a strategic alignment

03

Agree the concept and goals with key partners

Write this down in one or two pages
Keep it focused
Early agreement is vital

STUDY THE CALL

Relevance

What are you trying to do? Is it exactly what the call asks?

Available Budget

How many projects are going to be funded? Expected project budget?

Competition

Previous relevant projects? Key players?

Don’t even start preparing a proposal without satisfactory answers to the above questions! It will be a waste of time and resources…

FIND THE RIGHT PEOPLE

Friendship

It is good to work with people you already know and trust
BUT! **Avoid inviting people just because they are your friends**…
They must fit and add value to the project

Big sharks

Sometimes it is necessary to include key players or “big” names
BUT! Keep in mind that those partners may try to take advantage of you and the rest of the consortium…

Value chain

Make sure that your consortium **captures the entire value chain** as required by the call and has sufficient geographical coverage
BUT! **Don’t involve partners just because they come from high profile countries**…

FIND THE RIGHT PEOPLE

… to work with for the next 2-4 years

VISION, CONCEPT AND OBJECTIVES

Top-level goal

What is the top-level goal that you are trying to achieve?
Goals are 'high level' and generally are not measurable

- But they are a statement of what your project aims to achieve

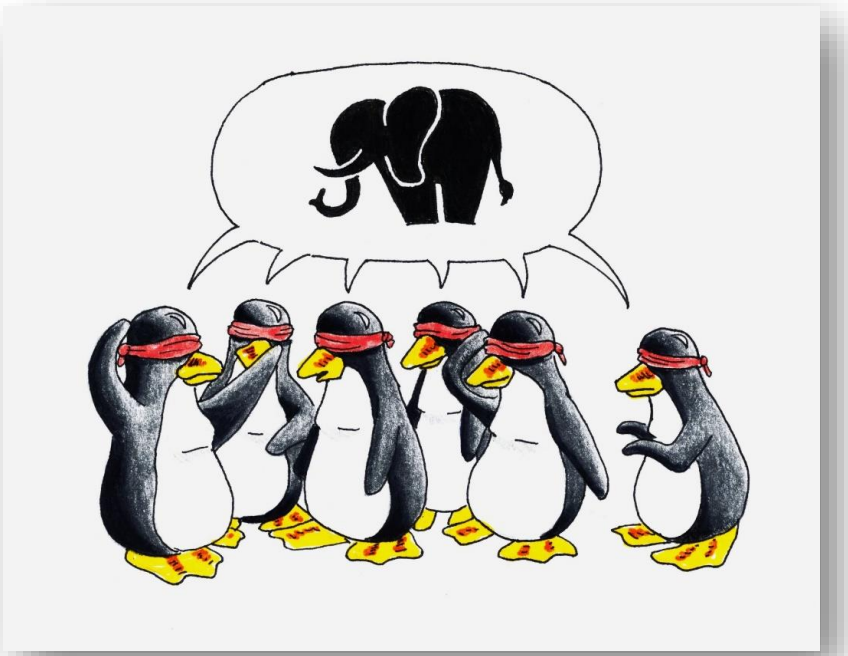
Main objectives

- How will you verify that each objective has been met?
- What measures will be used?
- How does each objective relate to the call?

These are the objectives of the proposal - which will be more specific that the Call Objectives

VISION, CONCEPT AND OBJECTIVES

… and make sure everybody understands the same thing!



PROPOSAL WRITING TEAM

Has comprehensive **technical understanding**

Is very fluent and accurate in **English**

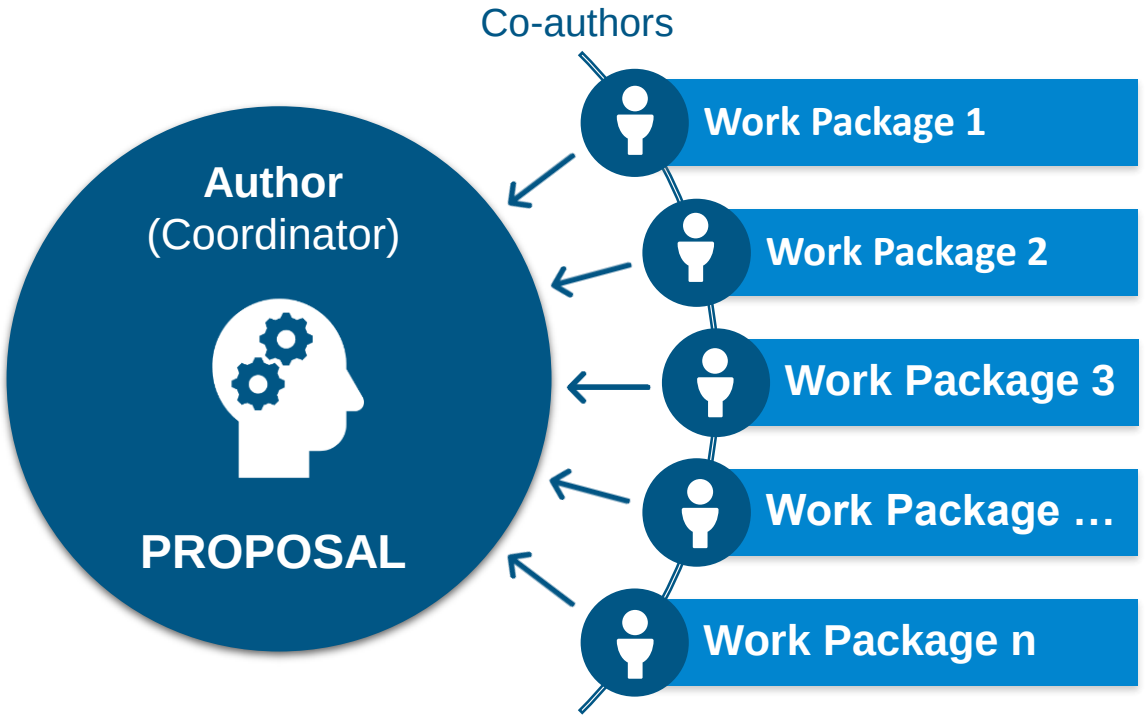
Has ability to **think** through detail and spot problems

Has great **imagination** and ability to see opportunities

How can the above 4 people contribute to writing?

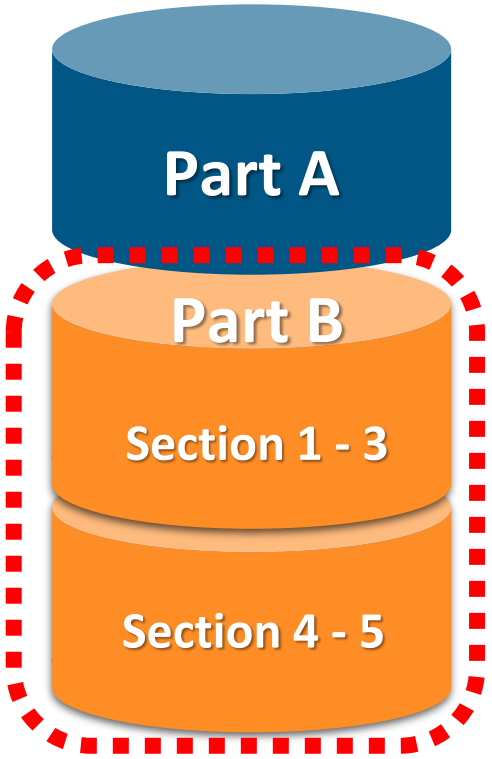
Share the workload
According to area of expertise
✓One coordinator to keep control
✓Set targets
✓Allow for holidays, illness, other commitments

PROPOSAL WRITING TEAM



TYPICAL PROPOSAL STRUCTURE

PROPOSAL



- ✓ General information
- ✓ Administrative data of participating organizations
- ✓ Budget for the proposal
- ✓ Ethics issues table
- ✓ Call specific questions

- ✓ Table of participants
- ✓ Proposal abstract
- ✓ Abbreviations
- ✓ Table of contents

1 – Excellence
2 – Impact
3 – Implementation

4 – Members of the consortium

5 – Ethics and Security

TABLE OF PARTICIPANTS

List of Participants

Participant No.	Participant organization name	Type	Country
1 (Coordinator)	bwcon GmbH (bwcon)	Cluster	Germany
2	AgroBusiness Park (ABP)	Cluster	Denmark
3	European Federation of Food Science and Technology (EFFoST)	Cluster	Netherlands
4	Asociación Cluster Food+i (Food+i)	Cluster	Spain
5	Vojvodina ICT Cluster (VOICT)	Cluster	Serbia
6	Organic Products Cluster (OPC)	Cluster	Greece
7	Polo Technologico Pordenone (POLO)	Cluster	Italy
8	BioSense Institute (BIOS)	RTD	Serbia
9	Parnasse S.A (PARN)	SME	Greece
10	KPAD Ltd (KPAD)	SME	UK
11	InoSens Doo (InoSens)	SME	Serbia
12	digital worx GmbH (dw)	SME	Germany
13	Synelixis Ltd (Syn)	SME	Greece

WINNING TIP: INTRO PAGE

- ✓Intro page: **before** table of contents of Part B
- ✓Attract the interest of the evaluators
- ✓Make it **visually appealing**!
- ✓Summarize **the main points you want them to remember**
- ✓Score some points with a great first impression

Why KATANA?

Katana (刀) was one of the traditionally made Japanese swords that was used by the samurai warriors of feudal Japan. The rise in popularity of katana amongst samurais came about around 1400 due to the changing nature of close-combat warfare. **The quicker draw of the sword was well suited to combat where victory depended heavily on fast response times.**
Source: Wikipedia

The European agrifood sector faces a similar challenge with the samurai warriors of the 14th century. **Fast response to rapid changes in the global competitive environment is the key success factor.** In order to continue conquering global markets and providing sustainable jobs, European SMEs of the agrifood sector need to incorporate the benefits of **emerging industries** in their armory. The combined access in technology, knowledge, markets and capital can stimulate cross-border and cross-sectorial clusters that will boost the European agrifood industry.

"There is much more potential to be developed in the European agrifood industry, through innovative business, smart entrepreneurship, and the development of new markets."
Phil Hogan, European Commissioner for Agriculture and Rural Development
Speech at 3rd Madrid Food & Drink Summit - "EU Food & Drink Production – Future Perspectives for Economic Opportunities", June 2015

Why KATANA should be funded?

Crucial Sector	Agrifood sector has a massive economic, social, and environmental footprint - the **4.5 trillion euros** global industry represents **10%** of consumer spending, **40%** of employment, and **30%** of greenhouse-gas emissions, while **Europe is the top global exporter**, with **7 out of the top 10** agriculture exporting countries being EU members. In Europe SMEs generate the sector's **51.6%** turnover and accounts for the **64.3%** of its employment.
Systemic approach	KATANA combines **direct financial support** to SMEs with tailored made **business support services** and a powerful technological framework of **Large Scale Demonstrators** (also developed by SMEs, partners in KATANA consortium). This holistic approach aims to contribute towards a **symbiotic agrifood ecosystem**, that fully exploits the potential of emerging industries towards a new European agrifood economy.
Value for money/ Leverage of private funds	By employing a novel **crowdfunding-based scheme**, where ability to attract private funds is the main criterion for EC financial support, KATANA motivates SMEs to seek for **quick market validation** and ensures that **every euro provided as EC financial support will mobilize financial support from private investors to result in three (3) euros of total funding (3x leverage).**
Compliance with Smart Specialization Strategies (S3)	ICT, agriculture and food production are among the **top innovation priorities** of European regions. KATANA provides a **replicable model** to accelerate the adoption of advanced technologies in a diverse set of 7 European Regions.
Stellar implementation team	KATANA assembles leading European clusters, innovative SMEs, an RTD organization with proven track record in the field and a crowdfunding platform. Consortium members have **jointly delivered successful projects in the past** and are well connected with the European investors community. **77% of the budget goes to SMEs (either partners or beneficiaries), 49% of project team members are women.**

PROPOSAL ABSTRACT

Abstract

"KATANA - Emerging industries as key enablers for the adoption of advanced technologies in the agrifood sector" supports European SMEs in the agrifood value chain to simultaneously access knowledge, technology, capital and markets in order to respond to the global competitive environment. KATANA aims to provide this access to companies by leveraging upon the multiplier potential of cross-border/cross-sectoral collaboration and the systemic approach which homogenizes services towards the overall aim to place new products/ services in the market.

KATANA proposes a systemic approach by combining (i) an innovative selection and funding scheme based on peer to peer evaluation and crowdfunding; (ii) a holistic portfolio of support services covering the entire KATANA lifecycle and (iii) three large scale demonstrators capitalizing upon emerging industries (eco-industries, mobile services and personalized health).

KATANA is a cluster-driven project, bringing together 7 active clusters of SMEs from all over Europe (from Scandinavia to Mediterranean and Balkans) covering the entire ecosystem, namely agriculture, food production and ICT/ emerging industries. At the same time a diverse and strong presence of five SMEs – technology providers within the consortium will guarantee that the technological infrastructure for the large scale demonstrators will be delivered by actors who understand the needs of the community. The innovative selection method and the corresponding algorithms will be provided by an RTD organization with long experience in organizing and running Open Calls and competitions for SMEs.

✓ Make it **clear**, **logical** and **simple** for a new reader

✓ Prepare a **draft early**, since it is useful to show others but **revise** it

✓ (Usually) start with a statement of what the project will do and include the **goal** and **key objectives**

✓ Use **words** to introduce paragraphs clearly (paragraph marks may disappear in the system)

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

TABLE OF CONTENTS

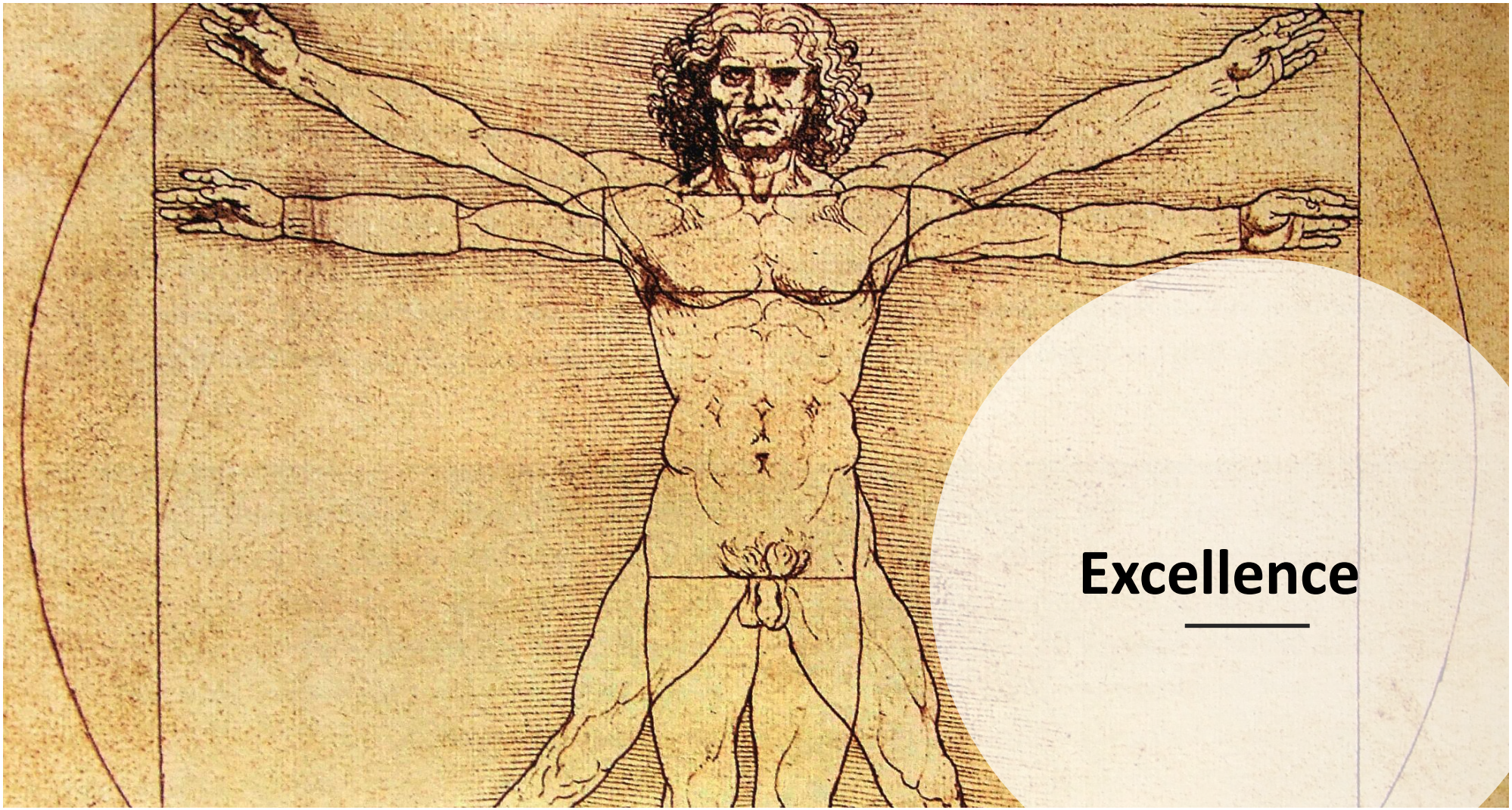
TABLE OF CONTENTS

(If you have space): you may also want to add:

- Table of figures
- Abbreviations

AFs: Aflatoxins
AgMIP: Agricultural Model Inter-comparison and Improvement Project
aw: water activity
CA: Consortium Agreement
CP: Communication Plan
CWA: CEN Workshop Agreement
DP: Dissemination Plan
DST: MycoControl Decision Support Tool
EDCT: Explotation, Dissemination & Communication team
EIP-AGRI: The agricultural European Innovation Partnership
EP: Exploitation Plan
FACCE-JPI: Joint Porgramming Initiative on Agriculture, Food Security and Climate Change
FEM: Finite Element Model
GA: General Assembly
HHP: High Hydrostatic Pressure
IG: Industrial Grouping
IP: Intellectual Property
IPR: Intellectual Property Rights
OTA: Ochratoxin A
PC: Project Coordinator
PEM: Project Exploitation Manager
PIM: Project Industrial Manager
PPIF: Post-project Impact Follow-Up Committee
PR: Project Representatives
RASFF: Rapid Alert System for Feed and Food
RRI: Responsible Research and Innovation
SFE: Supercritical Fluid Extraction
STC: Scientific & Technical comittee
TLs: Task Leaders
WP: Work package
WPL: WP leaders
WPLs: Work Package Leaders

SECTION 1: EXCELLENCE



Excellence

1.1 OBJECTIVES

Your objectives MUST be in line with call objectives!

- ✓ How will you verify that each objective has been met?
- ✓ What measures will be used?
- ✓ How does each objective relate to the call?

Make some clear clasification (if aplicable), eg

- ✓Ecosystem objectives
- ✓Economic objectives
- ✓Social objectives

SMART goals

Specific
Measurable
Achievable
Relevant
Time bound

1.1 OBJECTIVES

- Make sure that objectives respond to the requirements of the Call
- Describe in detail but give brief titles as well
- Link with KPIs and target values

01 ***To establish a cross-border and cross-sectoral ecosystem that combines the competitive strengths of a traditional industry (agrifood) with three key emerging industries (eco-industries, mobile services and personalized health), in lockstep with the S3 strategy of 7 European regions.***

In the view of creating an open space for cross-fertilization, the agrifood sector is a particularly favorable domain, as it simultaneously fulfils the following requirements: **(i) economic complementarities** across the various regional value chains; **(ii) critical mass of enterprises** and more specifically SMEs, since the sector in Europe is made up of 99.1% SMEs, 79% of which are micro-SMEs (Muller et al, 2014); **(iii) presence and interest of intermediaries** (clusters, business support organizations, living labs, technology transfer offices, Enterprise Europe Network (EEN), etc.) to facilitate cross-border collaboration of SMEs.

It is also important to note that KATANA aims to a **direct link and broad long-term synergies with the smart specialization strategy (S3) of 7 European Regions**, which define the agrifood sector and/or ICT and/or emerging industries as part of their priorities (da Rosa Pires et al, 2014). Our approach aims to attract, connect, support and fund the most promising and agile links across the regional value-chains, tech-savvy and innovative SMEs, the so called "**excited goblins**" according to the S3 typology proposed by Foray (2013). These actors are expected to act as the connecting tissue of the entire ecosystem able to create spill-over effects by providing a role model to less collaboration oriented SMEs within regional clusters.

02 ***To provide a holistic supportive framework to European SMEs and start-ups accelerating the rate of adoption of advanced technologies and business models related to emerging industries in the agrifood ecosystem.***

KATANA is a **cluster-driven project** and as such it perceives clusters as ideal vehicles for facilitating structural change through the delivery of support services to SMEs. Many business support initiatives currently exist in Europe, within either EU-funded initiatives or national programmes, however not all of them follow an integrated approach, being geographically isolated and/or sector-agnostic, thus unable to create sustainable multiplier effects. KATANA proposes a **systemic approach** with coherent and strongly interrelated measures, tools and mechanisms, all based in three key principles:

- **Measures are customized to cover the needs of a particular ecosystem**, the common ground between agrifood and emerging industries, thus activities are carefully designed to link actors with diverse backgrounds and different levels of technology adoption and create **consensus** among them, regarding the expectations arising from collaboration. The p2p community evaluation model for selecting the KATANA beneficiaries, the technology watch (incorporating current state-of-the-art and future trends in emerging industries and the agrifood sector) and the internationalization support services are all fine-tuned to serve this consensus building objective.
- **Tools and methods are highly re-usable,** covering a much larger community than the group of SMEs to be contacted during project lifetime. What is more important is that the main structures identified by the project, including the matchmaking facility and reward/equity crowd-funding platform are self-sustainable and ***ownership of these structures can easily be handed over to the ecosystem itself***.
- **The approach is results driven and extrovert** in the sense that it creates a roadmap for beneficiary SMEs to deliver concrete products/services capitalizing upon the three large scale demonstrators. Additionally, business support services aim to bring these products/services to the global markets, strengthening the ***export profile*** of European emerging industries around the agrifood sector, with particular emphasis to the emerging markets of "BRICs" (Brazil, Russia, India and China).

1.1 OBJECTIVES

Objective	Key Performance Indicators (KPIs)	Target values
O1: *Ecosystem*	✓ Number of SMEs/start-ups attracted by KATANA (applicants in the 1st stage)	>500
	✓ Number of long-term cross-border collaborations established (between beneficiary SMEs from different countries) – among 1st stage winners	>20
	✓ Number of long-term cross-sectoral collaborations established (between beneficiary SMEs from different sectors across the value chain) – among 1st stage winners	>20
O2: *Support*	✓ SMEs receiving support services from KATANA	100
	✓ Number of products proposed/launched	>40
	✓ Number of countries (outside EU) targeted for export promotion of KATANA products/ services	>12
	✓ Number of large scale demonstrators (LSDs)	

1.2 RELATION TO THE WORK PROGRAMME

- Identify all the key points in the Call text, phrase-by-phrase
- Explain how your proposal addresses them
- Make clear references to chapters, WPs in the text

Main expectation	PARSEC contribution
Cross-border and cross-sectoral collaboration, innovation and entrepreneurship across different regions and value chains shall be promoted	Through the extensive involvement and leadership of business networks (EARSC), clusters (AVAESEN, BWCON) and regional networks (NEREUS) but also through access to several more clusters (via Energy in Water ESCP-4i) PARSEC ensures a ***critical mass of SMEs throughout Europe combining EO with key emerging industries as energy, food and environment.*** PARSEC will support these SMEs through a comprehensive portfolio of access to knowledge, technology, capital and market services, allowing for the formation of multi-disciplinary teams and the launch of new products to the EU and global markets.
Coordination/ facilitation led by clusters by following a systemic approach that combines different resources, tools and instruments.	PARSEC is a cluster-led project, bringing together **4 cross-sectoral, cross-border organisations representing SMEs all over Europe, i.e. EARSC, BWCON and AVAESEN (also partner of European Strategic Cluster Partnership: Energy in Water), alongside the Network of Regions using Space Technologies (NEREUS)**. The associated enabling technology sectors (Earth Observation) and key emerging industries (energy, food, environment) are strategically inter-connected, as EO-enabled value can be delivered along the entire integrated value chain. In that context, PARSEC is fully in line with the systemic approach and strategic focus as defined by the EC, as it **(i) combines best practices and tools** provided by these cluster organisations to their members, **(ii)** provides SMEs with the benefits stemming from the use of **Large Scale Demonstrators, (iii)** ensures concrete **links between developed EO solutions and regional policy priorities and investments**. In doing so, PARSEC ensures the provision of supporting services and instruments that **cover the full spectrum of the ecosystem's needs**.

Innovation actors, especially SMEs with mutually reinforcing competences, shall be supported in view of creating new industrial value chains that foster the development of emerging industries in Europe.	KATANA targets the agrifood sector, which has the potential to reinforce EU competences and create new industrial value chains in key emerging industries. By ***combining the strong tradition and export orientation of the agrifood sector with the dynamism and growth potential of emerging industries***, KATANA aims to act as a multiplier for the European SMEs ecosystem. On top, a new business and funding model will be introduced to guarantee the sustainability of the ecosystem beyond the lifetime of KATANA.
The proposals shall outline a strategic vision for building new industrial value chains across the EU and Associated countries. They shall specifically focus on integrating and supporting groups of SMEs in collaboration with other innovation actors in addressing specific problems and challenges	KATANA has the strategic vision of creating ***a symbiotic ecosystem*** in the agrifood sector, which is expected to allow Europe to maintain/strengthen its position in the global competitive landscape. A broad series of events and physical and on-line matchmaking services and numerous dissemination activities all over Europe and a strong collaboration with innovation actors, reached through the institutional role of cluster partners are expected to create significant traction for KATANA. This strategy along with the synergies that KATANA will develop with various on-going EU projects (for details please refer to Chapter 1.3.3). The final outcome of this process is to promote the ***launch of concrete products/services*** by cross-border/cross-sectoral consortia of SMEs.

Usually finalized at the end of proposal writing, great way to ensure you have ticked all the boxes!

1.3 CONCEPT AND APPROACH

main ideas, models or assumptions

TRL1 – Idea
…
TRL9 – Market

1.3.1 Concept and methodology

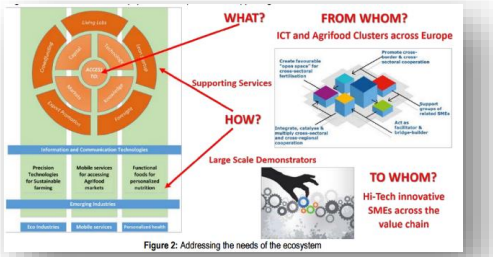


Figure 2: Addressing the needs of the ecosystem

1.3.2 Technology readiness level

Technology concept	TRL		Explanation
	NOW	Goal	

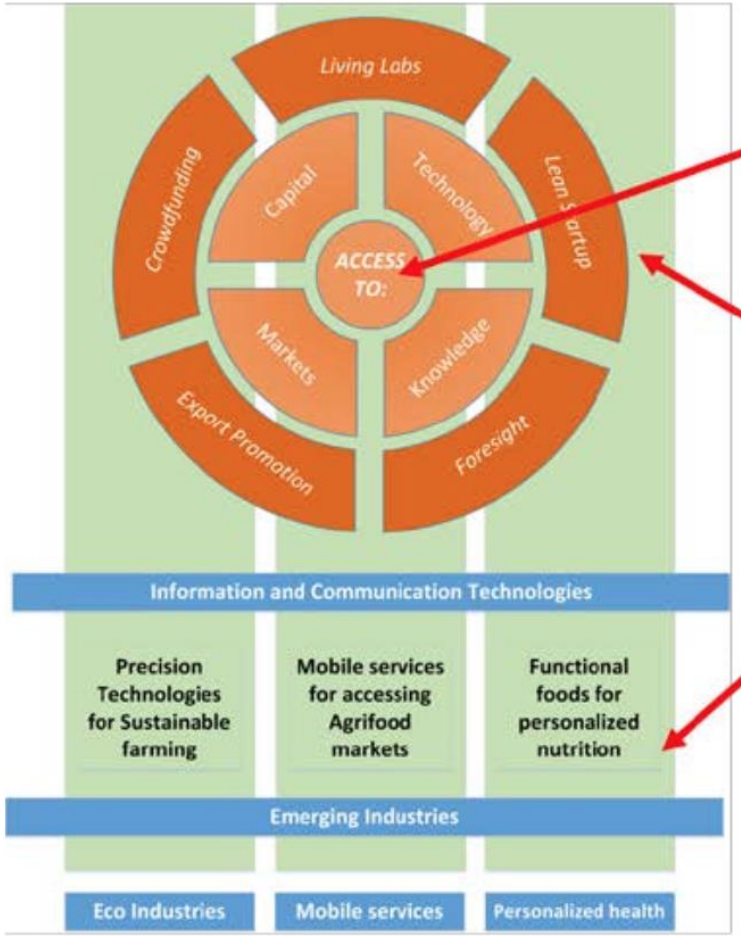
1.3.3 National and International Research and Innovation Activities linked with

Activity	Description	Uptake by ANTARES
CAP	CAP's goal is to support food producers and help them deliver to European citizens plenty of high-quality food. Its priorities are: viable food production, sustainable management of natural resources, and balanced development of rural areas throughout the EU.	The vision of the new CoE is completely aligned with the values which CAP promotes. The CoE will aspire to develop solutions to increase agricultural productivity while protecting the environment. Foreseen development of state-of-the-art ICT for smart agriculture (sensors, robots, satellite imaging, Big Data…) has the potential to completely revolutionize farming and enable precisely what CAP requires: producing more with less.

1.3.4 Gender issues

http://ec.europa.eu/research/participants/data/ref/h2020/wp/2014_2015/annexes/h2020-wp1415-annex-g-trl_en.pdf

1.3.1 CONCEPT AND METHODOLOGY



WHAT?

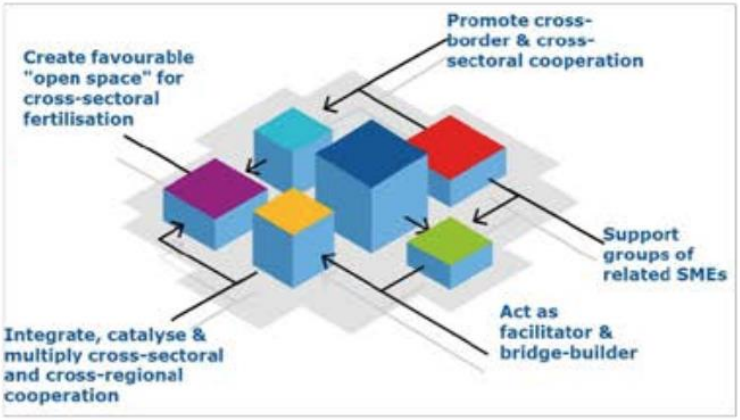
Supporting Services

HOW?

Large Scale Demonstrators

FROM WHOM?

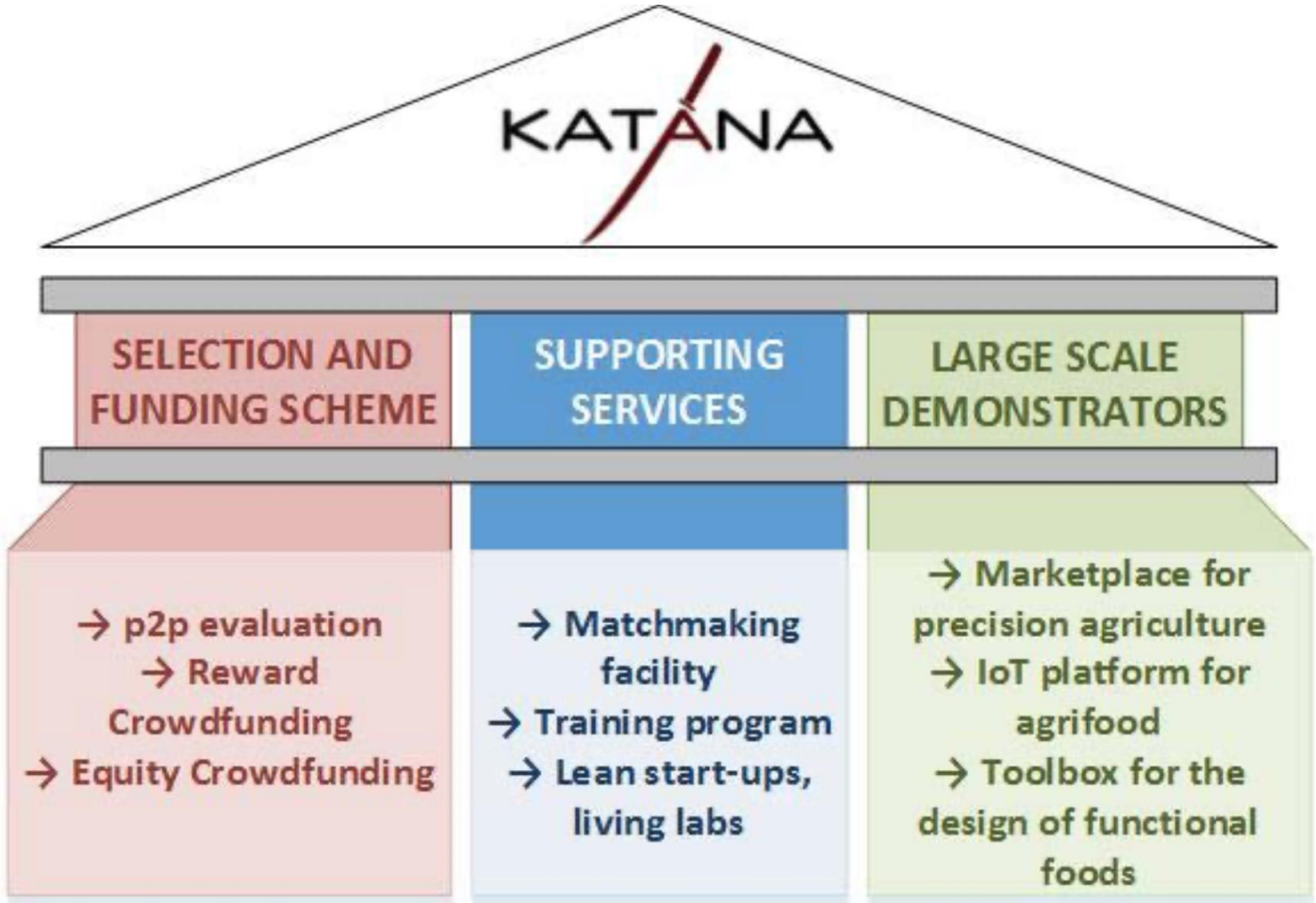
ICT and Agrifood Clusters across Europe



TO WHOM?

Hi-Tech innovative SMEs across the value chain

1.3.1 CONCEPT AND METHODOLOGY



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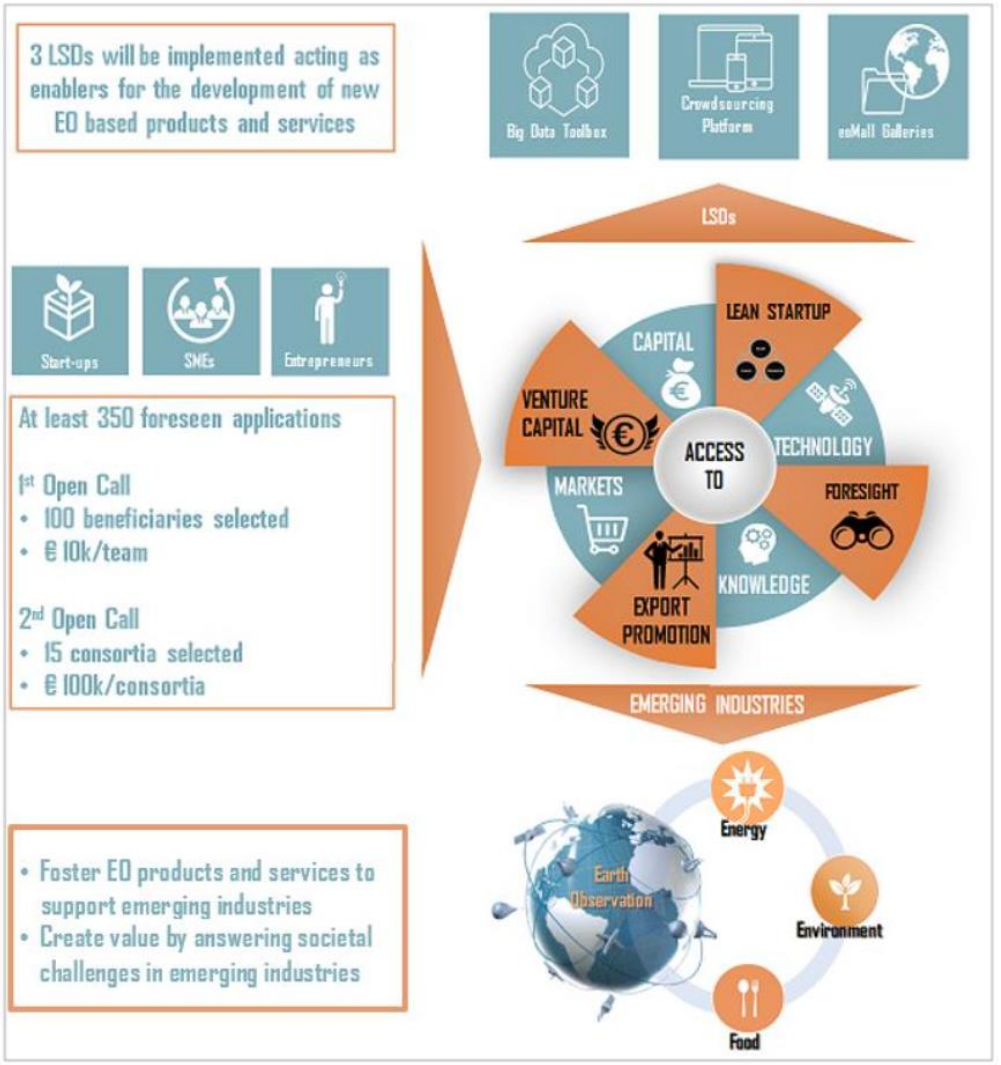

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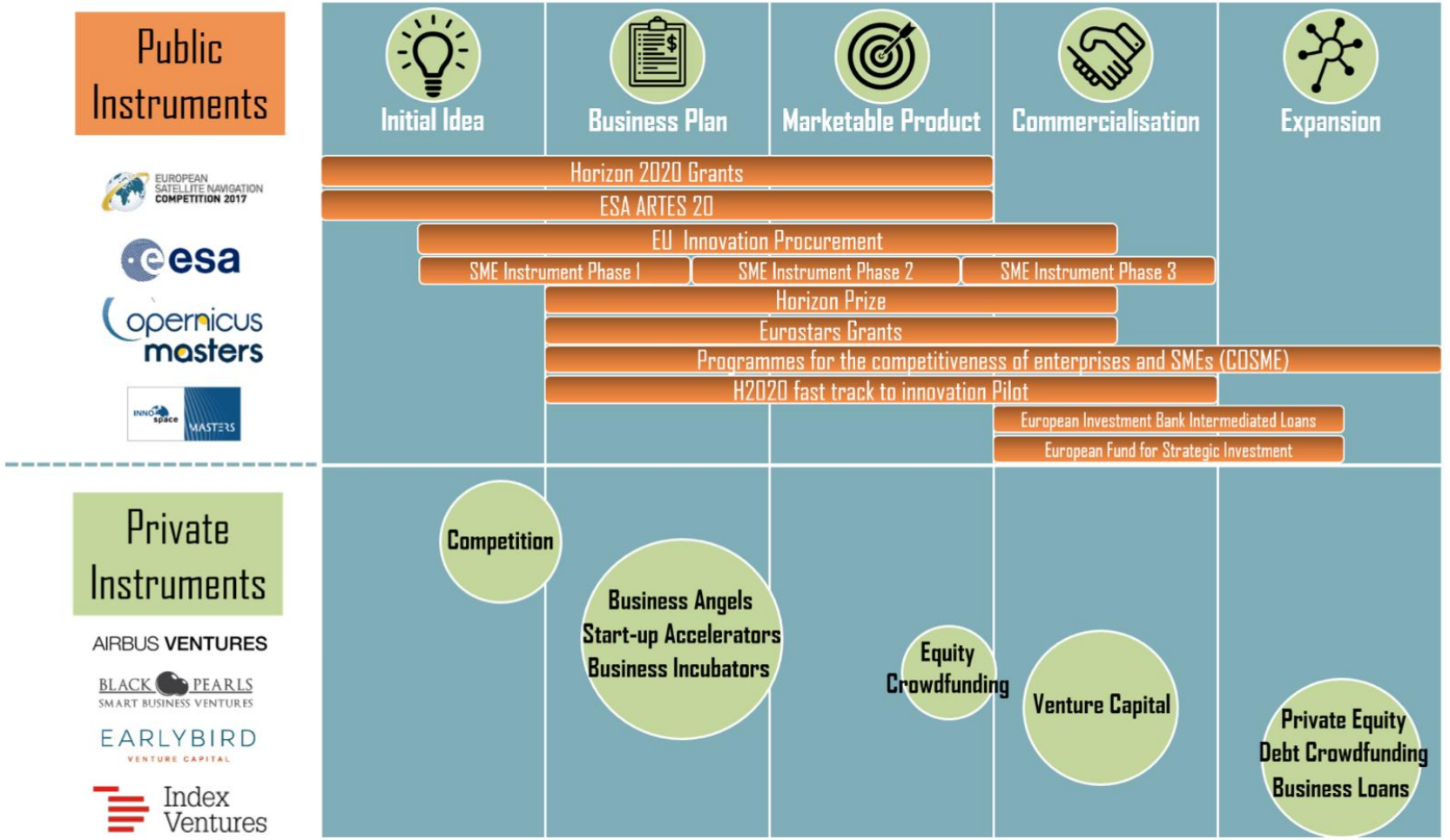
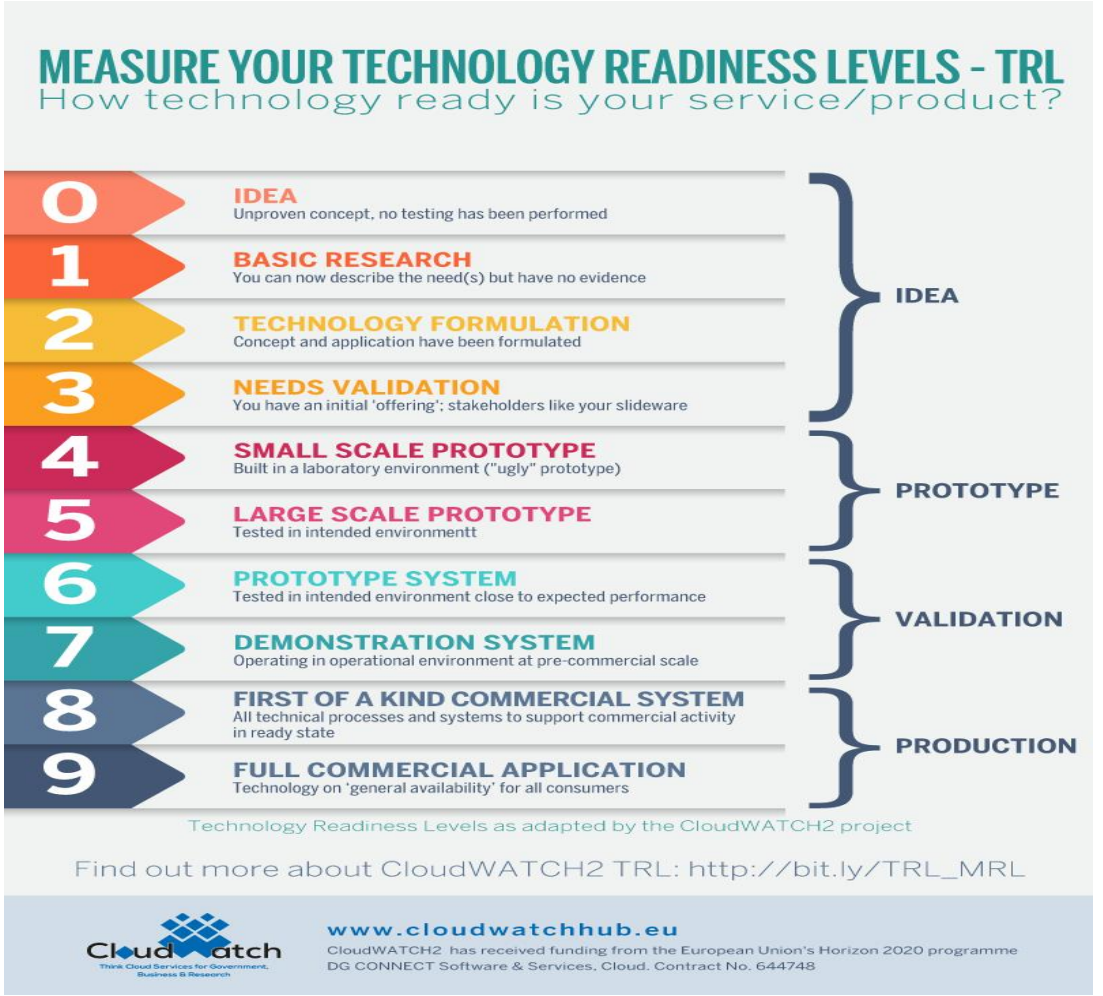


1.3.2 TECHNOLOGY READINESS LEVELS

- TRLs of tools used in the project (eg LSDs)
- TRLs of products/ services by SMEs funded via FSTP



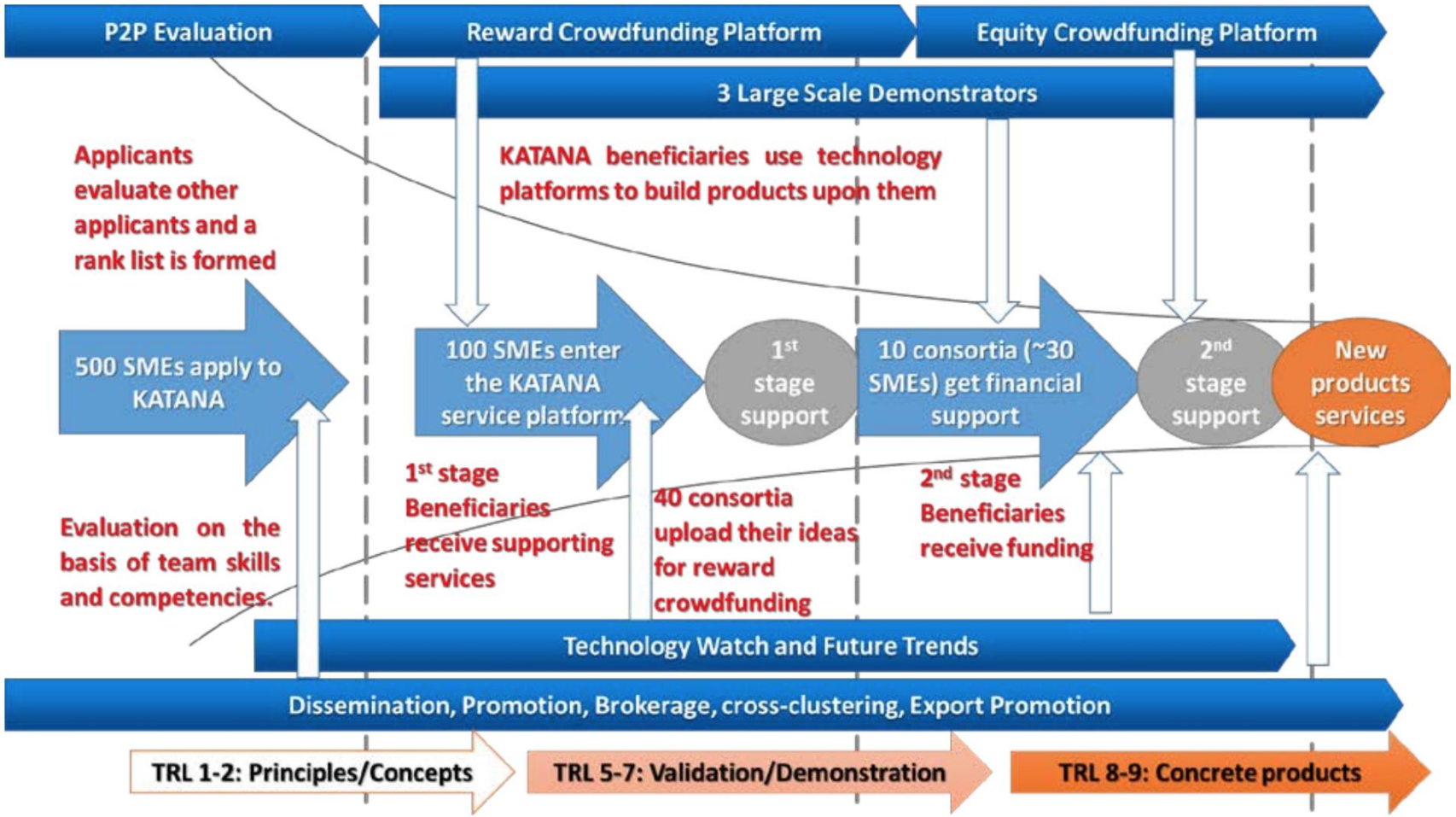
1.3.2 TECHNOLOGY READINESS LEVELS

1.3.2.2 Technology Readiness Levels for Large Scale Demonstrators

Technology Concept	TRL		Explanation
	Existing	Goal	
Precision Technologies for sustainable agriculture	4	7	The concept of platform economy is well developed in other sectors such as transport, energy and professional services, however it has not been applied in Precision agriculture. In pure technological aspects the software tools exist, however they have never been tested in the PA domain and no credible business model has been built around this service offering. In the course of KATANA the PA marketplace will be proven in an operational environment.
Mobile services in Accessing Agrifood market	6	8	The toolbox that enables mobile services and exploitation of IoT concepts is well developed and already demonstrated in relevant environments, yet it has not reached appropriate levels of integration to be considered as complete and qualified framework. In the course of KATANA, beneficiaries will be encouraged to achieve high level of integration among the different components of the toolbox thus moving TRLs to 8.
Functional foods for personalized nutrition	3	8	Various projects have promoted the concept of personalized foods and first experiments prove that it is possible to use an ICT platform to automate the process of design food products according to the personal conditions of customers. Through KATANA, this concept will be widely demonstrated in a fully operational environment towards a complete and qualified platform.

Table 3: KATANA TRLs for Large Scale Demonstrators

1.3.2 TECHNOLOGY READINESS LEVELS



1.3.3 NATIONAL AND INTERNATIONAL ACTIVITIES

Project	Contribution to KATANA and partner(s) involved
FRACTALS (FP7 ICT FI-PPP, 2014-2016)	FRACTALS supports the community of innovative ICT SMEs and Web Entrepreneurs to harvest the benefits of Future Internet Public Private Partnership initiative, by developing applications with high market potential, addressing the needs of the agricultural sector. Both BioSense Institute and VOICT are partners in FRACTALS. **BioSense Institute** will contribute to KATANA by providing and further upgrading the innovative evaluation method while **VOICT** will exploit the communication channels developed in the course of FRACTALS to approach the European Agrifood sector (Existing database includes 4,000+ recipients)
European Investor Gate (FP7, 2013-2015)	European Investor Gate (EIG) - coordinated by KATANA lead partner **bwcon** -offers hands-on services for researchers, founders and start-ups to get investor ready, present their business idea to investors and join online as well as onsite pitches. The EIG project produced comprehensive training material on access to finance for SMES which will be made available to SMEs entering the KATANA project.
InvestHorizon (H2020, 2014-2017)	InvestHorizon is designed to increase investments made in innovative European SMEs through investment readiness development and investor sensitization. **bwcon** is partner in InvestHorizon and will direct KATANA SMEs to events and online matchmaking opportunities provided by InvestHorizon.
FI Business (FP7 ICT FI-PPP, 2014-2016)	FI Business is a support action providing business training and access to investors to all 16 accelerator programmes of the Future Internet Public Private Partnership. **bwcon** is the coordinator of FI Business and thus has direct contact to the SMEs of the FI PPP programme. bwcon will use these communication channels to approach particularly the stakeholders from the European agrifood sector.
OPEN CIRCLE Greece	In OpenCircle, **PARNASSE** launched an equity crowdfunding platform to raise money for early stage agro, food and beverage companies that want to expand their methodologies, innovations and eventually markets. We had a very strong involvement in the development of their business plans and financial plans, including the use of technologies.

1.3.4 GENDER ISSUES

- Sector(s)
- Project team
- Project methods/ results
- Communication

1.3.5 Gender Aspect

Although the positioning of women participation in the agrifood sector in Europe has improved during the years, data indicate that women hold only 4% of all jobs in the Agricultural sector (EU Agricultural Economic Briefs, 2012), while their access to markets, financial services, technology and other means still remains rather limited, compared to that of men. The same applies to women entrepreneurship in the Agricultural sector, where self-employed women represent only 16% of an otherwise male-dominated sector, again due to their limited access to relevant networks, financial means and in general due to lack of confidence in female entrepreneurs of the sector (Women's Entrepreneurship in the EU, 2013).

KATANA taking into consideration the above mentioned data, will try to address the problem by promoting gender equality in all levels. Firstly, the KATANA consortium has ensured that ***49% of team members are women***, and the role of project coordinator has been assigned to Ms. Alexandra Rudl. The fairly good balance of women in this project constitutes a major chance to tackle project-related gender issues.

Furthermore, KATANA will ensure gender balance in all project's objectives, such as the representation of both in the establishment of the cross-border and cross-sectoral ecosystem, in the European SMEs and start-ups that will use a holistic supportive framework for accelerating the rate of adoption of advanced technologies and business models related to emerging industries in the agrifood ecosystem, in the three large scale demonstrators that will take place and finally in the running of an innovative funding scheme, that simultaneously ensures transparency, community - and market-based evaluation and mobilization of private matching funds.

Finally, the deliverables of the KATANA project will be considered as generally gender-neutral: the design, the management, the implementation, and the methods of delivery and communication of results will be chosen taking into account the gender dimension in order to be considered unbiased. Moreover, the coordinator will constantly highlight the responsibilities within the partners as to implementation of gender-mainstreaming policies.

1.4 AMBITION

Current state-of-the-art

- Identify and explain the key areas of research related to your proposal
- This may include alternatives to your approach.
- Provide a few key references to the recent developments (but not too many). Refer to past or on-going EC-funded projects.
- Highlight the existing problems or issues.

Progress beyond the state-of-the-art

- Identify each area where you expect to progress beyond the current state-of-the-art.
- Focus on areas where you have identified shortcomings in the current situation.
- Explain clearly how your proposal will make an advance.
- If you have carried out a patent search, describe what has been found

1.4.1 PROGRESS BEYOND SOTA

1.4.1.2 Mobile Services in Agrifood sector

In the traditional supply chain the agrifood producers are distributing products over retailers to customers, where retailers are the most powerful player in the supply chain. This concept is driven by CRM – Customer Relationship Management with retailers collecting and storing as many data as possible of target customers to identify potential customer needs and push their product offers in traditional marketing channels as advertising and mailings. With this marketing power retailers raised to powerful stakeholders, dictating their prices towards agrifood producers and customers. The end consumer and the producer are decoupled in this concept. The Internet of Things has the potential to re-link the latter by enabling new business models that are driven by context, location information, mobile devices and smart home scenarios.

The KATANA mobile platform will return equal power to all stakeholders in the Agrifood supply chain by providing mobile vendor relationship management architecture and tools. The implementation will build on the results of the University Harvard Research Project Open VRM (http://cyber.law.harvard.edu/projectvrm/Main_Page) and *The Cluetrain Manifesto by* Doc Searls, stating that markets are getting smarter and faster by empowering consumers: *"Networked markets are beginning to self-organize faster than the companies that have traditionally served them." (*Doc Searls, 2000).

On the KATANA mobile VRM service architecture customers can announce their current demand through their mobile device. Stakeholders within the Agrifood ecosystem – such as SMEs, food Producers and Retailers will be invited to push their offers in real time. In this scenario mobile user interfaces are the most common endpoints. KATANA mobile VRM allows customers to specify their demand, select best matching vendors and invite them to offer products or services.

To give an example: a smart home device announces the demand of an organically produced vegetable through the KATANA platform. Linked vendors can identify the demand and push their offer. The customer decides to purchase one of the offers based on price, delivery time and quality.

KATANA Advance: KATANA VRM platform will support the setup of mobile concepts such as direct sales from agrifood producers, same day delivery, shopping on demand and share economy. Matching results will be improved by real time information of connected things and devices. To build such dynamic services the KATANA mobile VRM platform will provide an open API architecture with unitized tools for stakeholders to setup own mobile apps and to connect their existing service to the supply chain. Overall KATANA mobile VRM aims to be more economic and less data proceeding than today's CRM driven retail in the agrifood supply chain.

1.4.2 INNOVATION POTENTIAL

1.4.2 Innovation potential

All EU countries and essentially all regions in Europe have SME and start-up support facilities, like incubators, financial assistance or training and mentoring. At the same time many pan-European initiatives (funded by a series of programmes, such as FP7, H2020, ETCPs, ETP's, ERA-NETs, etc.) fund either business support services or RTD activities in all sectors of the economy, including the agrifood sector. However in ***most of the cases of business support services, these initiatives are sector-agnostic, in the sense that they do not address the needs of the agrifood ecosystem and under exploit the potential of emerging industries.*** Under this framework the European Technology Platform (ETP) "Food for Life" (2014) observes that there is a huge need to ***increase the diversity of players entering agrifood*** innovation and ***instill the entrepreneurial/innovative spirit*** even in traditional actors of the ecosystem.

At the same time EU private investment in R&D in the agrifood sector is substantially less than our main global competitors since in general EU has less well–developed venture capital sector. KATANA consortium perceives crowdfunding as the lever to reverse this trend. Crowdfunding platforms, on which individuals club together to fund projects of all kinds, raised $16.2 billion last year, according to Massolution, a research firm. Europe with ***$3.26 billion is the second-biggest region by crowdfunding volume.***

KATANA proposes a ***game-changing*** approach for delivering a better environment for commercializing innovative ideas of cross-border and cross-sectoral clusters of European SMEs around the agrifood ecosystem. KATANA employs state-of-the-art tools and approaches applied to the high tech sector (lean start-up, living labs, crowdfunding etc.) and customizes them according to the needs of a traditional European sector, with the ambition to connect a diverse set of SME actors towards a dynamic ecosystem. By blending agrifood SMEs with actors of the emerging industries and simultaneously addressing their needs through a holistic framework, we aim to provide a roadmap for launching concrete and technology-based products/services to the market. **Main aspects of this approach, such as the matching of EU funding with private funding and the requirement for real customer validation (through reward crowdfunding), during the execution of a funded project, are highly replicable in other sectors and can greatly contribute towards a more effective allocation of European taxpayers money to innovation actions.**

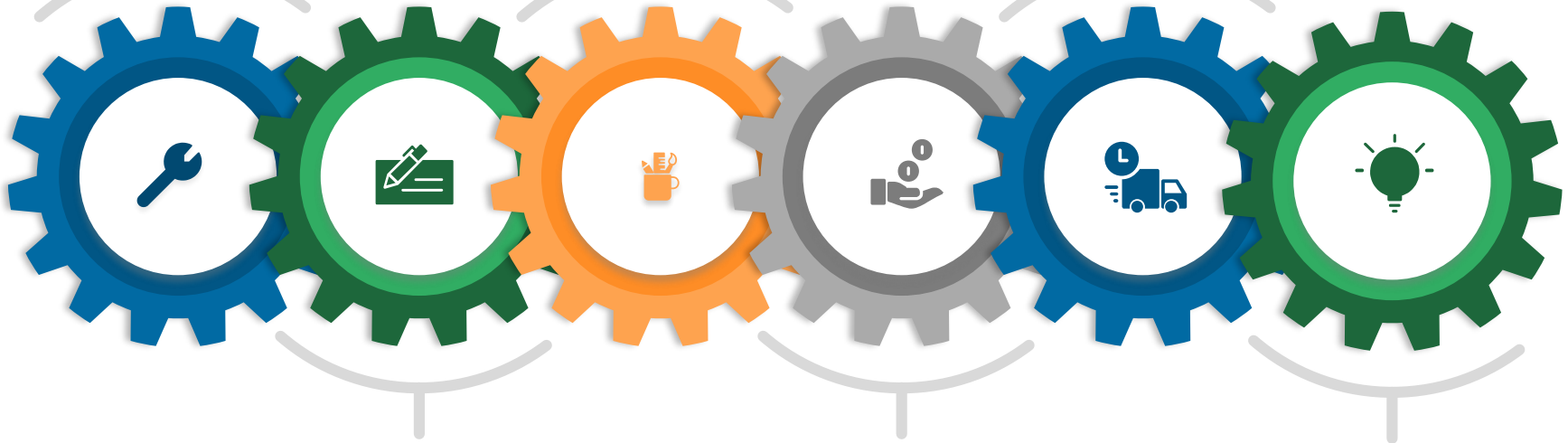
SECTION 2: IMPACT

SECTION 2: IMPACT

How will the results be exploited? Who is going to use them?

Sustainability? What will happen after the project finishes?

How will the results be disseminated? And to whom?



How will IPR be managed and used?

Who will benefit from the results?

How is this going to contribute to the programme?

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COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

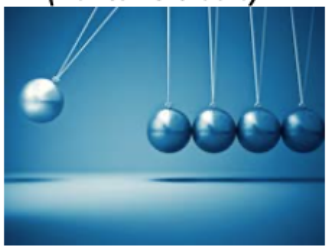
2.1 EXPECTED IMPACT

2.1.1 Strategic impact

For years, the most important agrifood technologies were all about scale. In addressing the requirement to feed a fast-growing population at less expense, the global agrifood industry responded by doing everything bigger: food grown on bigger farms was sold by ever-merging global food giants to grocery chains of superstore proportions. Many of today's agrifood technologies seem to be moving in the opposite direction, toward methods and products that are economical for small farms as well as large corporate ones. This does not mean an end to big food: with the planet's population projected to reach 9.6 billion by 2050, agriculture and food production will still have to achieve a massive scale, with help from technology and innovative research (World Bank, 2000). Still, ***evolving technologies,*** including inexpensive sensors, mobile devices, and data analysis, have helped an increasing variety of food companies, retailers, and producers lower their costs and compete in many specialty markets.

This could be the ***start of a new agrifood economy*** - one that reflects more competition and more innovation, provides opportunity for a broader group of investors, and is more dynamic and responsive than the industrial model that has dominated for decades. Europe needs to understand this trend and adapt to the new circumstances, by ***fostering the diverse and emerging industries enabled ecosystems, which are the space on top of this new agrifood economy.***

From a conventional value chain (Newton's Cradle)



To a symbiotic ecosystem (Coral Reef)

Figure 10: KATANA Strategic Impact

2.1 EXPECTED IMPACT

Strengthen industrial leadership in the EU and Associated Countries by reinforcing value chains that integrate innovative solutions in SMEs, along and across existing value chains.
Impact Analysis: The agrifood sector's complex value chain spans input companies, farmers, traders, food companies and retailers, all of whom must ultimately satisfy the varying demands of the consumer in a sustainable manner. The sector encompasses huge diversity and variety at each stage, from R&D-based input companies to generic manufacturers, subsistence farmers to high tech agriholdings, biotech boutiques and small and medium-sized enterprises (SMEs) to multinational corporations. While most reports on the sector tend to focus on specific parts of the value chain, the approach taken in this proposal is to address challenges across the whole value chain, thus reflecting the tendency for it to become increasingly integrated. Agrifood is currently one of the few bright spots in the global economy, with high crop prices sustaining the income of farmers and businesses which sell to them, and high levels of R&D investment in certain sectors indicative of faith in its future.
KATANA Contribution: KATANA consortium already includes ***7 active clusters*** of SMEs from all over Europe (from Scandinavia to Mediterranean and Balkans) covering the entire ecosystem, namely agriculture (OPC, AgroBusiness Park), food production (EFFoST, Food+i) and ICT/emerging industries (bwcon, VOICT, POLO). The ***collective critical mass*** of these clusters is more than adequate to create the ***snowball effects*** needed to attract the volume and variety of stakeholders and particularly SMEs/start-ups that can foster cross-sectoral collaboration across value chains.

Assessment Indicator:	- Number of SMEs (clusters members) directly reached by clusters - Number of participants in cross-border/cross-sector matchmaking events (physical and online)
Target:	- 3,144 - 2,000
Actions to reach the target:	The combined efforts in WP5 (Supporting services to beneficiaries) and WP7 (Dissemination and sustainability) in lockstep with the existing dissemination channels and pan-European networks of clusters of the consortium.

OTHER IMPACT?

- ✓ Sector
- ✓ Environment
- ✓ Etc…

GREEN DEAL

GOOD FOR BUSINESS = GOOD FOR ENVIRONMENT

2.2 MEASURES TO MAXIMIZE IMPACT

Dissemination

Communication activities

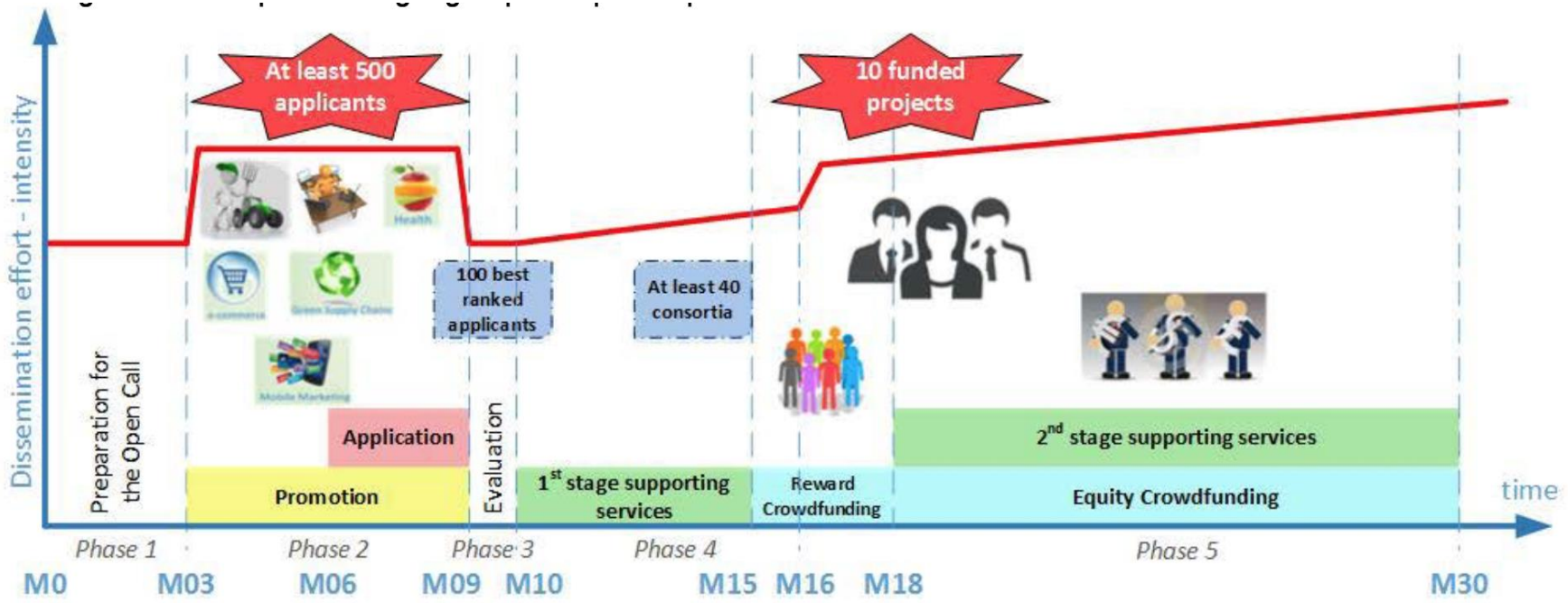
Exploitation of project results

2.2 MEASURES TO MAXIMIZE IMPACT

Communication	Dissemination	Exploitation
Promote the **project** and **results** / **success**	Focus on **results** only	Make **concrete use of research results**
Reach out to society, show the impact and benefits of EU-funded research.	Transfer knowledge and results to **enable others to use them.**	**Effective use of results** to deliver concrete value and impact for society.
Multiple audiences beyond the project's own community incl. media and the broad public.	**Audiences that *may* use the results** (e.g. scientific community, industrial partner, policymakers).	**People / organisations incl. project partners** that make concrete use of the results.
Since the start of the project	When results are available	When results are available
Art. 38.1	Art. 29	Art. 28

2.2.1 DISSEMINATION - STRATEGY

Phase	Months	Intensity	Focus	Main target audiences	Key dissemination channels
Phase I	M01-M03	Moderate	Informing all the potential stakeholders about the project objectives and upcoming KATANA activities	Start-ups and SMEs from various sectors, Citizens, Policy Makers, Investors, etc.	Project Website and Social Media, Leaflets &Brochures, Presentations at Info days, Direct contact and Press releases
Phase II	M03-M09	Strong	Attracting sufficient number of start-ups and SMEs from Europe to apply on Open Call	Start-ups and SMEs from emerging industries, ICT/advanced technologies and agrifood sector	Project Website and Social Media, Posters, Leaflets &Brochures, Presentations at Info days and Workshops, Press releases, Direct contact and Open Call



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TÜBİTAK

2.2.1 DISSEMINATION – TARGET GROUPS AND KEY MESSAGES

Group	Key Message to...
Agrifood industry 	...Farmers and agrifood start-ups and SMEs: KATANA can enhance the competitive strengths of agrifood as a traditional industry by creating new business and funding models...Modern technological solutions for agrifood are beneficial, affordable and might not be complex to use...Obtain access to knowledge, technology, capital and markets.
Emerging industries    	...Emerging industries start-ups and SMEs: KATANA provides to European SMEs and start-ups a system for accelerating the rate of adoption of advanced technologies and business models related to emerging industries in the agrifood ecosystem...The importance of a paradigm shift in the agrifood sector where emerging industries play significant role for new market values...Be a part of the new products/services development in the three targeted emerging industries...Obtain access to knowledge, technology, capital and markets.

2.2.2 EXPLOITATION

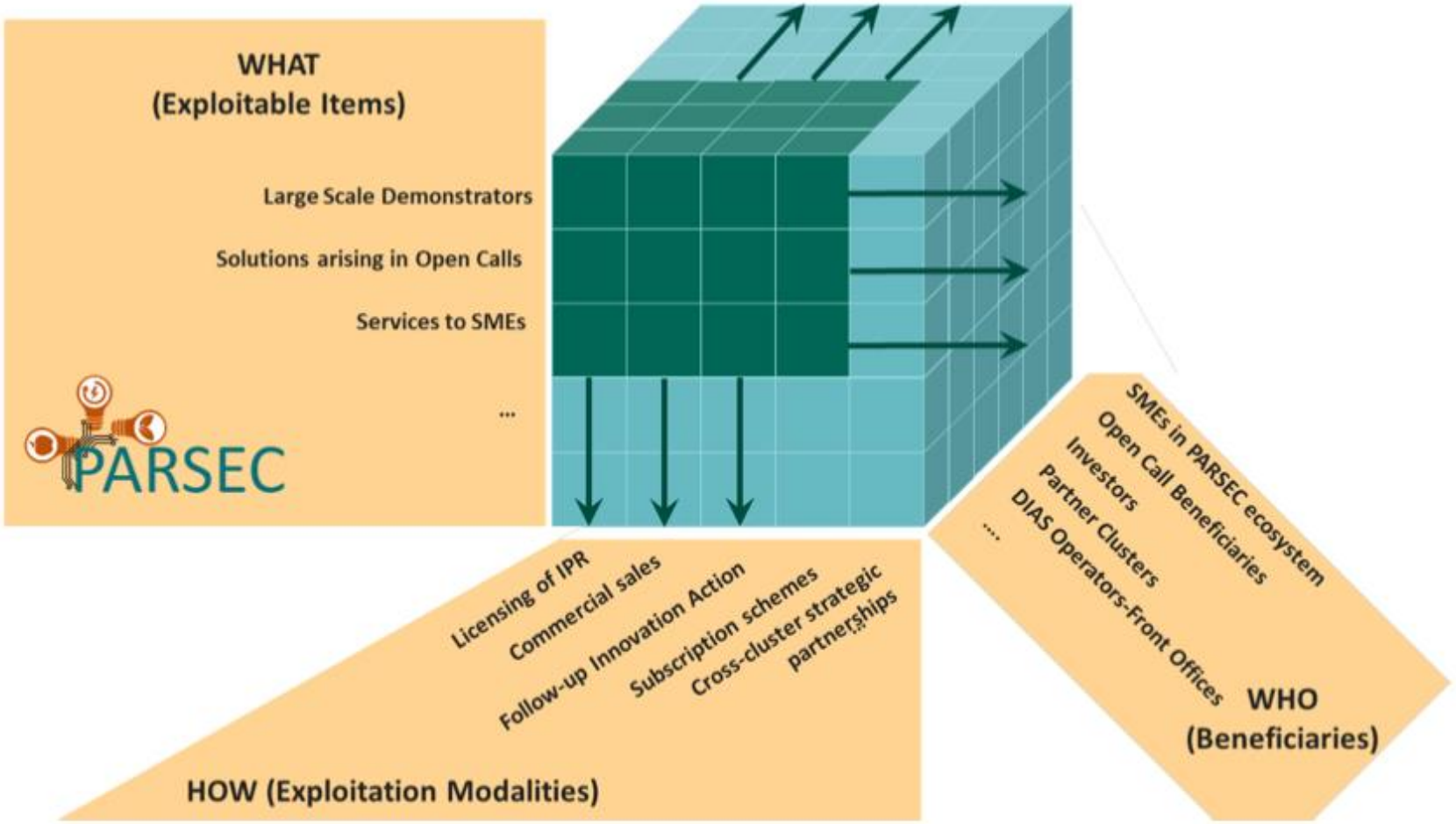


Figure 9: PARSEC exploitation cube

2.2.2 EXPLOITATION – EXPLOITABLE ASSETS

Strategy 1	Commercial exploitation of Large Scale Demonstrators
Each of the three LSDs has strong exploitation potential (as depicted in the relevant individual exploitation plans of the companies developing them (see Annex 6.5): - The **Big Data Toolbox** will allow pre-processing of Copernicus (DIAS) products into production-ready GeoTIFF images (referred to as "DIAS+") for either (a) direct injection into Rasdaman datacubes or (ii) the production of added-value derivative information layers. This is a major step forward and a significant business opportunity not only for RAS and GMX developing it but also the DIAS operators as it can foster the creation of "Front Offices" (and thus business for them). In that respect, PARSEC will seek a "win-win" *quid pro quo* arrangement whereby DIAS back office resources are provided against access to the toolbox. This will be coupled with commercial sales/licencing in the long-term. - The **In situ Data Hub** will offer automatic data acquisition and pre-processing capabilities for multiple in situ data sources (both from the Copernicus ecosystem and from citizen observatories-sensor networks). In doing so, it will become a landmark in terms of giving access to essential, "analysis-ready" data that can be ingested into the datacubes of the Big Data Toolbox. Its sustainability will be tied both to the interfaces build with other key platforms (e.g. DIAS, GCI, etc.) and to the use by SMEs in the longer-term (where subscription for access to higher-level-processing data can be envisaged). - The **eoMALL Galleries** will provide an effective route to the market for the SMEs in the ecosystem. eoMALL is the prime industry-led, EU Institutions-embraced initiative for the development of the EO marketplace and the promotion of EU made products and services within and beyond the EU borders. As such, Geocento will have a prime opportunity to hone the functionalities of eoMALL Galleries offering to the SMEs a better product (building on EO Broker) while at the same time offering end-users richer content (new services arising from the Open Calls).	
Partners Involved	**Users/Beneficiaries**	**Exploitation Modalities**
Rasdaman, Geomatrix, Draxis, Geocento	SMEs participating in Open Calls DIAS operators / Future DIAS "Front offices" = applications	▪ Commercial sales ▪ Licensing agreement

OTHER EXPLOITABLE ASSETS?

- ✓ Open Call methodology
- ✓ Supporting services
- ✓ Etc…

2.2.2 EXPLOITATION – INDIVIDUAL EXPLOITATION PLANS

The Call specifically requires post-project sustainability:

- ✓ Exploitable assets
- ✓ Individual exploitation plans (of participating SMEs/ private companies)

Market Analysis: Agriculture is very important to Greece, accounting for approx. 13% of employment and contributing approximately 4% to Greece's GVA (almost triple that of the EU-15), being the 5th largest contributor to country's economy. Crops agriculture is the largest sub-sector (as compared to livestock and fishing) accounting for 62% of the GVA. On the other hand, Greece's penetration of core European markets is very low (<2% share versus Italy and Spain at approx. 10% and 13% respectively). Also in Greece, agriculture units are small and scattered, almost 5 times smaller compared to EU-15 average. This leaves significant opportunities for improvement. There are market studies that foresee by 2021, an annual increase of GVA of €4.5 billion (direct & indirect) and a trade balance improve by approx. €2.7billion (McKinsey&Company, 2012).

Company Strategy: Synelixis has a dedicated strategy for providing cloud based solutions in the area of Precision Agriculture. Synelixis already offers ***SynField***, hardware and embedded/cloud based software platform, fully developed by Synelixis that targets precision agriculture activities. SynField efficiently controls field irrigation and fertilization, aiming to optimize the water and pesticides consumption per crop, while provides for specific crops diseases prediction based on environmental/soil condition and crop growth stage. Based upon the results of KATANA the company aims to develop new business segments in Agrifood supply chain, which will be exploited both directly by Synelixis and indirectly by Omnisens Ltd (www.omnisens.eu), a Synelixis venture (Synelixis owns 51%) focused on precision agriculture.

Project Services Potential Interest	Development of innovative business models in the Green Supply chain (from the field to the shelf). Development of new field, mobile and cloud services connecting the crops producer with the green supply chains. New business as cloud platform provider in Agrifood/Precision Agriculture supply chain.

	Current Situation	**After KATANA**
Market Share	The precision agriculture market is still very small in Greece.	Significant/leading market share as cloud platform provider in Green supply chain
Customer base	Farmers/Crop owners and agriculturists groups.	Farmers/Crop associations, large European logistics and retail companies
Local Business Portfolio	SynField is deployed in more than 30 fields in Greece covering crops such as (vineyards, table grapes, watermelon, olives and corn)	More than 50 farmers/crop associations and major agrifood retailers/suppliers
International Business Portfolio	SynField installations in Germany, Sweden, Denmark and India (in collaboration with TATA Advanced Systems).	Extend the offering from farmers/crop owners to Farmers/Crop associations and large European logistics and retail companies
No. of Employees	19	25
Business Activities	Service provider for agile mobile software development in the internet of things.	Solution provider for mobile service platform in the internet of things.
Potential Turnover Increase (%) and (k€)		Synelixis turnover approx. 2m EUR (in the specific area at least 30% approx. 460k EUR)

2.2.2 EXPLOITATION -IPR

- ✓ What is status and expected timescale?
- ✓ Declaration of background IPR
- ✓ How foreground IPR will be managed?
- ✓ How share ownership will be managed and profit shared
- ✓ Responsibilities for protection

- ✓ **IPR OF PARTNERS**
- ✓ **IPR OF SMEs FROM FSTP**

2.2.2 EXPLOITATION – DATA MANAGEMENT

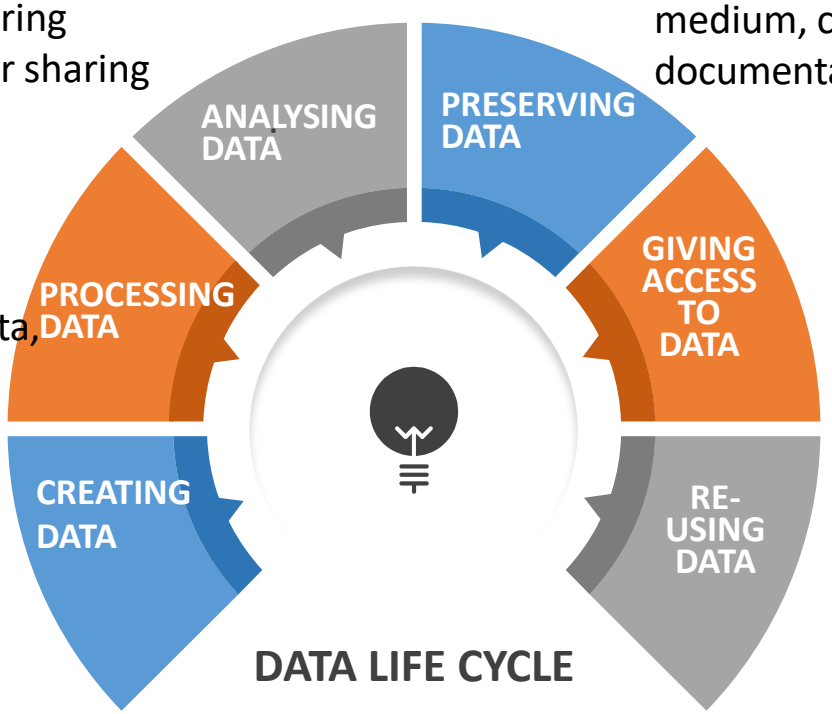
ANALYSING DATA:
interpreting, & deriving data, producing outputs, authoring publications, preparing for sharing

PRESERVING DATA: data storage, back- up & archiving, migrating to best format & medium, creating metadata and documentation

PROCESSING DATA:
entering, transcribing, checking, validating and cleaning data, anonymising data, describing data, manage and store data

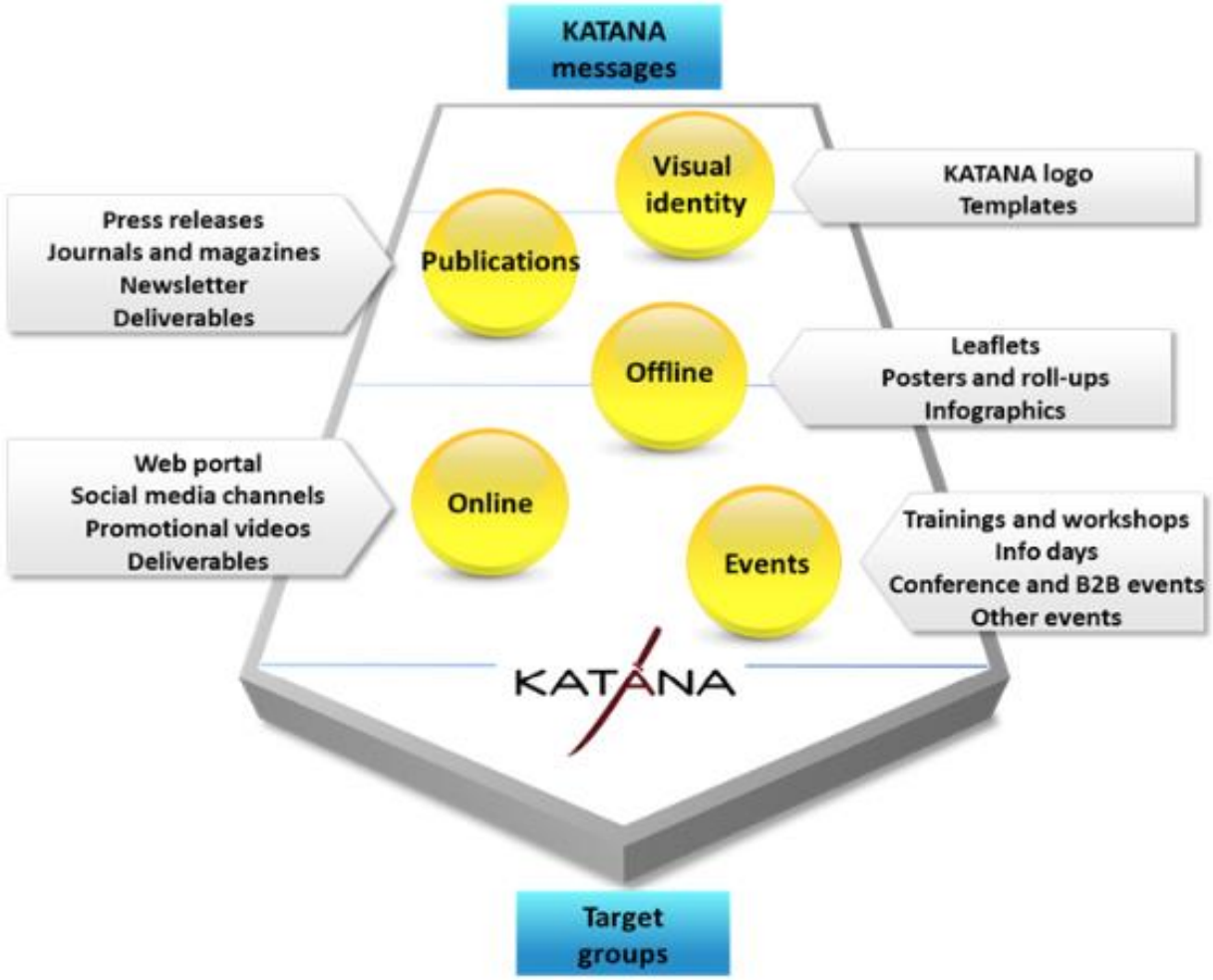
ACCESS TO DATA:
distributing data, sharing data, controlling access, establishing copyright, promoting data

CREATING DATA: designing research, DMPs, planning consent, locate existing data, data collection and management, capturing and creating metadata



RE-USING DATA: follow- up research, new research, undertake research reviews, scrutinising findings, teaching & learning

2.2.3 COMMUNICATION



2.2.3 COMMUNICATION

- 40,000 *visits* to the project website
(source: Google analytics)
- 8,000 *followers* in the social media accounts
(source: Accounts' data)
- 10 *targeted events* - online workshops and trainings
(source: Accounts' data and Partners' regular reporting)
- 5 KATANA *e-newsletters* promoted
(source: Partners' regular reporting and e-newsletters outlook)
- 5,000 *newsletters recipients*
(source: Mailing list record)

- 5 types of *dissemination materials* developed
(source: Partners' regular reporting and materials outlook)
- 5,000 *distributed printed material*
(source: Partners' regular reporting)
- 2 *professional/scientific papers* published
(source: Partners' regular reporting)
- 100 *entries* (articles/press releases) in local, regional and national press, both printed and online
(source: Copies of the entries)

- 15 *open events*, i.e. Info days, conferences, etc.
(source: Partners' regular reporting)
- 1,000 *participants* in the open events
(source: Partners' regular reporting and Participants lists)
- 10 *targeted events* - physical workshops and trainings
(source: Partners' regular reporting and Participants lists)
- 10 events across Europe where KATANA is presented
(source: Partners' regular reporting and events registrations)

Event	Dates	Location	Short description
Mobile World Congress	02.2016/2017	Barcelona, Spain	The world's largest mobile technology fair
CeBIT Future Match	03.2016/2017	Hannover, Germany	The world's largest computer expo and one of the largest and most successful international brokerage events in the EEN
Danube IT	05. 2016/2017	Novi Sad, Serbia	Conference in information technologies and high-tech innovation
ICT Spring Europe	05.2016	Luxembourg City, Luxembourg	One of Europe's largest and most international ICT conferences

SECTION 3: IMPLEMENTATION

3.1 WORK PLAN

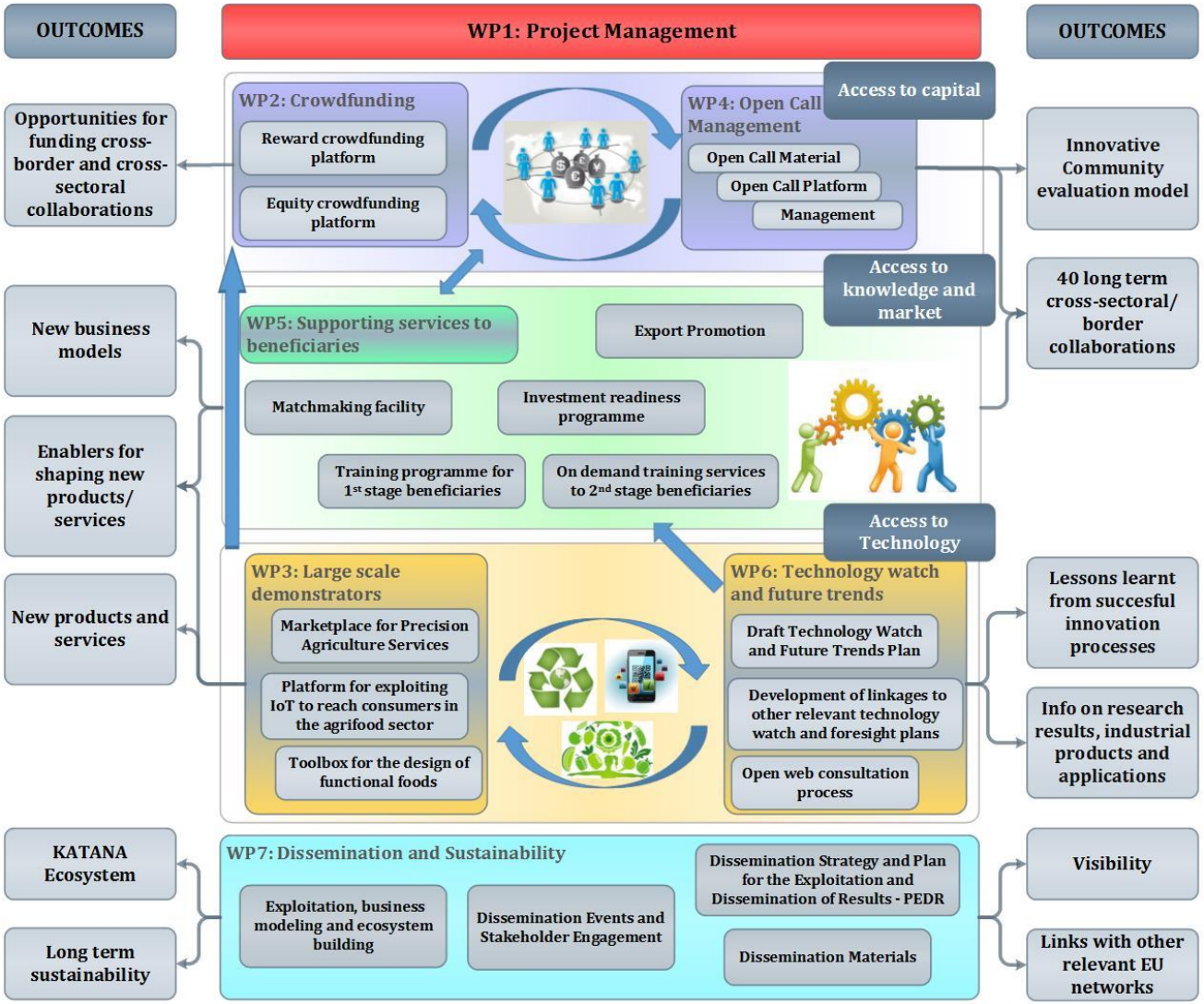
- ✓ What work will be done?
- ✓ How will the work be organized?
- ✓ How will it be reported and verified?
- ✓ What are the risks that something goes wrong?

Work packages do not usually exactly match the proposal objectives.

Each work package **must** have its own objectives.

All work, including management, **must** be part of a work package.

3.1 WORK PLAN


OUTCOMES
WP1: Project Management
OUTCOMES
Opportunities for funding cross-border and cross-sectoral collaborations
WP2: Crowdfunding
Reward crowdfunding platform
Equity crowdfunding platform
WP4: Open Call Management
Open Call Material
Open Call Platform
Management
Access to capital
Innovative Community evaluation model
Access to knowledge and market
40 long term cross-sectoral/ border collaborations
New business models
Enablers for shaping new products/ services
New products and services
WP5: Supporting services to beneficiaries
Export Promotion
Matchmaking facility
Investment readiness programme
Training programme for 1st stage beneficiaries
On demand training services to 2nd stage beneficiaries
Access to Technology
WP3: Large scale demonstrators
Marketplace for Precision Agriculture Services
Platform for exploiting IoT to reach consumers in the agrifood sector
Toolbox for the design of functional foods
WP6: Technology watch and future trends
Draft Technology Watch and Future Trends Plan
Development of linkages to other relevant technology watch and foresight plans
Open web consultation process
Lessons learnt from succesful innovation processes
Info on research results, industrial products and applications
KATANA Ecosystem
Long term sustainability
WP7: Dissemination and Sustainability
Exploitation, business modeling and ecosystem building
Dissemination Events and Stakeholder Engagement
Dissemination Strategy and Plan for the Exploitation and Dissemination of Results - PEDR
Dissemination Materials
Visibility
Links with other relevant EU networks

3.1 WORK PLAN

3.1.2 *List of work packages*

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Project Management	1	Bwcon	39	1	30
WP2	Crowdfunding	9	PARNASSE	45	1	30
WP3	Large scale demonstrators	11	InoSens	123	1	30
WP4	Open Call Management	8	BIOS	56	1	30
WP5	Supporting Services to beneficiaries	1	Bwcon	154.5	6	30
WP6	Technology watch and future trends	3	EFFoST	79	1	24
WP7	Dissemination and sustainability	5	VOICT	113.5	1	30
	Total months			610.00		

3.1 WORK PLAN

3.1.3. Description of the work packages

Work package No. … Month … Work package title: Participant ID: Person-months:	Start date/event:

Objectives

Description
Include a short description of each activity, identifying partners leading the activity

Deliverables
Number and list each deliverable associated with the work package and target dates

Milestones
List each key milestone associated with the activity and target dates

3.1 WORK PLAN

3.1.3. Description of the work packages

Deliverables
Number and list each deliverable associated with the work package and target dates

PU - Public, fully open, e.g. web
CO - Confidential, restricted under conditions set out in Model Grant Agreement
CI - Classified, information as referred to in Commission Decision 2001/844/EC.

Deliverable (number)	Deliverable name	WP number	Short name of lead participant	Type	Dissemination level	Delivery date
D1.1	Report on work packages requirements	1	BIOS	R	CO	M6
…						
Dn.m						

D.(WP number).(Number of the deliverable)

R: Document, report (excluding the periodic and final reports)
DEM: Demonstrator, pilot, prototype, plan designs
DEC: Websites, patents filing, press & media actions, videos, etc.
OTHER: Software, technical diagram, etc.

3.1 WORK PLAN

- For each work package (and task) there should be deliverables.
- Normally each WP should finish with a deliverable. If it does not, the reason should be explained.
- Deliverables are often reports, but they can be other items.
- Deliverables should have meaning and content.
- Deliverables may be public, limited or confidential. In a publicly funded project, it is expected that most deliverables will be **PUBLIC.**

3.1 WORK PLAN

Milestones
List each key milestone associated with the activity and target dates

Milestones represent key achievements in the project as a whole

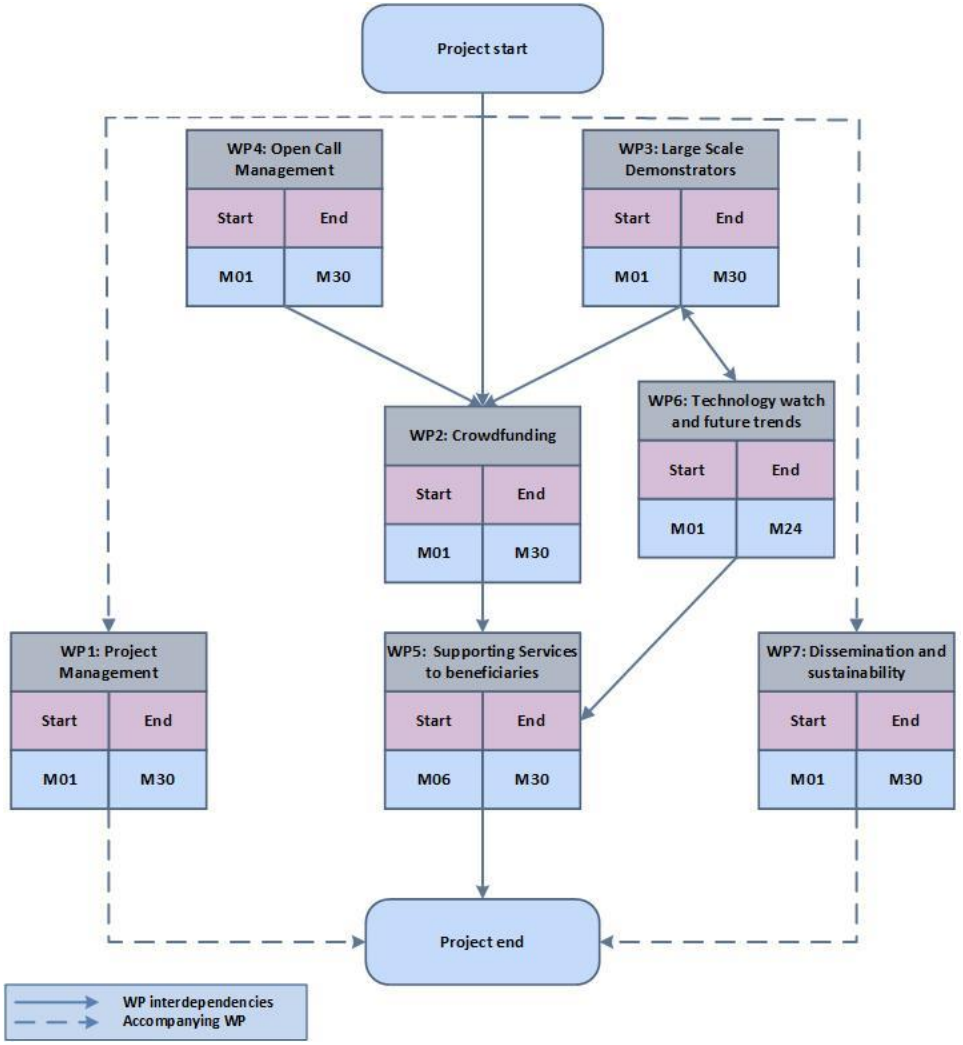
Together with deliverables they help the EC to assess whether a project is on schedule

Identify sufficient milestones to enable progress to be monitored at high level in all areas of the project at regular intervals and explain your choice

There should be a milestone when a particular stage is complete, or a target has been reached.

There should be milestones in each year of the project, so that annual reviews can be effective

3.1 WORK PLAN


Project start
WP4: Open Call Management
Start
End
M01
M30
WP3: Large Scale Demonstrators
Start
End
M01
M30
WP2: Crowdfunding
Start
End
M01
M30
WP6: Technology watch and future trends
Start
End
M01
M24
WP1: Project Management
Start
End
M01
M30
WP5: Supporting Services to beneficiaries
Start
End
M06
M30
WP7: Dissemination and sustainability
Start
End
M01
M30
Project end
WP interdependencies
Accompanying WP

3.1 WORK PLAN

Work packages/Tasks	Duration	Duration (Months)																												
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
WP1 Project Management	**M01-M30**																														
T1.1 Administrative and financial coordination	M01-M30																														
T1.2 Technical coordination	M01-M30																														
T1.3 Risk Management- Quality Assurance	M01-M30																														
WP2 Crowdfunding	**M01-M30**																														
T2.1 Reward crowdfunding platform	M01-M18																														
T2.2 Equity crowdfunding platform	M01-M30																														
WP3 Large scale demonstrators	**M01-M30**																														
T3.1 Marketplace for Precision Agriculture Services	M01-M09																														
T3.2 Platform for exploiting IoT to reach consumers in the agrifood sector	M01-M09																														
T3.3 Toolbox for the design of functional foods	M01-M09																														
T3.4 Technical support to the beneficiaries	M10-M30																														
WP4 Open Call Management	**M01-M30**																														
T4.1 Open Call Material	M01-M03																														
T4.2 Open Call Platform	M01-M03																														
T4.3 Open Call Management	M03-M30																														
WP5 Supporting Services to beneficiaries	**M06-M30**																														
T5.1 Matchmaking facility	M06-M15																														
T5.2 Training programme for 1st stage beneficiaries	M06-M15																														
T5.3 Investment readiness programme	M12-M30																														
T5.4 On demand training services to 2nd stage beneficiaries	M18-M30																														
T5.5 Export Promotion	M18-M30																														
WP6 Technology watch and future trends	**M01-M24**																														
T6.1 Development of a draft Technology Watch and Future Trends Plan by an expert	M01-M08																														
T6.2 Consideration of the Technology Watch and Future Trends Plan by other sectors	M08-M12																														
T6.3 Development of linkages to other relevant technology watch and foresight plans	M12-M18																														
T6.4 Open web consultation process	M18-M24																														
WP7 Dissemination and sustainability	**M01-M30**																														
T7.1 Dissemination Strategy and Plan for the Exploitation and Dissemination of Results -	M01-M30																														
T7.2 Dissemination Materials	M01-M30																														
T7.3 Dissemination Events and Stakeholder Engagement	M01-M30																														
T7.4 Exploitation, business modeling and ecosystem building	M01-M30																														

Figure 16: KATANA Gantt chart

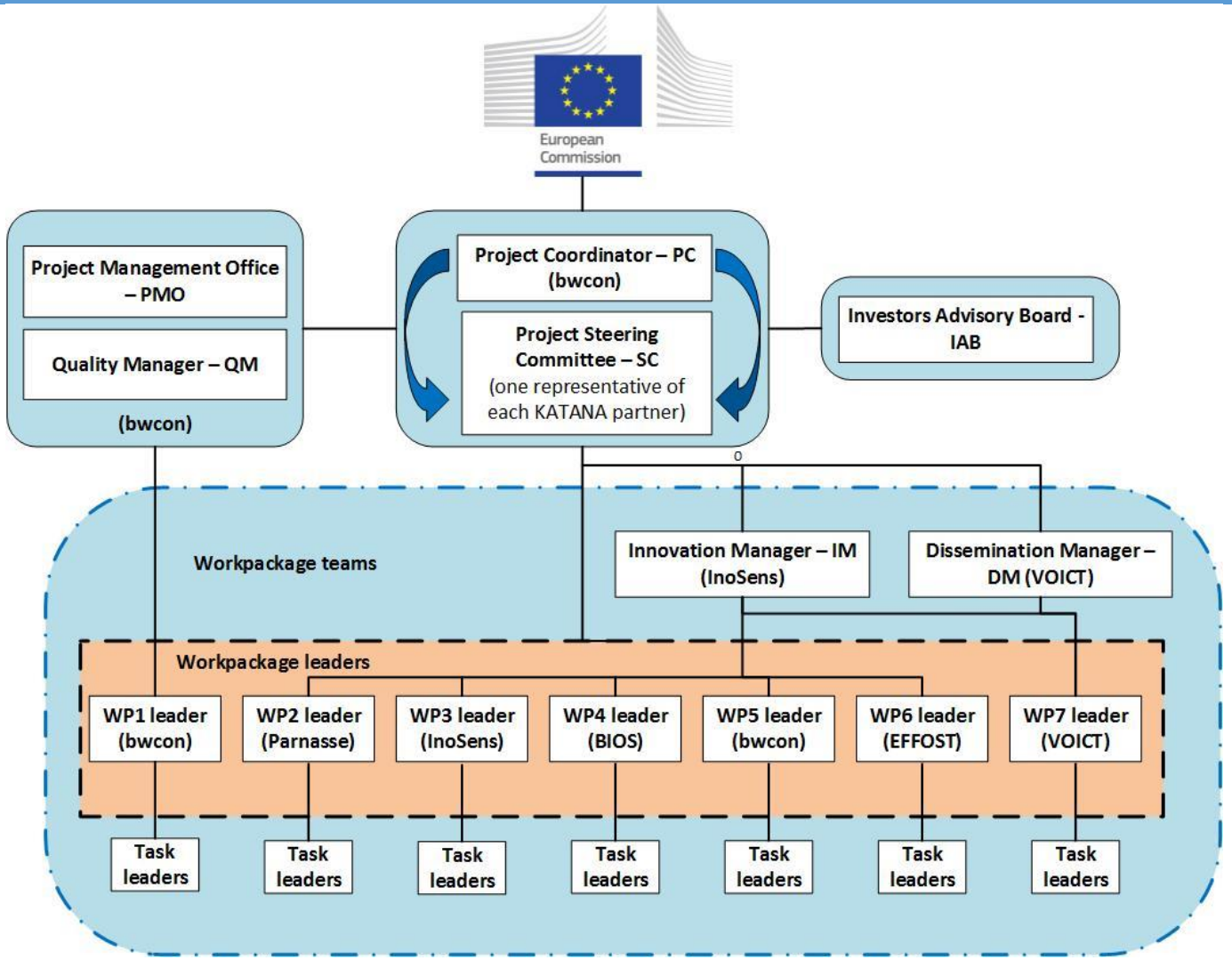
3.2 MANAGEMENT STRUCTURE AND PROCEDURES

Structure	**Steering Board, Work Package Leaders, External Advisory Board,** etc. The appropriate level of complexity, to be both effective and efficient
Communication	**By what means, how often?**
Decisions	**How will decisions be made?**
Conflicts	**How will conflicts be resolved?**
Risks	**How will action be taken in the event of any risks identified in S&T?**
IPR	**What about Intellectual Property Regulations?**

Are these procedures generic? Explain why they are appropriate for your proposal.

Don't just leave everything to the Consortium Agreement!

3.2 MANAGEMENT STRUCTURE AND PROCEDURES



3.2 MANAGEMENT STRUCTURE AND PROCEDURES

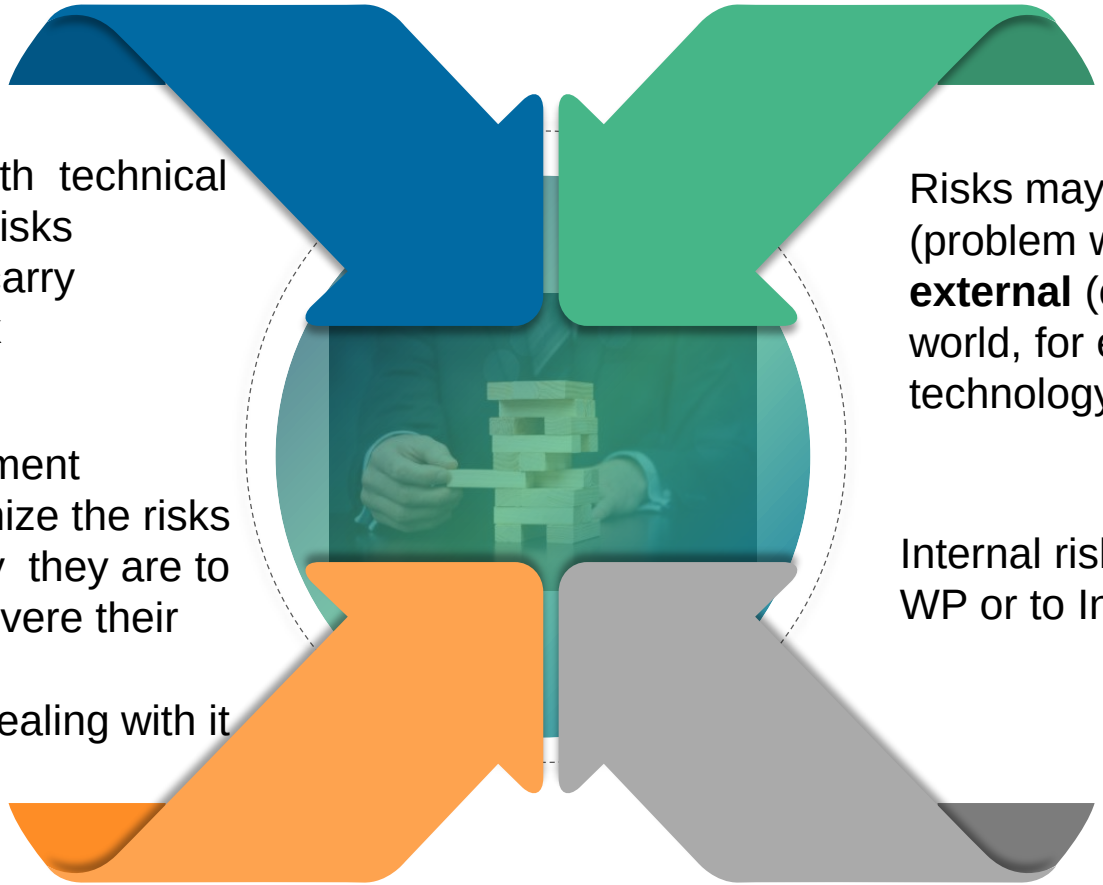
- Project Management Tools for planning, monitoring and reporting
- Consortium meetings
- Management and Quality Plan
- Data Management Plan
- Consortium Agreement
- Management of Know-how and IPR

3.2 MANAGEMENT STRUCTURE AND PROCEDURES

All projects carry both technical and non-technical risks
Research projects carry particularly high risk

Good risk management

- Be able to recognize the risks
- Assess how likely they are to occur and how severe their effect would be
- Have a plan for dealing with it



Risks may be **internal** (problem with the project) or **external** (change in outside world, for example a new technology).

Internal risks may relate to one WP or to Interdependencies

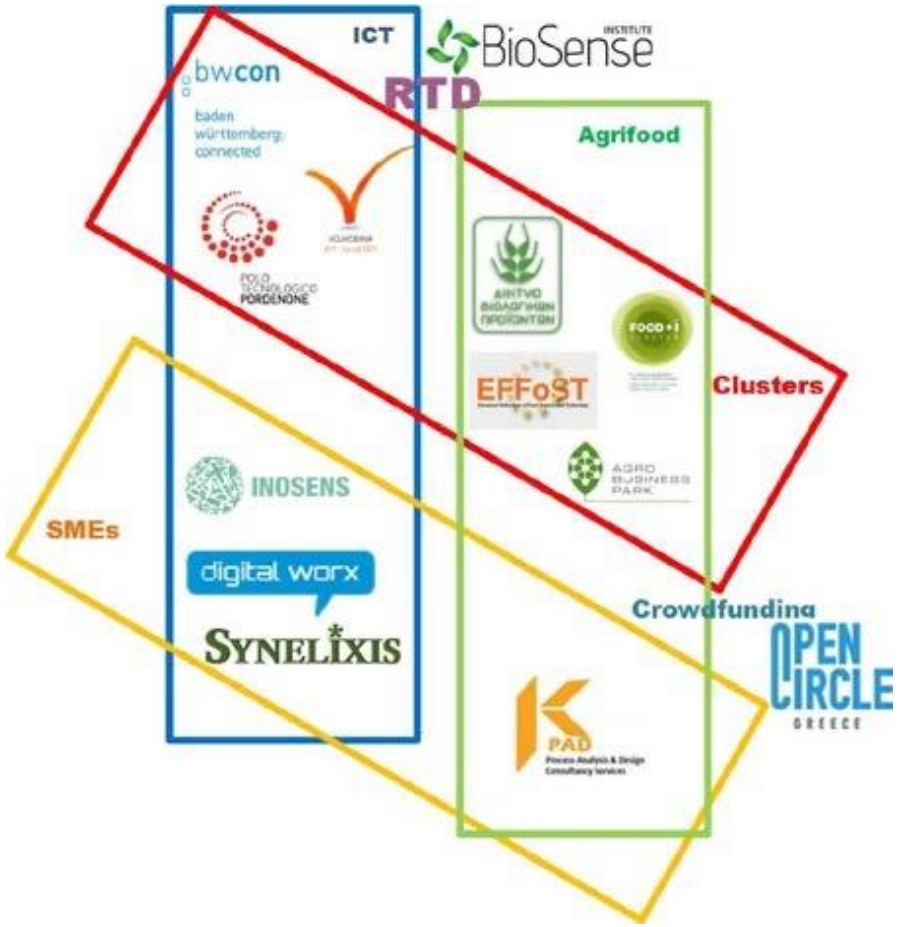
3.2 MANAGEMENT STRUCTURE AND PROCEDURES

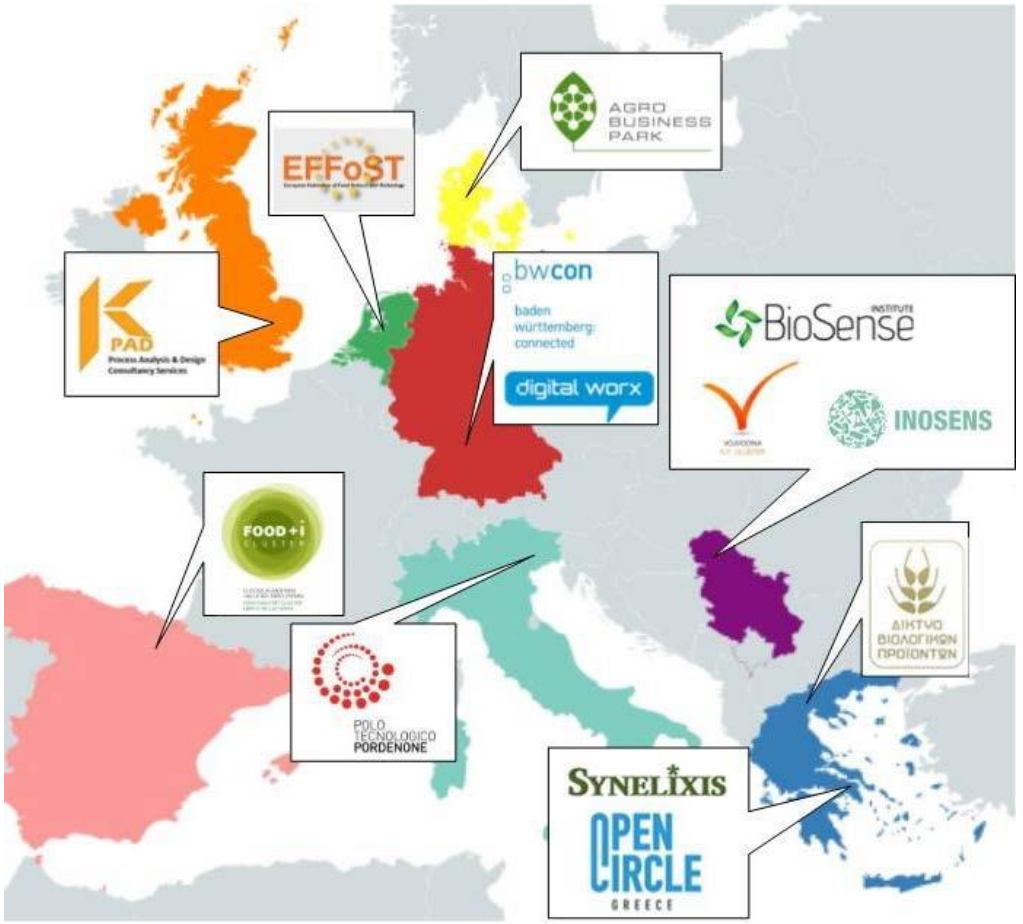
Technical Risks		
SMEs are not willing to use LSDs for their applications/services	WP3	Among the goals of KATANA is to empower SMEs of the agrifood sector with a sound technological framework, by delivering 3 LSD platforms. This is why; the usage of LSDs will be a precondition for a team to be selected as a beneficiary through the 2nd stage call.
SMEs are not aware of the LSDs and their capabilities	WP3	Before the Open Call, the consortium will prepare information material and will organize dissemination activities to help SMEs understand the functionalities supported by LSDs and how they can build innovative products/ services on the top of them.
SMEs fail to deliver an product/service	WP4	By inception, KATANA proposes customer validation (though the reward crowdfunding platform) as the main criterion for awarding financial support to beneficiaries, thus consortia selected in the 2nd stage are expected to have achieved to deliver products/ services. Additionally KATANA consortium has a number of experienced partners that can identify potential problems in the development progress, assist the SMEs to overcome them, or report an SME that presents serious problems in developing and delivering the promised application/service.
Management Risks		
Financial risk	WP1	Technical challenges and any uncertainty associated with KATANA evolution can pose a significant impact on project costs. For this reason, administrative/financial management will not be limited to reporting but it will also include a close financial monitoring process so as to constantly assess financial progress and be able to identify early signs of concern.
Changes in the project team	WP1	Identify these changes the soonest possible. Require from partners to include substitutes with equivalent (or higher) qualifications and experience. Inform the substitutes in detail about the project, their role and responsibilities.
Delay in the project timetable	WP1	SC agrees on: (i) re-allocation of resources; (ii) parallel execution of tasks; or (iii) re-scheduling of activities or a suitable combination of those.
Dissemination may not have sufficient impact for the take-up of KATANA	WP1	In WP7, Plan for the Exploitation and Dissemination of Results - PEDR will set clear objectives, events and opportunities to raise the profile and importance of KATANA and the needs of all stakeholders.

3.3 CONSORTIUM AS A WHOLE

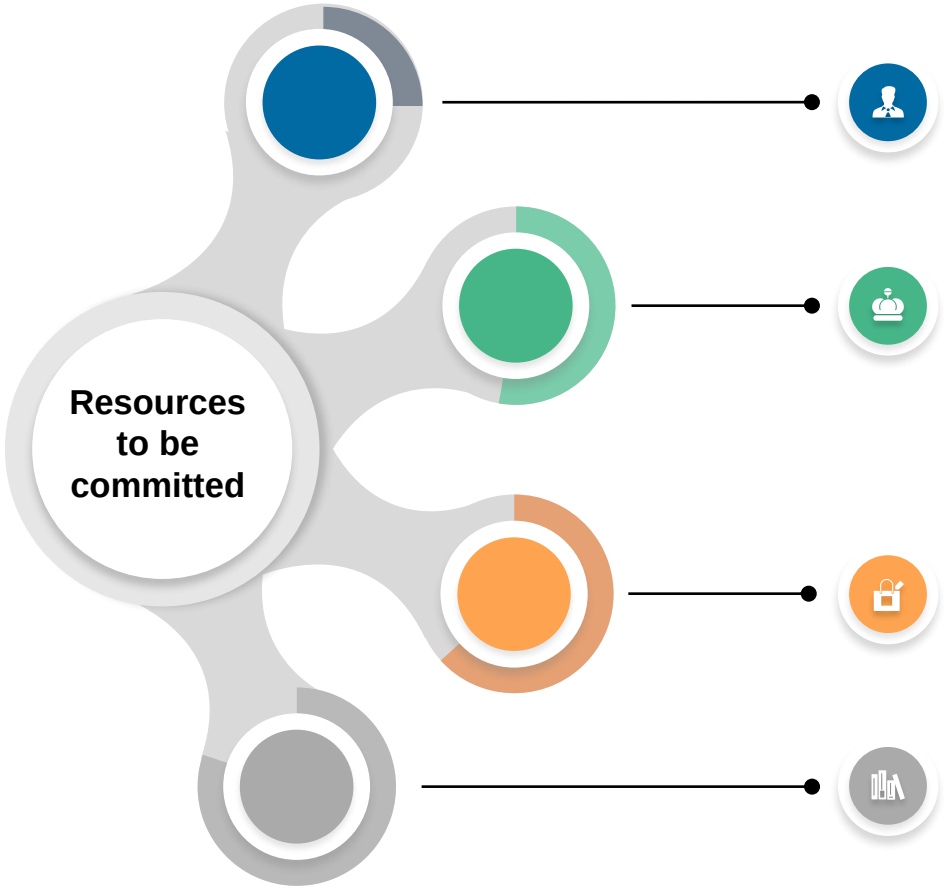
KATANA required competences	bwcon	ABP	EFFoST	Food+i	VOICT	OPC	POLO	BIOS	PARN	KPAD	INO	DW	SYN
TYPE	CLUSTERS – ICT & AGRIFOOD							RTD	SMEs				
Technology transfer	X	X	X	X			X	X			X		
ICT	X				X		X	X	X		X	X	X
Agrifood		X	X	X		X		X		X	X		X
RTD							X	X					X
Business incubator	X	X			X		X						
Entrepreneurial support	X	X		X	X		X				X		
Business Coaching & Training	X	X			X		X				X		
Crowdfunding							X		X		X		

3.3 CONSORTIUM AS A WHOLE





3.4 RESOURCES TO BE COMMITTED



Explain and justify what you will spend money on
Check consistency with Part A

What resources will be made available to the project (e.g. teams, facilities, equipment)?

What will be the major costs?

- **Show how the resources will be put into place and integrated in a coherent way, including any not funded**
- **Show how the overall financial plan for the project is adequate**

3.4 RESOURCES TO BE COMMITTED

3.4 RESOURCES TO BE COMMITTED

01. PROS

Private 1-to-1 negotiations

- More effective
- Reduces drama
- Coordinator can keep better control

01. PROS +

— 02. CONS

02. CONS

- Triggers backroom politics
- Raises complains (sometimes)
- More work for the coordinator

01. PROS

Open negotiation

- More transparent
- Everybody feels engaged
- Partners contribute in workload

01. PROS +

— 02. CONS

02. CONS

- It can boost drama
- Time before deadline is precious
- Expertise and attitude are crucial


Teşekkür ederim!
Thank you!