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SUSNANOFAB
Grant Agreement No. 882506



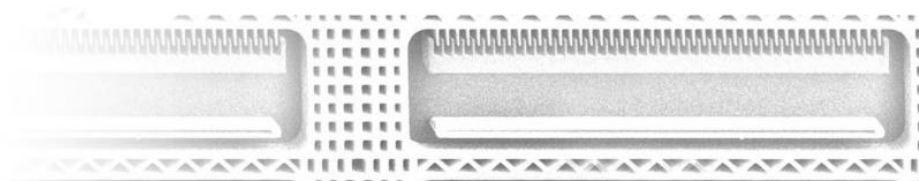
Exploitation and Business Plan for the Digital Platform - Draft

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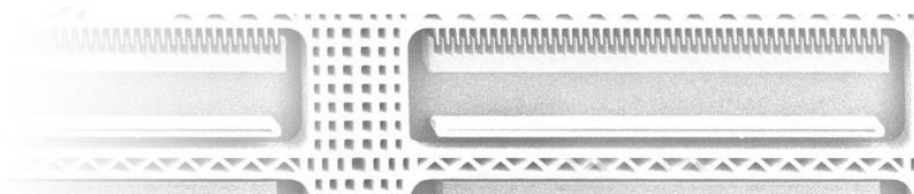
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Draft	2022.03.01	First Draft Version – Structure
Draft 1.0	2022.05.15	Final Draft

Abbreviations and Acronyms

Acronym	Description
API	Application Programming Interface
B2B	Business to Business
DIH	Digital Innovation Hubs
EMMC	European Materials Modelling Council
EPPN	European Pilot Production Network
H&S	Health & Safety
RTOs	Research and Technology Organisations
SEP	Single Entry Point
SWOT	Strengths, Weaknesses, Opportunities, and Threats
WP	Work Package

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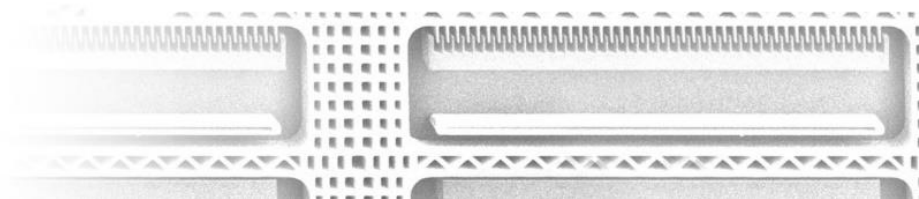


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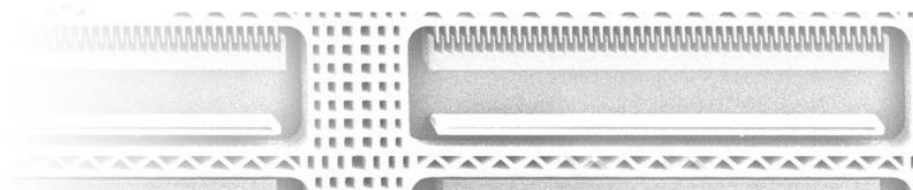
Executive Summary

This document is a deliverable of the SUSNANOFAB project – a coordination and support action to promote a competitive and sustainable nanofabrication industry - funded by the European Union's Horizon 2020 Programme, under Grant Agreement #882506.

This deliverable is developed within WP5 – Stakeholders engagement, dissemination, communication and exploitation, which comprise the development of the SUSNANOFAB Open Access Digital Platform, a “one stop shop” of information and communication related to nanofabrication. This platform will act as the catalyst of the nanomanufacturing ecosystem. It aims to connect and enhance the European nanomanufacturing related networks, create a sustainable community of stakeholders and facilitate the delivery of SUSNANOFAB's services and activities coming out of its working groups, brokerage and training services, roadmap, best practices and more.

The “Exploitation and Business Plan for the Digital Platform – DRAFT” presents the plan for a successful operation of the SUSNANOFAB as a business, identifying possible sources of revenue, the intended customer base, services and possibilities of financing to ensure the long term sustainability of the Digital Platform. This is a draft version, proposed at month 24 of the project. This plan will be further developed and a final version will be delivered at month 36 of the project.

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I. Introduction

This document is Deliverable 5.7 “Exploitation and Business Plan for the Digital Platform - DRAFT” (henceforth referred to as D5.7) of the SUSNANOFAB project. The main objective of this deliverable is to define the first version of a comprehensive plan to ensure the long-term sustainability of the SUSNANOFAB Digital Platform.

This document is aligned with the defined Governance Structure of the Digital Platform (Deliverable 5.4), which set the framework for the strategic decisions to be taken regarding the platform operation, the governance bodies, the stakeholder’s participation and possible legal status of the Digital Platform for the future.

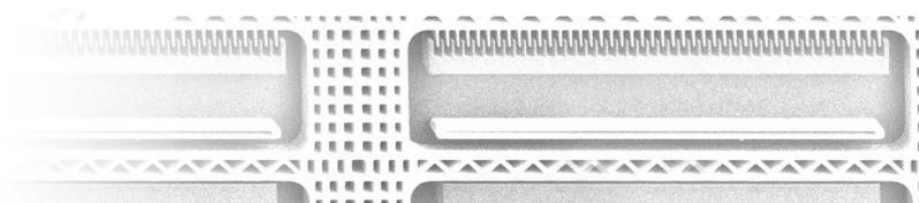
The SUSNANOFAB Digital Platform is designed to be a central point to access information stored under different data platforms, including data platforms and innovation hubs under the Horizon 2020 programme. SUSNANOFAB platform relies on an advanced web-based tool for scouting and collecting data and is constructed to be supported by a powerful search engine. It is a service-based marketplace, aiming to match costumers and services providers to establish long term relations between the stakeholders in the nanofabrication value-chain.

Digital platforms has become an important consideration within the European Commission’s Digital Economy agenda, being identified as an important area of interest to the European Digital Single Market Strategy. To build SUSNANOFAB as a sustainable digital platform, there’s a need to define a strong plan for the successful operation of the Platform as a business, delivering value to all platform stakeholders and keeping a critical mass of players engaged.

The SUSNANOFAB Exploitation and Business Plan for the Digital Platform will cover:

- Business model
- Exploitation strategy
- Target audience
- Value proposition
- Revenue sources
- Long-term strategy
- Governance structure
- Risk assessment
- Swot Analysis

This document is a draft version and will set the foundations for the development of the final Exploitation and Business Plan for the SUSNANOFAB platform – D5.11 of the project.





2. The SUSNANOFAB Digital Platform at a glance

SUSNANOFAB Digital Platform aims at bringing together the outcomes of existing EU funded projects and initiatives and ultimately strengthen the technology uptake across Europe in an open data ecosystem where access to dynamic data is provided. The tool is developed to perform in an interoperable manner with existing platforms, projects and other initiatives that might be integrated in the European Commission common model.

At a glance, the platform allows interactive match-making between technology providers from the nanomanufacturing ecosystem and potential customers. Additionally, the open digital platform promote access to nanofabrication infrastructures, stimulating the cooperation between stakeholders, as well as disseminate best practices, and provide brokerage and training services. The platform will also be home of the Roadmap for EU wide strategy on nanofabrication, one of the main outputs of the project, which will comprise the appraisal of the current position, the development of the 2030 vision, the identification of strategic actions, and future implementation plans.

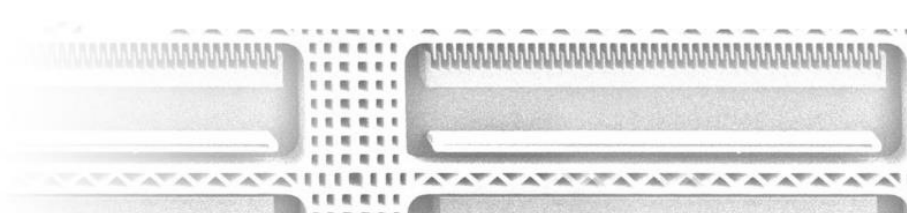
The SUSNANOFAB Platform is designed and deployed envisaging a simpler and automated use of different datasets through the use of APIs and avoiding the sub-optimal use of information gathered under funded projects. The use of APIs aims to bring together different networks around a common digital umbrella and is expected to strongly contribute to the creation of a valuable nanofabrication ecosystem, while also improving communication and data sharing among stakeholders.

The SUSNANOFAB core functioning mechanism leverage on the EPPN's¹ modular based infrastructure which has also been developed in a way to interoperate with other existing databases and is supported by appropriate standards. The SUSNANOFAB platform development and its access to different existing digital networks takes into account different aspects of a sustainable data economy, namely: free flow of data, data access and transfer, data liability, portability, interoperability and standards, taking into account data confidentiality and integrity.

To build a tool that tackle the missing links in the whole nanofabrication value-chain, the platform was co-designed taking into account the preferences of the public, which participated in an online survey to set the basis for the architecture structure; system; data bases and functionalities of the tool. The main objective of the survey was to collect the feedback of different types of stakeholders, from different countries, backgrounds and sectors, in order to have a comprehensive result of the users' needs aiming at developing a useful and robust tool.

The platform aims at providing a unique and centralized tool that combines all the relevant nanofabrication data spread from different sources and make it available to all interested parties in an open and interoperable format. It should be managed with

¹ <https://www.eppnetwork.com/>





a market-oriented strategy to make it accessible and widely popular among the nanofabrication ecosystem. At this stage, the platform is open and free of charge for membership of all kind of stakeholders. To attract users to the SUSNANOFAB network, the strategy is, along with making available valuable data on the nanofabrication ecosystem, to engage and bring the users from existing networks, such as EPPN, EMMC, DIHs, among others.

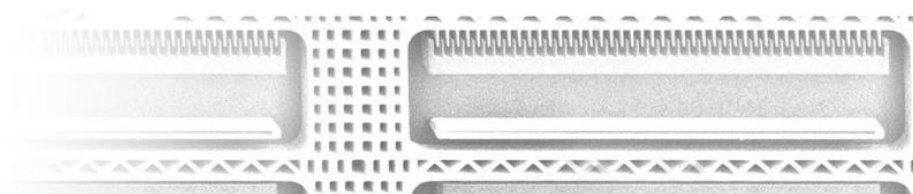
The sustainability of the digital platform beyond the project completion will be enabled through an efficient governance structure and an industrially relevant business model, presented in a draft version in this document.

3. Business Model

Data-driven innovation is seen as a key driver for growth that can significantly boost European competitiveness in the global market. There is a recognized need to improve the efficient use of data across the EU and, apart from ensuring free flow of data, accessibility and re-use of public and publicly funded data, further measures in the area of private sector data are also indicated.

Data accessibility, storage and analytics are rapidly becoming a key ingredient in business success. It is obviously a critical asset for the development of new technologies and to enable the digital transformation. Data is seen as the “new oil” for the digital manufacturing and has a great potential to foster the creation of valuable ecosystems and generate value-added services around those ecosystems.

There are however several barriers hindering data value generation. Isolated data silos and lack of interoperability, data accessibility, and inefficient data work flows and data quality are issues of major concern and need to be considered when developing SUSNANOFAB. Focus should be put on stimulating data availability (accessibility and connectivity), data storage (data aggregation, IT infrastructure, platform features and data security) and data analytics (visualization, modelling, process optimization and predictive maintenance). Apart from these considerations, SUSNANOFAB is follow-up with the existing initiatives dealing with data ontologies making all the efforts to maintain a large and shared vocabulary aligned with a common European vision. In order to achieve a relevant and sustainable role as an interface bridging technology providers with the industry as part of the innovation hubs, SUSNANOFAB business model must ensure compliance with relevant legislation, such as data protection legislation.





There exists no one-size-fits-all approach to creating, delivering, and capturing value with digital marketplaces. The literature usually identifies four conditions for classifying marketplaces².

1. First, digital marketplaces connect independent actors from a demand and supply side via a digital platform. Both, the supply side and the demand side, do not necessarily represent different groups of participants.
2. Platform users enter direct interactions with each other to initiate and realize commercial transactions. These interactions go beyond the highly automated processes in electronic commerce.
3. The marketplace platform provides an institutional and regulatory frame for transactions.
4. Digital marketplaces go usually further beyond the mere production or trading of goods and services itself and not only focused on providing an efficient B2B transactions. It is about generating trust, access to networks, faster market entry and access to information and harmonisation of procedures.

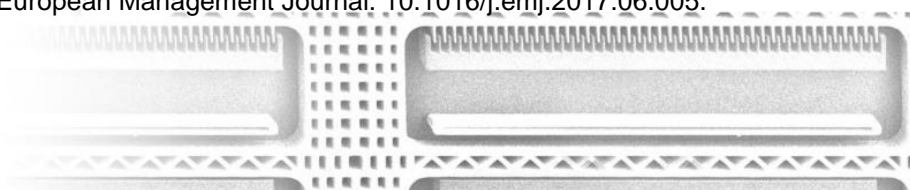
SUSNANOFAB falls into the category of digital platforms matching service providers with customers. The exchanged services can be delivered through offline channels and therefore require direct interaction between the service provider and the end-user. The primary value, for both technology provider and customers, mainly relates with the efficiency gains and networking.

SUSNANOFAB acts as an aggregator of services, thus requiring capacity management from the provider point of view. The plan is to establish SUSNANOFAB as a commercialization engine for nanofabrication services, from the lab to market. In terms of business model, SUSNANOFAB will primarily charge a differentiated price to the service suppliers that will be based on their membership type (featured based). Customers will mostly use the marketplace for free. SUSNANOFAB business model falls into what is commonly called an 'on-demand offline services' and 'online services'

In terms of industry scope dimension, B2B marketplaces can be classified according to vertical and horizontal criteria. A vertical marketplace gathers both sides (suppliers and buyers) of a specific industry (e.g., the steel industry or the automobile industry), whereas a horizontal marketplace, as is likely to be SUSNANOFAB, encompasses several industries.

In an ecosystem like the EU-wide nanofabrication value-chain, making SUSNANOFAB a market and meeting place requires at least three key types of players interact: technology providers, customers and the SUSNANOFAB operator who will maintain the cohesion of the marketplace. SUSNANOFAB is a typical

² Tauscher, Karl & Laudien, Sven. (2017). Understanding Platform Business Models: A Mixed Methods Study of Digital Marketplaces. *European Management Journal*. 10.1016/j.emj.2017.06.005.





example of 'two-sided market' with indirect network effects, as the gain or utility derived by members on one side depends on the number of members on the other side.

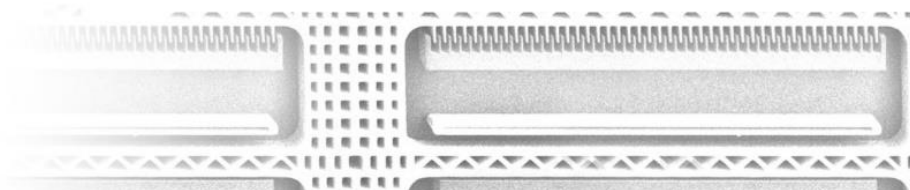
One of the main challenges for the SUSNANOFAB operations is to secure that the services transactions happens inside the digital marketplace – not only providing the matchmaking, but closing the contract between the technology provider and the customer, the planning of the service and the actual financial transaction as well as the possibility to provide feedback about the supplier and customer.

Apart from the matchmaking and services to be provided through the Digital Platform, which is categorized as 'on-demand offline services', the Business Plan for the Digital Platform also fits the 'online services' approach, by making available useful nanofabrication related information aggregated from different databases, acting as a central point to access information stored under different data platforms, including platforms and innovation hubs under the Horizon 2020 programme. Relying on an advanced web-based tool for scouting and collecting data and supported by a powerful search engine.

A Business Model Canvas (Table 1) is a shared language for describing, visualizing, assessing, and changing business models³. Each of the nine building blocks of the Business Model Canvas is described in pictorial and narrative detail, but so is what one should do with the canvas once it has been created (for example, translate business plans into the customer-centric business processes that early stage entrepreneurs will need). Based on the strategic management template proposed by Alexander Osterwalder, the nine building blocks include:

1. The value proposition of what is offered to the market;
2. The customer segment addressed by the value proposition;
3. The communication channels to reach the customer and offer them the value proposition;
4. The customer relationships established;
5. The key resources needed to make the business model feasible;
6. The key activities needed to implement the business model;
7. The key partners and stakeholders and their participation in the business model;
8. The revenue streams generated by the business model, which constitutes the revenue model;
9. The cost structure resulting from the business model.

³ Osterwalder, Alexander; Pigneur, Yves; Clark, Tim (2010). Business Model Generation: A Handbook For Visionaries, Game Changers, and Challengers. Strategyzer series. Hoboken, NJ: John Wiley & Sons. ISBN 9780470876411.



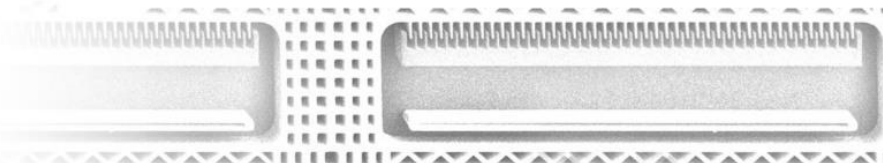


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<p>Key Partners/Stakeholders</p> <ul style="list-style-type: none"> SMEs, companies and large industries Nanofabrication and nanomanufacturing facilities Research institutions Government funding agencies National and regional supporting agencies and organisations Investors Innovation Hubs Technology transfer service providers Members states and regions Consultants Start-up hubs/incubators facilities Process equipment manufacturers Metrology, Characterisation companies Industrial clusters and associations Other technology platforms 	<p>Key Activities</p> <ul style="list-style-type: none"> Access to information and services for members Matchmaking of user needs with nanofabrication facilities Networking and matchmaking activities Access to a pool of trainings Access to best practices Access to funding opportunities Access for SMEs to capital for growth Linking with experts and expertise 	<p>Value Proposition</p> <ul style="list-style-type: none"> Digital platform with nanofabrication related information Two-ways exchange of information between technological services providers and technology uptakers Database of nanofabrication information and resources that would be attractive to investors Access to high quality reliable and updated information Single point of contact for a large number of nanofabrication facilities, expertise & services Possibility of finding and developing complete value chain using the digital platform Direct input to European nanofabrication development policies and regulations Facilitating additional services: Open Innovation Community Early stage access to intelligence to more efficient development processes Access to trainings Access to information on funding opportunities 	<p>Customer Relationship</p> <ul style="list-style-type: none"> Direct engagement with range of customers through digital platform Dedicated direct interaction with SUSNANOFAB member groups 	<p>Customer Segments</p> <ul style="list-style-type: none"> Nanofabrication and nanomanufacturing facility owners Nanofabrication and nanomanufacturing facilities users SMEs, companies and large industries RTOs and Universities Investors Nanofabrication equipment suppliers IP and consultancy services suppliers H&S support organisations Business development support organisations European, national and regional funding agencies and organisations
<p>Cost Structure</p> <ul style="list-style-type: none"> SUSNANOFAB Management & Administration Digital platform further development, maintenance and support Customer support and relation helpdesk Collection and updating information for the digital platform Marketing costs HR cost IT infrastructure, cloud service and data security License fee 	<p>Revenue Streams</p> <ul style="list-style-type: none"> SUSNANOFAB membership Digital platform subscription fees Workshop fees Advertisement fees Matchmaking transaction fees Funding and finance 			

Table 1 - SUSNANOFAB preliminary business model canvas





4. Exploitation Strategy

To ensure the long-term sustainability of SUSNANOFAB Digital Platform, a detailed business plan will be delivered during the project, starting from the provisional plans described in this draft version.

SUSNANOFAB platform relies on an advanced web-based tool for scouting and collecting data and is supported by a powerful search engine. One of the most relevant features of the platform is its ability to interoperate and exchange data with other existing digital platforms. As a consequence of the access to concurrent databases, the SUSNANOFAB Digital Platform will contribute and enhance the exploitation of results already generated by other projects following the scope of providing its users with a comprehensive landscape of knowledge and opportunities in the nanofabrication ecosystem.

Beyond building on the achievements of other relevant projects, SUSNANOFAB will contribute to bring its own new results and outcomes to the nanofabrication community and to establish an exploitation strategy of these new results and outcomes. For the final version of the Exploitation and Business Plan of the Digital Platform, partners will work on the identification of the exploitable results through a specific data collection tool, called Exploitation Grid. For each of the key exploitable results, the consortium will work together in stating:

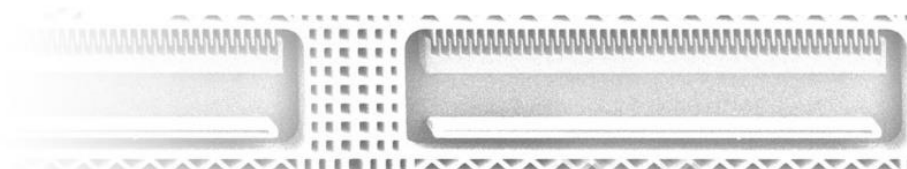
- **The level of interest in the exploitation**, distinguishing among “high interest” (if the added-value that the result can bring to the nanofabrication community is high), “medium interest” (if the result is of interest, but its contribution is not evident), “low interest” (if there is no added-value associated to the result);

- **The specific role in the exploitation**, expressing if the partner is in a position of “owner” (because has mainly contributed to the development of the specific result) or of “beneficiary” (because hasn't contributed directly to the result but is interested in exploiting it);

- **The exploitation strategy and the target sector/target audience**, defining for each exploitable result the best envisaged strategy for the specific target audience/sector intended to be addressed.

Following the categorisation of the exploitable results and outcomes, tailored strategies will be elaborated to ensure that results and outcomes of the project bring added-value to the community and that they are re-usable to develop new research and to boost further acquisition of knowledge, knowledge-transfer, capacity-building, conversion of research into highly innovative nano-enabled products and services. Among the exploitation strategies, SUSNANOFAB will encourage:

- 1) The establishment of training and workshops initiatives for SMEs and the industry;
- 2) The promotion of publications to stimulate new research or to stimulate the uptake of R&D results from the industry;





- 3) Sharing of best practices to serve as guidelines for major industrial sectors;
- 4) Facilitation of matching needs with competences and of competences exchange;
- 5) Closing the gaps between research and the industry and between the industry and the market.

5. Target audience

Although service providers – nanofabrication facilities - and customers are the primary players in the SUSNANOFAB network, other relevant stakeholders cannot be ignored. SUSNANOFAB target audience will be grouped in three main categories, as described below⁴.

Core-mass players: The primary, value-delivering player in the market. In stock markets, they are buyers and sellers of stock. The correct blend of core mass contains enough buyers and sellers to create liquidity in an e-marketplace.

Mass attractors: Marquee players who pull a core mass of buyers and sellers into the marketplace. In a stock market, those might be well-known, blue-chip companies whose brand-name stocks attract new traders. Large buyers and sellers in an industry will be the mass attractors because of their transaction volumes.

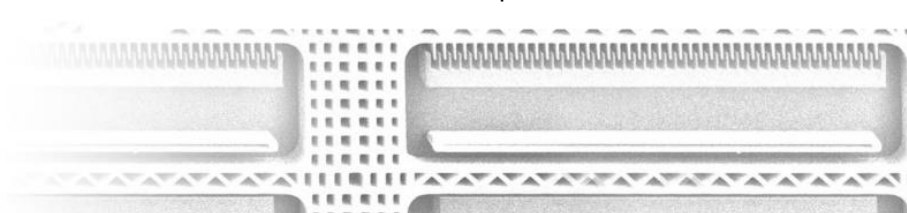
Mass followers: Noncore mass buyers and sellers who join the marketplace once trading has begun, and who are attracted either by liquidity or number of players in the market.

Core-mass players	Mass attractors	Mass followers
Nanofabrication and nanomanufacturing facilities	RTOs and Universities	Consultants
Nanofabrication and nanomanufacturing end users' (Startups, SMEs, Large enterprises)	Government funding agencies	Equipment manufacturers
	Investors	Metrology, characterisation companies
	Technology transfer organisations	Other technology platforms and marketplaces
	Members states and regions	Advertising Agencies
	Start-up hubs/incubator facilities	
	Industrial clusters and associations	

Table 2 - SUSNANOFAB key players

Categorizing players helps determine where to focus marketing efforts during the remaining phases of the SUSNANOFAB business plan development.

⁴ IBM Global Services, 2020. Creating a successful business-to-business e-marketplace. Available at: ibm.com/services/insights





6. Value Proposition

The SUSNANOFAB service-based platform connects the demand and supply sides, which are typically established by long-term relationships and through supply contracts. The core aim of the SUSNANOFAB platform is to provide current missing links between policy, infrastructure, expertise and industry requirements bringing together different actors along value chains, fully exploiting the existing capabilities around Europe. Hence, SUSNANOFAB will follow a business plan suiting the features of a **business to business (B2B) platform**, capitalising technical know-how and expertise by bringing together services offered by different stakeholders on a single digital platform, while guaranteeing substantial gains for all players involved.

To build SUSNANOFAB as a sustainable and successful digital platform, there's a need to better elaborate a plan for the successful operation of the SUSNANOFAB as a business, identifying its sources of revenue, the intended customer base, products, and details of financing. One thing seems to be certain: to successfully establish a longstanding digital platform, SUSNANOFAB must deliver value to all platform stakeholders and keep a critical mass of players coming in.

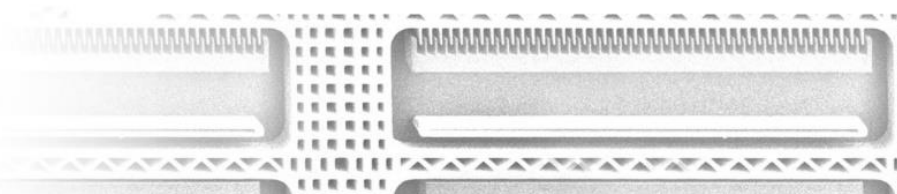
In this sense, the most promising exploitation strategy for the SUSNANOFAB platform will ensure users' loyalty and must consider the following aspects:

A business model supporting the data-driven innovation: Data is one of the most important resources in today's world and a lifeline of innovation in the 21st century. SUSNANOFAB aims at producing innovative outputs from data made accessible through different datasets generated from different initiatives.

Trust and security: Trust is a requirement for any on-line transaction to take place. As the platform will grow and gain in popularity, it may attract undesirable players. Transparency is one of the most effective ways to establish trust and credibility. Apart from all the security features developed by design since the beginning of the platform development, trust will be achieved through the implementation of a rating system, user reviews and even testimonials. Validation of facilities' may also be implemented to allow the establishment of a certification system, potentially with a labelling system.

Electronic procurement services: For the long-term sustainability, SUSNANOFAB electronic infrastructure will be further equipped with modules allowing transactions between stakeholders to be made digitally through the platform. The aim is to offer a combination of services ensuring that the assistance offered match the maximum aspects of users' expectations. Such electronic procurement may include: "smart contracts", standard contract terms or on-line financial transactions.

Tailor-made solutions for the industry: The aim is to permanently develop the SUSNANOFAB in order to address the needs of many industrial sectors and support technology providers to drive more customer value, namely through fully developed





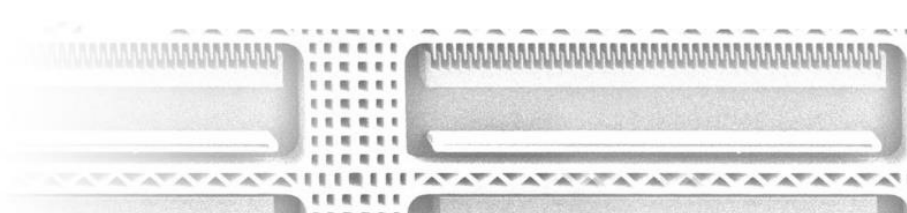
brokerage services (i.e. selling complete solutions and not only the nanofabrication services and covering sustainability aspects of nanofabrication, such as human health, ethics, environment, and life-cycle analysis).

Use of application programming interfaces (APIs): SUSNANOFAB will continuously encourage the publication of dynamic data and the uptake of application programming interfaces (APIs), so that a simpler and more automated access and use of other datasets is fostered and different networks may interact.

Development of Plugins: SUSNANOFAB may integrate further plugins to be used by other platforms or Single Entry Points (SEP) so that SUSNANOFAB can be kept as the host platform of such SEP or platforms.

Competitive advantages	SUSNANOFAB functionalities
Data sharing	SUSNANOFAB is all about data sharing. The platform has been developed in such a way that users can easily set data access level according to their preferences and accessing peers' data according the same premises. Data are meant to be collected and shared with the scope to facilitate connections and contacts between service providers, customers and all the actors along the value chain.
Match-Making and Brokerage	One of the core capabilities of SUSNANOFAB is the possibility of bringing together all the actors in the nanomanufacturing value chain, matching the industrial needs with services from the extended SUSNANOFAB network and promoting sustainable and long term collaboration.
Access to Training	Access to trainings activities which address the knowledge and skill gaps and shortages in the sustainable nanofabrication domain, mainly target to SMEs and Industry, but also to other kind of stakeholders.
Access to Best Practices	Access to the repository of best practices and common protocols enabling the sustainable nanofabrication. The repository will be clustered around the target sectors, and will include information on existing standards and standardisation activities derived from other initiatives.
Access to Infrastructures	The promotion of access to infrastructures is one of the main objectives of SUSNANOFAB. Through the SUSNANOFAB network, users will have access to
Standardisation	Taxonomies and categories established to defined profiles under SUSNANOFAB rely as much as possible on existing standards and agreed categories (whenever standards are not defined).

Table 3 - competitive advantages





The overall portfolio of services to be provided under the SUSNANOFAB Digital Platform will mainly include information and access to a large network of stakeholders, namely:

- Digital platform with nanofabrication related information;
- Two-ways exchange of information between technological services providers and technology uptakers;
- Database of nanofabrication information and resources that would be attractive to investors;
- Access to high quality reliable and updated information;
- Single point of contact for a large number of nanofabrication facilities, expertise & services;
- Possibility of finding and developing the complete value chain using the digital platform;
- Direct input to European nanofabrication development policies and regulations;
- Facilitating additional services;
- Open Innovation Community;
- Early stage access to intelligence to more efficient development processes;
- Access to trainings;
- Access do best practices;
- Access to information on funding opportunities.

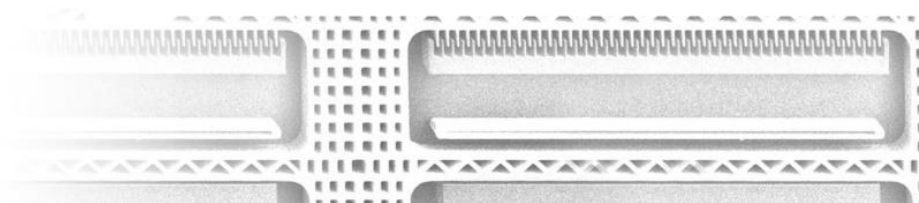
7. Revenue sources

After the termination of the implementation of the project, the sustainability of the platform will be searched through two main means: the implementation of a business model based on a “membership scheme”; and other funding support schemes sought at national and regional level.

Another strategy to guarantee sustainability of the platform after the end of the proposal and of ensuring its exploitation is seeking for additional funding at European, national and regional level by using the platform and the project results to fuel other local or European initiatives and networks.

7.1 Subscription model

A membership fee scheme will be launched after the end of the project and will be based on different variants: a basic fee (free) where users will be exposed to commercial information, and two higher fees (payed) where users will not be bothered by advertising. Further incomes could be based on the dissemination services that the platform could provide to other projects and to other complementary services.





Revenue stream estimation (sources)	One year after the end of the project (1,000 members)	5,000 members	10,000 members
Membership (€)	15,000	75,000	150,000
Matchmaking transaction fees / Success fees (€)	15,000	25,000	60,000
Advertising fees (€)	2,000	2,000	3,000
Events, trainings and workshops organisation (€)	10,000	10,000	15,000
Funding and sponsorships(€)	15,000	15,000	20,000
Total (€)	57,000	127,000	248,000

Table 4 - SUSNANOFAB revenue stream estimation

The membership fee is a model where either some or all of a marketplace's users are charged with a recurring fee to access the marketplace. With this model, the typical value proposition for service providers is that the marketplace helps them find new customers. For customers, it helps them in saving costs and finding unique experiences.

The main challenge on the adoption of the membership fee as revenue source is that it brings is to find services providers without customers and customers without providers. For a successful implementation of the subscription model, SUSNANOFAB needs to create a big network and get enough in order to make the marketplace valuable for both sides, the service provider and the customer. Having a mandatory is the bigger challenge as it discourages users from signing in. A possible solution is to offer discounts for early adopters, or even offering free access until the platform reach a reasonable user base.

Features	Basic (free)	Standard (600€/year)	Premium (2,000€/year)
Maintain personal and institutional account	✓	✓	✓
Filtering and searching tool	✓	✓	✓
Projects profiling	✓	✓	✓
Sharing and collaboration media	✓	✓	✓
Messaging tool	✓	✓	✓
Access to full personal and institutional profiles	✓	✓	✓
Mapping relations and locations	✓	✓	✓
Access to combined information from multiple networks	-	✓	✓
Brokerage services	-	-	✓



Access to trainings	-	-	✓
Access to best practices	-	-	✓
Tailor-made solutions	-	-	✓

Table 5 - SUSNANOFAB revenue stream estimation

Table 5 illustrates the revenue stream estimation for 1 thousand users, 5 thousand users, and 10 thousand users based on the membership fees, matchmaking success fees, advertising, events, trainings and workshops, and funding or sponsorships.

The proposal for the available features for the different types of memberships are detailed in table 6 and specify three main types of memberships: a basic fee, free of charge for the users; a standard account with an associated fee of 600€ per year; and a premium account, with the associated fee of 2,000€ per year. The payed accounts could be charged monthly or yearly, and discounts could be applied for users paying the yearly fee.

7.2 Advertising revenues

Advertising revenues will also be an added source of income in the SUSNANOFAB Digital Platform. This revenue source will explore and benefit from the commercial advantages of the digital marketing tools and creating more direct and personalized information distribution according to users' profile.

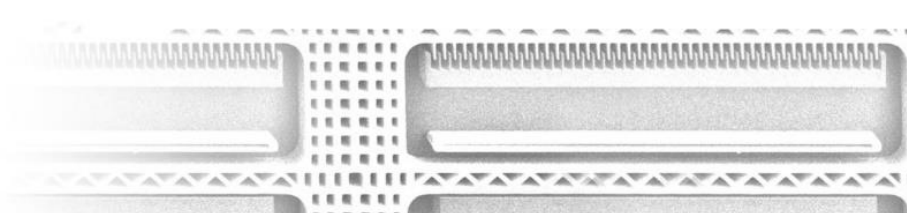
8. Long-term strategy

Defining a long-term strategy is a necessary requirement to define a concrete vision and to set the guidance for the implementation of the SUSNANOFAB Business Plan. At the draft version of this document, the identification of three main requirements to establish this strategy:

Trust and Safety are the basic requirements for assuring the long term maintenance of a digital platform. In the early stage of the platform, with a small network trust and safety are conditions which are easier to achieve. Nevertheless, with the growth of the network, it may attract undesirable players. The aim is to ensure the platform has in place all the appropriate security measures to protect against unauthorised or unlawful accesses, data breaches, leaks, and other attacks to keep a high trust level of the users of the tool.

Further development of the nanofabrication ecosystem is also identified as a key point for assuring the long term sustainability of SUSNANOFAB. Further modules to offer different set of services to follow-up on the technological advances of the sustainable nanofabrication to secure and strengthen the stakeholder's confidence in the SUSNANOFAB, its services and information provided.

Taylor-made solutions for the industry is the last, but not the least requirement identified at this stage to guarantee a long-term successful sustainable exploitation of





SUSNANOFAB. By providing tailored services to each specific industry sectors, adopting common standard would be an added value to the tool. This could be achieved by the implementation of an Excellence Label to the facilities which meet a certain level of excellence in terms of infrastructures, services and certifications, for instance.

In the final version of the Exploitation and Business Plan for the Digital Platform, a timeline for the long-term strategy will be presented, with a comprehensive vision for the strategy to be adopted, starting from 1 year after the end of the project, until 3 year after the end of the project, including an action plan and the possibilities of adoption of different legal structures for the governance structure of the SUSNANOFAB Digital Platform.

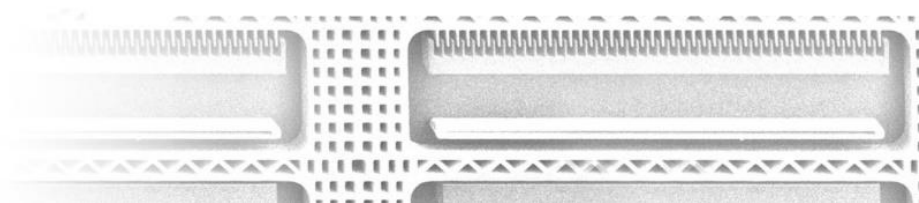
9. Governance Structure

To ensure a proper exploitation of the Digital Platform, its data and services therein, the exploitation strategy is being considered starting from the early stage of the project. The definition of a governance structure was the first step to achieve an effective management and deployment of the platform. It will also set the basis for the development of a suitable

The definition of the governance bodies for the management of the digital platform, the main responsibilities of each body, the procedures for meetings, reporting and communication frameworks, as well as the legal status and the stakeholders' participation on the governance structure of the Platform were addressed in the Governance Structure of the Digital Platform (D5.3), which is one of the basis of this document.

The platform will be managed in close coordination at three different levels. The Governance Structure to be adopted for the Platform will comprise the following bodies:

- In the Executive Level:
 - The Steering Committee: Consisting of senior management professionals from the SUSNANOFAB Consortium who oversee the management of the platform and make strategic decisions on the business operations.
- In the Operational Level:
 - The Technical Board; and
 - The Secretariat and Management Board
- Advisory Level: Advisory Board



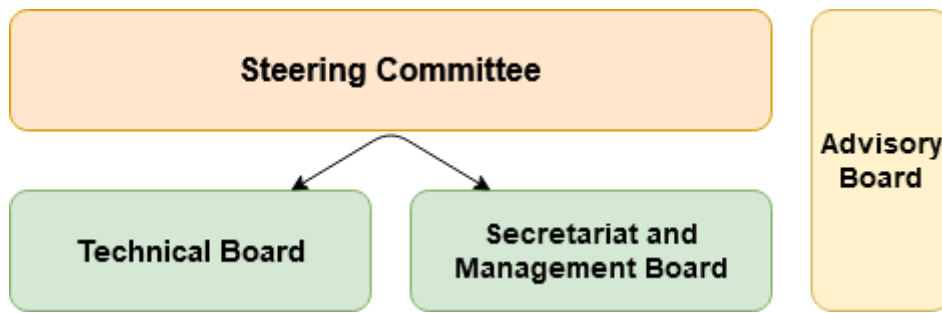


Figure 1 - Governance Structure

The adoption of the presented Governance Structure for the SUSNANOFAB Open Digital Platform will guarantee the successful development and deployment process of the tool. The governance structure defined herein will ensure a balanced control of the activities, following a strategic planning and defined procedures to achieve the best performance and results possible. It will ensure the Platform management at 3 different levels in close coordination.

10. Risk assessment

The risk assessment analysis is essential to determinate the possible risks, the likelihood, and the measures to be adopted to mitigate it in case it occurs. The table below summarize the potential risks identified at this early stage. Other risks and potential mitigation measures might be detected with the further development and implementation of the platform and will be considered in the final version of this document.

Risk	Likelihood	Mitigation Measures
Low suply flow	High	Develop and implement a strong marketing campaign targeting intermediary organisations
Low demand flow	High	Develop and implement a strong marketing campaign targeting intermediary organisations
Lack of trust on service suppliers	Medium	The technical board must be responsible for ensuring the excellence level of the services providers available in the platform. The excellence label system proposed in section 8 should be implemented.
Fear to share confidential material, knowledge, or information	High	Implementation of Non-Disclosure Agreement between service provider and costumers.



Bypass the digital marketplace (Outside Transactions)	High	Implementation of Non-Disclosure Agreement between service provider and costumers,
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Table 6 - Risk Assessment

11. Swot Analysis

Aiming at identifying the competitive advantages and the limitations of the SUSNANOFAB platform, this section presents a preliminary SWOT analysis for SUSNANOFAB as a business, which will be further developed within the finalisation of the project and the exploitation and business plan for the Digital Platform.

Strengths	Weaknesses
Interoperability with other platforms Modular infrastructures Use of APIs Maps feature Network feature Aggregation of data	Sustainability and Business Model Lack of funding after end of the project Incompatibility with LinkedIn network
Opportunities	Threats
Capacity to adapt functions and policies for different purposes Further aggregation of databases from other platforms Big data analysis AI	Other digital platforms Lack of critical user mass for sustainability The speed of change in the IT industry

Table 7 – Swot Analysis

12. Conclusion

The exploitation of SUSNANOFAB as a marketplace has tangible obstacles and require awareness for a successful implementation. Nevertheless, the efforts made to gather and centralize data from a multitude of platforms, projects, and different actors are an advantageous and strategic added value brought to the platform user. Still, to assure the regular update of these data is another known challenge and will require a concrete revenue strategy to cover the costs of these continuous work.

The possibilities regarding the legal status of the SUSNANOFAB by the end of the project shall be further considered and discussed among the consortium members to propose a comprehensive final version of the exploitation and business plan for the digital platform, aiming to ensure its successful continuance after the termination of the project implementation and its respective funding.

