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EUROPEAN COMMISSION – HORIZON 2020



Accelerating European CPS Solution to Market

Deliverable D6.16

WP6

Final report on hub sustainability


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	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

Executive summary

This deliverable is the final report on the work done within the FED4SAE consortium in order to “establish the basis for the long-term sustainability of FED4SAE centres as CPS (Cyber-Physical System) and Embedded System DIHs”.

In order to identify the conditions under which the FED4SAE network of Digital Innovation Hubs (DIHs) could become a sustainable network, a concertation process has been set-up within the consortium first and then with external innovation stakeholders.

At FED4SAE partners’ level, collective sessions have been organized to find relevant alignment between partners to join forces and offer valuable services to the FED4SAE ecosystem. Joint activities have been also undertaken with the Smart Anything Everywhere Coordination and Support Action Smart4Europe2.

After defining FED4SAE sustainability plan, and with the confirmation of FED4SAE’s value to European SMEs and start-ups, the partners entered into concrete operations to reach the sustainability of FED4SAE ecosystem and to further expand it.

It has been agreed that the FED4SAE sustainability is dedicated to further showcase the value of CPS to encourage its adoption while opening also its ecosystem and joining forces with other initiatives to support European SMEs digitization.

The sustainability plan is operated through a light organization operated through a community App that will further contribute to structuring collaborations and the innovation value chain.

The FEDSAE Innovation Club has been officially launched on 21st January 2021, gathering 258 participants with diverse profiles including start-ups, SMEs, public and private funding players. It is based on a Barter Deal business model to run basics activities while leveraging on the activity of each partner.

The FED4SAE Club is now operating. The next challenge will be to integrate it successfully into the EDIHs network. This work will be undertaken in collaboration with Smart4Europe2, as well as with the DIHNET project.



	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

Table of Contents

1. Objective and Methodology	4
2. 1st Achievement: Consensus and commitment from FED4SAE partners: 2nd workshop on Sustainability, Stockholm, January 2020	5
2.1. Inspiration: identify FED4SAE assets through a SWOT analysis	6
2.2. Action: building-up of an action plan towards FED4SAE's sustainability	8
2.2.1. Drivers for evolution	9
2.2.2. Expected impact.....	10
2.3. Ideation: generate ideas for FED4SAE sustainability plan.....	12
2.3.1. Results of the creativity session: First group's vision for sustainability	12
2.3.2. Results of the creativity session: Second group's vision for sustainability.....	13
2.3.3. Results of the creativity session: Third group's vision for sustainability	14
2.4.1. Conclusions of the workshop	14
3. Implementation of the draft sustainability plan.....	15
3.1. Collaboration Agreement	16
3.1.2. Online community platform.....	17
3.2. Annual work programme to promote FED4SAE related technologies	20
3.2.1. Webinars on FED4SAE success stories and technologies	20
3.2.2. Engaging FED4SAE sustainability.....	21
3.2.2.1. The objective & methodology of the event	21
3.2.2.2. Implementation.....	23
3.2.3. Maintaining the community active	32
4. Conclusion	34

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

1. Objective and Methodology

The task 6.3 “*Hub sustainability*” main objectives are:

- To establish the basis for the long-term sustainability of FED4SAE centres as CPS and Embedded System DIHs;
- To discuss and assess potential business models for FED4SAE innovation hubs and initiate collaborations with local innovation organisations.

To reach those objectives, several activities had been foreseen:

- Make the best of inputs from tasks 6.1 “*Ecosystem building*” and 6.2 “*Access to finance*” to develop an analysis of the specific needs and sustainability requirements of each FED4SAE centre.
- Develop and validate collaboration models for services of FED4SAE hubs that can be sustained in cooperation with other local organisations.;
- Assess other potential funding sources or revenue streams for further services of FED4SAE hubs, such as access to the hubs’ eco-systems and matchmaking/brokering services, or learning and training programmes.
- Trigger cross-fertilization exchanges of local actions in order to extend local third-party support with European cross-border actions.
- Promote FED4SAE experiment success stories to regional and national innovation programmes and investors to demonstrate the added value of cross-border collaborations and to raise interest in implementing similar schemes.

The work on the FED4SAE sustainability has been designed considering two first starting points: a shared vision between consortium partners and a joint strategy to further develop the initial ecosystem.

- **Shared vision between consortium partners**


Sustainability will result from many various interactions between numerous partners and, first of all, between members of the consortium. This means that in order to reach the FED4SAE sustainability, it is, at first, mandatory to build a common vision between members of the consortium to be able to then build a strategic action plan.

- **Joint strategy to further develop the initial ecosystem**

To be able to set up an up-and-running hub requires more than a founding consortium. This mean that FED4SAE’s reflection process on sustainability must take into account the other innovation stakeholders active in the ecosystem and the feedback of the beneficiaries of the acceleration programme. Further building the CPS community is a necessity to have a sustainable hub that will be able to create synergies with others CPS related projects and not work as a competitor.

In order to achieve the activities related to this task and to identify the challenges that a sustainable FED4SAE would have to address, some first exploratory actions were initiated and reported in D6.11 “*Interim report on Sustainability*”.

- The organisation of a collaborative workshop, in Munich in March 2018, to raise discussion between partners on their vision of:
 - The ecosystem they want to build within the wider European Commission’s set of policies in favour of the digital transformation.
 - The unique value-proposition of FED4SAE in such a context.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

- The analysis of the current CPS innovation ecosystem done by BLUMORPHO who gathered feedbacks from innovation key actors and stakeholders through interviews.

In D6.11, FED4SAE identified the main sustainability challenges that the consortium had addressed till then. As mentioned in the conclusion of this deliverable

- *“There is a strong willingness of all consortium partners to keep the network active to provide cascade funding to support SMEs in their digital transformation and adoption of CPS solutions.*
- *Some discussions started with private investors interested in investing in hardware solutions and perfectly aware of the related challenges to explore further the opportunity of their involvement in the FED4SAE community.*
- *The growing awareness of local authorities of the need for them to support and strengthen European digitisation policies with their own programme could provide some opportunities to work further on cross-regional and pan-European cooperation.*
- *The first success stories of the companies having benefited from FED4SAE support will provide new opportunities to highlight the added-value of this acceleration programme and the differentiation potential of CPS solutions.*
- *The first experiments going on in the framework of the project without any further European funding can be considered as a test for all the consortium and should provide many important inputs for the future operational mode of a sustainable network.*


However, the critical part of the sustainability and the financial discussion are still ahead of us. It seems indeed that to continue to support the wider spread of innovative solutions within European companies will, in a way or another, require a significant part of public funding. The coordination set-up within the Smart Anything Everywhere initiative with others Innovation Actions may be of help in this challenging process.”

The work on building a shared vision of the sustainability plan and on the implementation of the first actions agreed in the strategic plan has been further developed during the last months.

- Through a sustainability workshop organised in Stockholm in January 2020, where a common strategy toward sustainability had been drafted and a list of actions to be undertaken agreed.
- Through the implementation of the following list of actions:
 - Webinars to highlight FED4SAE success stories, to continue to disseminate on FED4SAE results and grow the FED4SAE community.
 - Contacts with other CPS related projects within the SAE initiative.
 - Launch of an online community platform, gathering the Fed4SAE community and open to other actors digitising Europe’s industry.
 - Organisation of an event to launch the FED4SAE innovation club early 2021

2. 1st Achievement: Consensus and commitment from FED4SAE partners: 2nd workshop on Sustainability, Stockholm, January 2020

Sustainability of a hub is the result of various interactions between various partners. It is thus of crucial importance to reach a consensus between all the partners involved within the FED4SAE Digital Innovation Hub concerning their common interest to keep the ecosystem active beyond the European project and concerning the DIH they want to develop together.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

In order to build on the results of the Munich workshop, a new workshop on sustainability was organized in Stockholm in January 2020 with 3 main objectives:

- Reach a next step towards a sustainability plan;
- Leverage on what the consortium had learned within the project and build on collective intelligence;
- Define an action plan to be able to test the first sustainability concepts before the end of the project.

The end of the FED4SAE project being at that time foreseeable within a very short period of 6 to 8 months, the aim was to define what the consortium wanted to do, who would be ready to do what and then build a relevant business plan.

The methodology chosen by BLUMORPHO to help the consortium build on collective intelligence and share knowledge about FED4SAE assets, had been to divide the workshop in 3 working sessions:

- **INSPIRATION**: a look back to what FED4SAE has achieved through a SWOT analysis;
- **IDEATION**: a creativity session on what could be a FED4SAE sustainability plan;
- **ACTION**: a last session to decide of the actions to be undertaken collectively to reach sustainability.



3 phases for our workshop

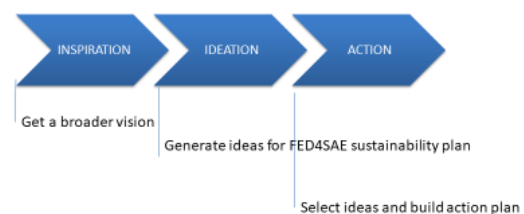


Figure 1: *The FED4SAE consortium members working on sustainability.*

2.1. Inspiration: identify FED4SAE assets through a SWOT analysis

The workshop started with a look back to the aim and identity of FED4SAE “dedicated to boost and sustain the digitization of the European industry by strengthening competitiveness in Cyber Physical Systems (CPS) and embedded system markets.”

Some characteristics and key figures of the project were reminded to the consortium as the characteristics and application domains of the 32 selected innovative companies that benefitted from the project.

With this in mind, members of the consortium were then asked to identify the Strength, Weakness, Opportunities and Threats of the FED4SAE projects.

How did we work?

- SWOT analysis: identify FED4SAE's Strengths, Weaknesses, Opportunities and Threats

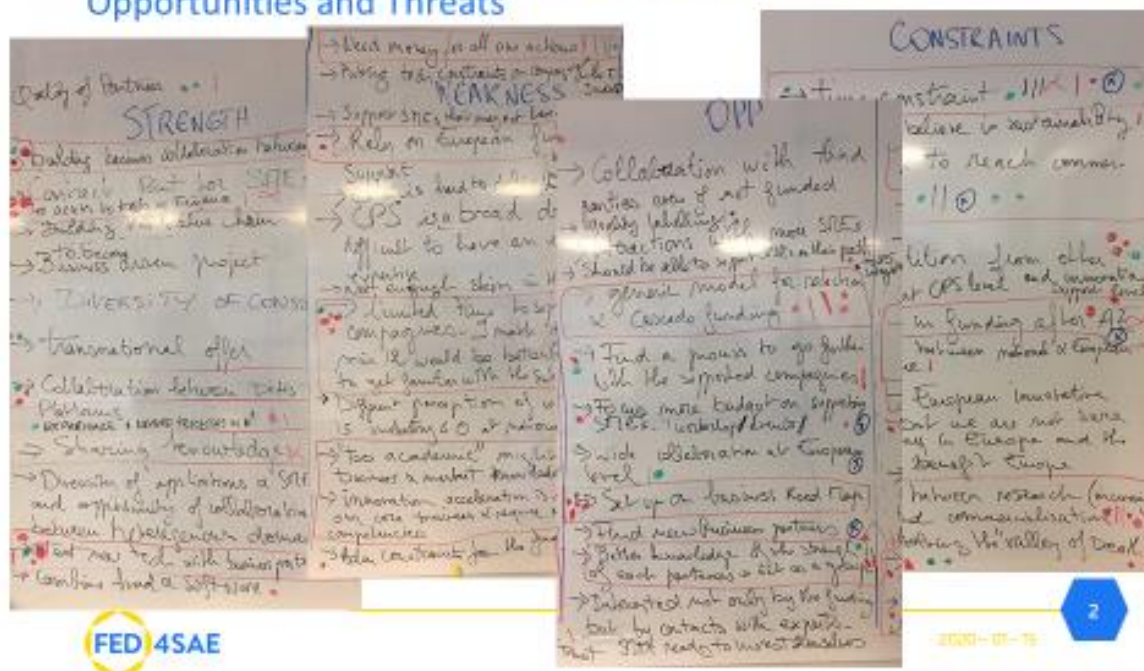



Figure 2: Result of the SWOT analysis made during the sustainability workshop, January 2020

After each member of the consortium has shared his SWOT analysis, all partners were invited to vote for the proposals that sound the most meaningful to them. This ended in a very broad and complete analysis of FED4SAE assets and challenges that would serve as a base to build FED4SAE sustainability on.

The proposals that gain the most interest are highlighted in bold in the following summary of the discussion.

Table 1: January 2020 workshop – Analysis of FED4SAE assets and challenges

Strength	Weakness
<ul style="list-style-type: none"> • Opportunity to test new technologies with potential new business partners • Business collaboration within a broader ecosystem and building the value chain • Contact point for SMEs to access to tech & financial/business support • Collaboration between DIHs and technological platforms • Sharing knowledge • Being a business-driven project 	<ul style="list-style-type: none"> • Limited time to support companies. 9 months is too short. A minimum of 12 months would be better (it can take up to 3 months to get familiar with the subject and figure out how it can be handled). • Relying on European money and/or public money in general for all our actions. • “Too academic” members might lack business & market knowledge. Innovation acceleration is not the core


	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

<ul style="list-style-type: none"> • Quality & diversity of the partners within the consortium • Diversity of applications & SMEs selected offering opportunities of collaborations between heterogeneous domains. • Transnational offer • Experience gain & mature processes in driving application experiments • Combine hardware & software 	<p>business of many partners and it requires new competencies.</p> <ul style="list-style-type: none"> • Administrative constraints for the funding are hampering the building of trust. • Putting technological constraints on companies. • Supporting SMEs that may not have any impact on the EU industry. • CPS is a hard to define, the wording is not meaningful to the lay people. • CPS is such a broad domain that it is difficult to have an exhaustive expertise within the consortium. • Not enough skin in the game • Different perceptions of what is industry 4.0 at national levels
Opportunities	Threats
<ul style="list-style-type: none"> • Better knowledge of the strength of each partner allows us to work as a group • Set up a business roadmap • Generic model for selection of innovative companies & cascade funding • Find a process to go further with the funded companies at the end of the AEs. We should be able to support SMEs in all their path to CPS integration • Focus more budget on supporting SMEs and invest less in side activities (conferences/events/ workshops) • Wide collaboration at the European level • Quality label • Interactions with more SMEs/Find new business partners • Develop collaboration with 3rd parties even if they are not funded 	<ul style="list-style-type: none"> • Time constraint to setup and deal with the AEs • Competition from other hubs at CPS level and innovation support level • The gap between research needs to increase TRL and the maturity for commercialisation / Limitation to reach commercialisation • We are not solving the “valley of death” problem. • Limitation in funding the next steps after the AE. • We don’t believe enough in sustainability • Competition between national & European programme • We help innovative companies in Europe and we are not sure they will stay in Europe and the ROI will benefit Europe

2.2. Action: building-up of an action plan towards FED4SAE’s sustainability

After this first collaborative work aiming at setting-up the scene for FED4SAE’s sustainability, the partners were invited to split into 3 different groups. Then they were invited to identify opportunities for FED4SAE’s sustainability among the information shared by BLUMORPHO about:

- European Commission policies in favour of the digitalisation of the European industry: the DIHs’ development policy & catalogue and the upcoming Digital Europe Programme;
- The new EC priorities and their implementation plan;

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

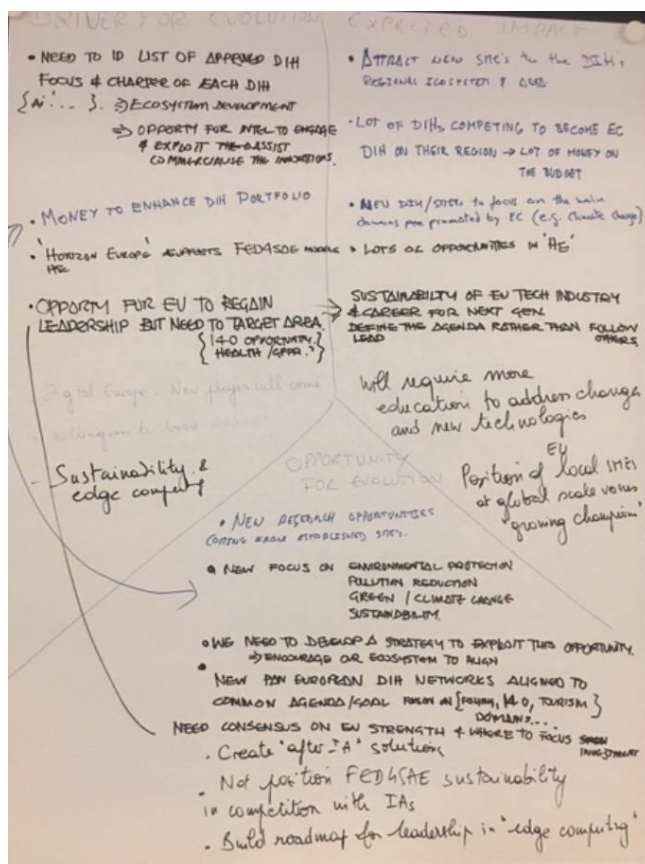
- The new EC R&I programme Horizon Europe;
- Markets trends.

Within all that information, participants were invited to identify:

- drivers for evolution “What catch your interest”;
- expected impact “At different levels of the ecosystem – mention who”
- opportunities for FED4SAE evolution and sustainability.

The 3 groups then shared their inputs with the others.


2.2.1. Drivers for evolution



- We should get a **better understanding of who are the European DIHs, what they do and how they interact with their ecosystems**. Is there a standard model for DIHs or is it an adhoc structure? What are their needs? This better understanding will allow us to identify opportunities for us to provide them with training & innovation services. Those DIHs obviously need money to enhance their DIHs portfolio and their services. But they may need also access to additional technologies and knowledge that we could provide them with.
- Horizon Europe funding focusing on sustainability and sustainable development is fully in line with FED4SAE model and abilities. We are offering the right services for the future.
- If Europe is struggling to recover a global leadership in technologies, we need to build a consensus on European strength & where to focus and be ready to disinvest if necessary.

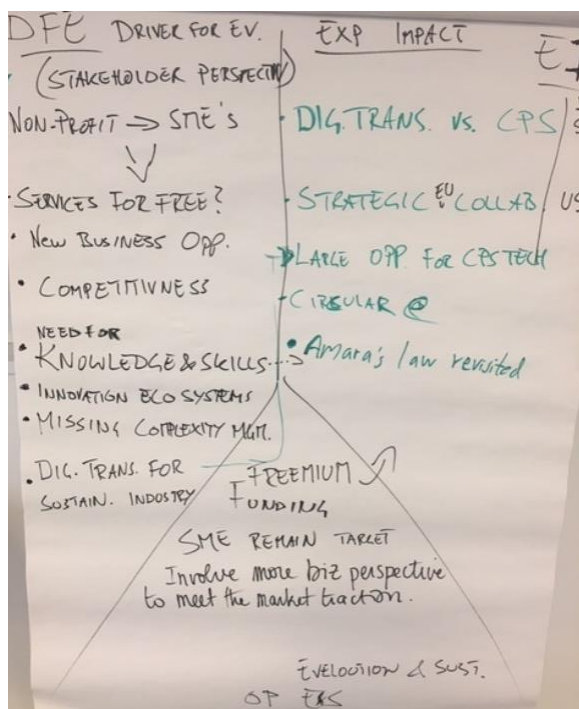
Figure 3: Results of group n°1

- Healthcare and industry 4.0 could be focus areas where Europe is very strong. Sustainability and climate change are also areas where Europe should try to take the leadership.
- The DIHs are defined as non-profit organisation targeting SMEs. How will this work? Should the services be available for free? Will there be a premium scheme: smaller players pay less and big players pay more? How to make those services affordable? This will open up a strong political debate: should those services be subsidised by public funding, should the industry pay a lot so that small companies can pay less and access those services?
- The DIHs have to be non-profit organisation but what about the DIHs' networks?
- There are obviously business opportunities for CPS but there are also continuous needs for new skills and knowledge. If Europe wants to lead on building new technologies, we should also be able to lead at using the existing tech and make the best of it.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6


- Big need for digital transformation to build sustainable industries. In this regard, CPS technologies are in a good position to take a good position on this.
- New players will join the DIHs landscape and Digital Europe programme will encourage new competition for the consortium so we have to be ready either for competition or for new form of collaboration.
- There is a strong will of the European Commission to boost further investment in digital technologies in general and in CPS in particular.
- We can contribute to strengthen competitiveness in Europe.

2.2.2. Expected impact



- With DIHs' network, we will find some contacts that will allow us to attract new SMEs and be further engaged in the ecosystem.
- We can foresee a lot of DIHs competing to become European DIH and beyond that, a lot of competition to access to long-term public funding.
- The DIHs network give us the opportunity to focus on climate change, antipollution and clean-tech solutions.
- All the projects supported by the European Commission will have to build their sustainability. So if FED4SAE is able to build a model, maybe others will join and we will develop new collaboration.
- SMEs need to be educated on edge computing & cybersecurity. Opportunity for FED4SAE to develop training solutions.

Figure 4: Results of group n°2

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

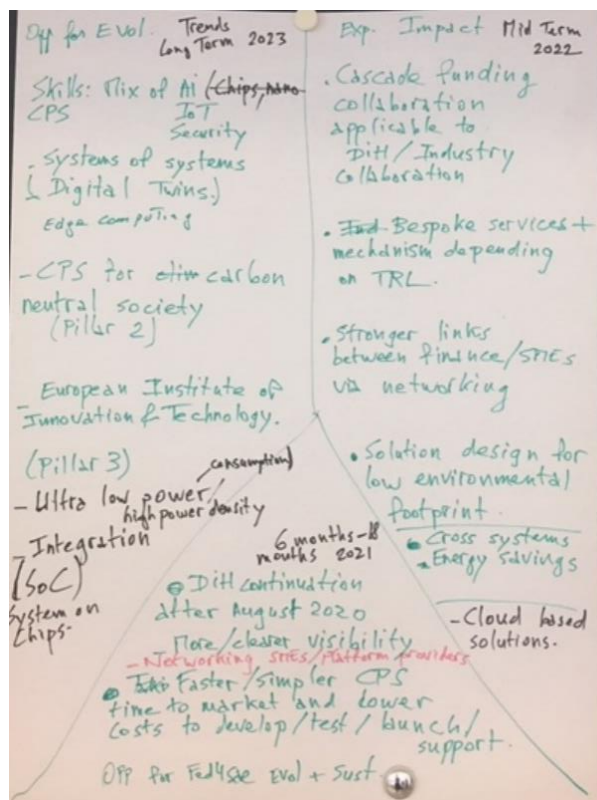



Figure 5: Results of group n°3

- A lot of research & innovation opportunities are already there, what we need is a strategy to make the best of those opportunities. We have to be proactive.
 - We need to engage with the DIHs ecosystems to raise awareness on CPS technologies opportunities, building a community and collecting their needs. We need to create a network of DIHs to work on common technological challenges.
 - We should contribute to build a European consensus on which technologies we should focus on and be ready to make choice and disinvest.
 - We must not forget that SMEs remain the target. So, from the academic perspective, we must make sure that the business perspective is included in everything we do.
- Europe should work on sustainability of Tech industry & career for the new generation: define the agenda rather than follow the others. What is important is that we should create an agile innovation ecosystem because it is very difficult to know where to invest and what will be important in 5 or 10 years.
 - We should build a roadmap to highlight where we think it can make sense to build leadership in Europe and where we, FED4SAE, can build it.
 - **What could be done in the short-term to continue FED4SAE collaboration:**
 - Sustain the networking between the SMEs and the platforms providers because the application experiments were probably just the beginning of the process and maybe not the most complicated.
 - Develop opportunities/support processes to further develop tested CPS systems to be viable after reaching TRL 8 or 9 so that they reach the market.
 - **What could be done in the mid-term:**
 - Having services designed depending on the TRLs to be able to respond to various needs and manage various time constraints.
 - Bring solution to respond to a growing appetite for stronger links with financing schemes for SMEs.
 - Develop a cross-system approach concerning resources & energy saving.
 - Make the best of our generic cascade funding scheme that could be used for another complex domain.
 - **What could be done in the long-term:**

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

- Develop skills in AI & IoT. There is a pressing need for trained people and specialised training organisation. We also need to advocate for edge computing to avoid the cloud and do locally what can be done locally.
- Develop CPS technologies for a carbon neutral society.
- For the platforms providers, develop more and more systems on chips, integrated systems with low power consumption.

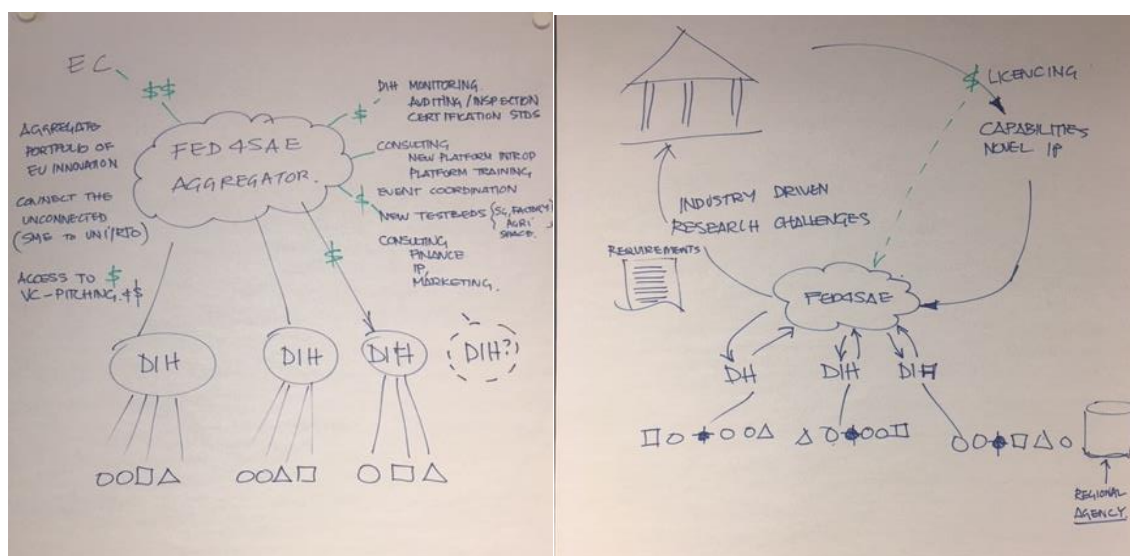
With the inputs gathered between the groups and the results of the SWOT analysis, the attendees were then invited to build concretely their vision for FED4SAE sustainability.

2.3. Ideation: generate ideas for FED4SAE sustainability plan

The last working session was dedicated to creativity and design thinking through drawing & sketching. With the strategic priorities, drivers for evolution and opportunities identified previously, the attendees were invited to build an action plan to leverage on FED4SAE strength and aligned with the evolution of our ecosystem.

Each attendee was expected to draw 8 ideas for FED4SAE sustainability and to share those drawings and ideas with the group. The group then had to choose among the 8 ideas of its members to propose up to 3 of them to the rest of the consortium.

2.3.1. Results of the creativity session: First group's vision for sustainability




FED4SAE could serve as a central point, an “aggregator” to whom DIHs could turn to for CPS needs & challenges of industries and SMEs.

This aggregator would provide different kind of services needed in relation to CPS solutions:

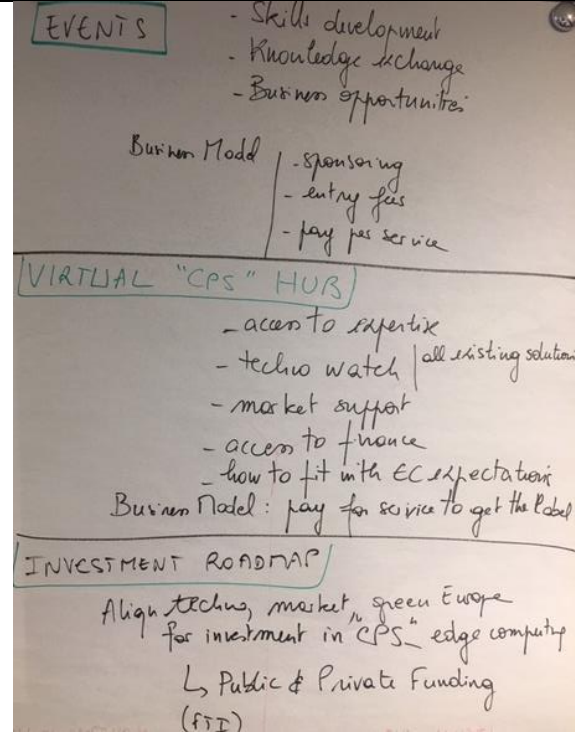
- Mentoring;
- Training services;
- Access to testbed facilities;
- Platform & platform training;
- Expertise for certification & standards;
- Marketing, financial & legal IP services.


The DIHs would be the first clients of FED4SAE where they would come to find some solutions for their own industrial & SMEs clients.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

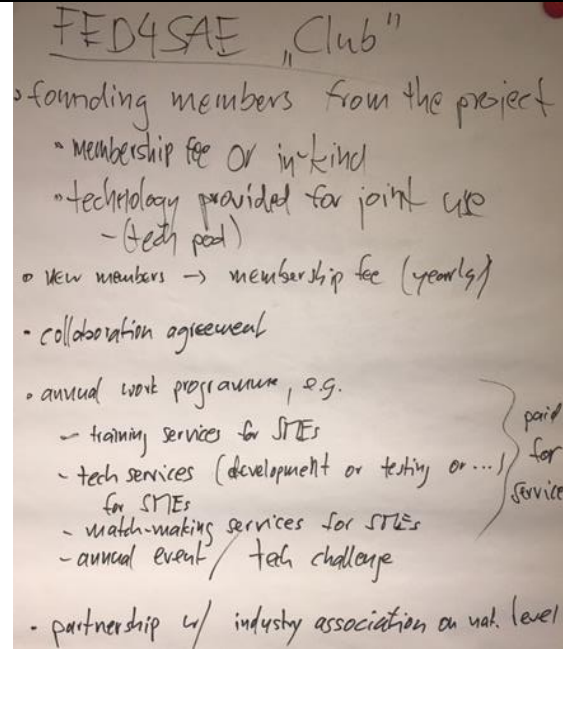
The aggregator could also be the one managing “open call” to answer to common challenges in CPS by gathering and mobilising the whole CPS ecosystem in order to bring the most appropriate solution. It would fill the gap between SMEs, industries, Universities and research centres and help the different stakeholders to define the requirement for new CPS solutions.

2.3.2. Results of the creativity session: Second group’s vision for sustainability

	<p>FED4SAE would be a structure to support:</p> <ul style="list-style-type: none"> • the organisation of events; • a virtual CPS hub; • an investment roadmap for innovation stakeholders. <p>The CPS hub would be enabled at least through a virtual platform that would be shared by the founding members and open to new-comers. The gathering of FED4SAE partners on a common platform would rely first on a joint agreement for further collaboration.</p> <p>Events</p> <p>The events would be of different types, either on-line or physical events. The main target of those events would be skill development & training, knowledge exchange and brokerage events to give access to business opportunities.</p> <p>The business models for those events would be a mix of sponsoring, entry fees and pay for services.</p>
<p>CPS Hubs</p> <p>The hub would have as main mission to provide all the services listed herewith on a “Pay for services” base:</p> <ul style="list-style-type: none"> • Access to expertise and knowhow; • Technology watch and scouting • Market support • Access to finance • Innovation support • Quality label and recommendations on how to fit with EC expectation. 	<p>Investment ROADMAP</p> <p>To avoid the development of silos within the CPS ecosystem, the Hub would build the bridges between CPS developments and progress in edge computing and the European Commission’s and European companies’ & citizens’ expectations.</p> <p>The Hub could also bridge the gap between this CPS ecosystems and private investors.</p>

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

2.3.3. Results of the creativity session: Third group's vision for sustainability


	<p>Even if it will be necessary to think about a new name for it, the idea to have the FED4SAE's partners to continue to work together would be that they create a "club".</p> <p>To do so, founding and funding members have to work on a collaboration agreement that is necessary to set-up the rules and the organisation of such a community.</p> <p>New members joining this club would have to pay a membership fee or to provide in kind contribution through technologies or services that would not be represented yet within the consortium.</p> <p>Members would agree on an annual work programme:</p> <ul style="list-style-type: none"> • Annual events / tech challenges in partnership with industrials partners. • Training services • Support services for demonstrators • Access to testbeds
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This club should try to develop partnerships & collaboration with local & national industrials organisations that would be interested in becoming members and pay for their members to access our services.

2.4.1. Conclusions of the workshop

Taking into account all the inputs of the workshop, the members of the consortium agreed on the following aims and priorities to work towards sustainability.

- A strong willingness to strengthen the FEDSAE ecosystem:
 - Via the Structuration of a « Club » embodying the community;
 - With at least a virtual CPS Hub enabled through an on-line platform.
- Organizing various type of events:
 - Training for skills development and knowledge sharing;
 - Brokerage event to generate business opportunities;
 - Integrating technical challenges;
 - Engaging public authorities so they can select companies and projects they want to support.
- Offering services – provided to members under fees & promoted by all members of the community:
 - Technological watch;
 - Technological support: Hardware, Software, Test beds, etc.;
 - Value proposition and market support;

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

- Access to finance;
- Fit with EC expectations.
- Engaging with DIHs and SMEs directly, partnering with industrial associations.
- Enabling knowledge sharing to avoid different people to do the same mistakes.
- Generating a label for supported projects to engage into discussion with partners and investors.
- Prepare an investment roadmap to align techno with market trends & the green European strategy in CPS and edge computing and advocate for it towards public and private investors.

At the end of the workshop, considering that FED4SAE had only 7 months of activity left, the following action plan was decided:

- Explore the technical options to set-up a virtual CPS hub.
- Draft a collaborative agreement.
- Set-up an annual work programme for the Club.

3. Implementation of the draft sustainability plan

The last period of FED4SAE project has confirmed the value brought by FED4SAE consortium to companies benefiting from the FED4SAE support. It has been agreed among the FED4SAE partners, to keep the consortium active since it has value to operate the EC objectives to support European SMEs digitization.


FED4SAE has supported 32 companies in getting access to CPS technologies while generating value as illustrated in the deliverable D5.4 “*Final report on impact of FED4SAE supported companies*”. The challenge is now at two levels: (1) Further showcase the added-value of CPS to facilitate its adoption and (2) Further support the companies in reaching their next milestone toward market.

Moreover, during this last period in the context of the preparation of Digital Europe Program, it appeared clearly that the sustainability of FED4SAE had to be framed somehow on European Digital Innovation Hubs strategy since we have to take into account the strong efforts of the European Commission to operate it.

Being an Innovation Action engaging European DIHs, FED4SAE is providing services that will also be offered by EDIHs and DIHs including test before invest, coaching, brokerage activities, access to funding, etc. The objective of FED4SAE sustainability is not to enter in a kind of competition with EDIHs and DIHs network but to bring an additional added-value. It is especially important since part of the FED4SAE partners are also DIHs.

On top of it, FED4SAE is part of the Smart Anything Everywhere Coordination and Support Action Smart4Europe2. Innovation Actions part of SAE initiative are also encouraged to collaborate in SAE context in order to build the sustainability of their actions.

All those considerations have been taken into account when defining the Sustainability Plan of FED4SAE. Since January 2020, the partners have worked on turning the plan into actions. Our aim has been to test the feasibility of our plan, to adapt it if needed and to collect first results.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

The following paragraphs present the different actions undertaken and results reached so far, to sustain FED4SAE in keeping the ecosystem active and further engaging collaborations with relevant partners and funding players. In addition, the FED4SAE sustainability plan has been designed to fit with further collaborations at Smart Anything Everywhere level as well as with the EDIHs & DIHs network strategy of the EC.

3.1. Collaboration Agreement

It has been decided to set-up an agile strategy to address FED4SAE sustainability. We aimed at structuring a simple model leveraging on the strengths and branding of each partner with an Open Ecosystem approach bringing value to all members.

We have decided to act as a “**Club**” with partners and members linked by a Pact, so, basically, an agreement of collaboration to maintain collaboration to keep the ecosystem active.

The activity of the Club will be operated through a community platform promoting activities, technologies and competencies of the different members, launching invitation to members’ activities and events and contributing to structuring the full innovation chain from research to private investment.

This Club is based on the specific activities of each FED4SAE partner and is welcoming new players.


The operating rules of the Club are the following:

- The Club is dedicated to maintain and enlarge the FED4SAE ecosystem in further promoting CPS added-value to support its adoption by European SMEs.
- Further supporting CPS adoption means also facilitating further access to funding for innovative companies. The Club will thus contribute to structure the full innovation value chain through its members and founding partners’ network.
- The Club is operating under a community App.
- The business model of the Club is based on Barter Deal¹ for basics operation related to communication activities like promotion of events. For technical and business training, specific business models will be implemented especially in alignment with EDIHs and DIHs activities.
- The Club will operate to support SMEs and start-ups in their fundraising strategy through the DIHs activities as listed in D6.15 “*Final report on access to finance activities*” but also through actions undertaken by BLUMORPHO and its investors network as well as its Venture Studio (<https://www.blumorpho.com/corporate-venture-studio-by-blumorpho.html>).

Joining the Club is simple and based on offering CPS related communication actions that could benefit to the community.

In addition, and as mentioned previously, the FED4SAE consortium aimed also to align with SAE sustainability strategy to join forces with the mind-set “Stronger together, we go further”. Since one of the ambitions of the FEDSAE Club is to support access to funding, we know by experience that it is

¹A Barter Deal is a system of exchange of goods or services where participants in the transaction don’t use money or monetary medium. Bartering seems an easier and quicker operating model to implement in this case as FED4SAE partners all agreed to keep the network active, open and agile.

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	761708	Work package WP6

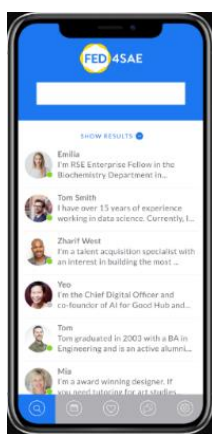
important to generate a critical mass of attractive companies to attract public and private investors. In that sense, collaborations at SAE level but also with EDIHs and DIHs are really important.

Consequently, the FED4SAE Club is based on a collaboration pact aligned with DIHs Memorandum of Understanding (MoU) for collaboration. This MoU is done in agreement with Smart4Europe2 consortium since it also brings the opportunity to further collaborate with the other IAs active in CPS too.

The MoU for collaboration is based on the following principles:

- The governance mode is based on a Presidency of the Network rotating among the Pioneers joining the action in the scope of Smart4Europe2 activities.
- The Network will be opened to any New Party based on eligible criteria related to the value brought to the Network.
- Each Party will be invited to share its feedback and wish. Each Party is granted with an equal right to vote on decision-making process.
- For any collaboration set-up within the Network, the standard Consortium agreement rules will apply with regards to IPR, No competition, Confidentiality Agreement. It could be adapted case by case. High flexibility in terms of scope of collaborations from events, workshop, training, education will be implemented. It will depend on mutual interest and expected gain for each Party joining.
- The Club basics activities related to communication on actions and events related to CPS and related technologies will be operated under Bartel Deal business model.
- Each Party shall have the right to withdraw from the Agreement at any time and with no penalty by means of a 30 (thirty) days' notice.

3.1.2. Online community platform




Since January 2020, BLUMORPHO has worked on defining how to maintain the ecosystem active in optimizing the use of resources and leveraging on FED4SAE value. BLUMORPHO decided the best way to sustain the FED4SAE community and more broadly, its goals to digitise Europe's industry was through a mobile application. Human Resources considerations, structural costs related to setting up a new organisation and more all contributed to the decision of an app.

BLUMORPHO team has been working on defining the functions to develop **an App** that would address the FED4SAE club objective, to create an adequate user experience as well as an easy way to get in contact with other members that are part of the community.

The App's features include:

- A list of members including and a search tool to find other members based on:
 - their name;
 - their organization;

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

- their topics of interest;
- Customised recommendations for relevant contacts;
- Possibility to save members as “favourites”;
- The complete schedule of the FED4SAE Innovation Club program, with links to join the different sessions;
- Access to the profile of any of the event’s participants
- A chat and telephone interface

When it came to choosing a partner to develop the App, BLUMORPHO has considered many different developers. Some of the important factors for the choice of the partner were the price, developing an app that would facilitate community engagement and customisation. In the end, Mesensei (<https://www.mesensei.com/communitydesign>) was selected as it satisfied all the criteria while being a company that is based in Europe (in Finland) and that gave the possibility of co-creation on a pay-per-performance model to ensure the application fits within the expectations of the FED4SAE community.

The table below summarizes the explored options:



	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

Table 2: Different options explored to develop the App

Company	Company's feature	Business requirements (?)
Swapcard	AI-powered event and matchmaking platform that runs successful in-person, virtual and hybrid events.	USD 0 for seller events Premium subscription: \$7 per attendee Branded app: USD 1490 Floor plan: USD 990 Online support: 1490/day Limited freedom in operations – not fitting with our expectations
CrowdCompass	CrowdCompass by Cvent develops and delivers leading edge mobile device solutions for the global event and meeting market.	Starting from \$7,000 per license -Minimal customization - integrate with 1-2 systems: \$2,500 -Standard customization - integrate with 3-5 systems: \$10,000 -Fully customized system - integrate with more than 5 systems: \$25,000 Address FED4SAE expectation but too expensive
Attendify	Attendify's virtual & hybrid event platform delivers engaging event experiences in one easy-to-use, turn-key, & self-service solution.	USD 1999 for Virtual + event app on any screen +2000 for a branded app Attendify packages start from USD 4000 Not matching with FED4SAE expectations
Might Networks	Mighty Networks is the most popular hosted community platform that allows you to create an online community on your own website.	-free plan + 5% transaction fee -Community Plan \$28/month + 3% transaction fee -Business plan \$98/month + 2% transaction fee Not aligned with FED4SAE Club business model
Mesensei, Private Social Networks	Mesensei platform can be used to set-up task orientated communities/organisations across institutions and technology platforms. For admins the platform offers everything needed for content & access rights management; registrations, role/status levels, communications and reporting. For the end users the platform bridges the user experience on Dabat, iPhone and Android and browser based interfaces and visualises the organisational structure and roles of the participants.	-10000 EUR for development of the App based on expected functions and maintenance -2000 EUR every 12 months annual hosting after the first year

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

After multiple interactions and internal testing phases, the App was first tested live with a selection of 18 companies from FED4SAE on December 10th during the online brokerage session described in §3.2.2. The App was officially launched during the FED4SAE Innovation day on January 21st. On this day, participants and speakers were strongly encouraged to initiate contact using the App and to continue discussions with their new contacts after the event. This approach showed great success as described in §3.2.2.4, describing the outcomes of the January 21st event.

3.2. Annual work programme to promote FED4SAE related technologies

3.2.1. Webinars on FED4SAE success stories and technologies

It has been decided to initiate the FED4SAE Club activities by organising a first series of web-meetings to highlight the FED4SAE success stories with the industrial partners of the consortium, available on line at <https://fed4sae.eu/news-and-insights/webinars/>:

- AI Computer Vision using Intel's Movidius™ VPU Platforms – the success stories from FED4SAE
- LPWAN applications using STM32: Some of the success stories from FED4SAE

Those webinars are at the same time useful as dissemination actions to further showcase the results of the FED4SAE experiments and to showcase what opportunities the digital transformation CPS technologies can provide.

- **AI Computer Vision using Intel's Movidius™ VPU Platforms – the success stories from FED4SAE – 30 APRIL 2020**

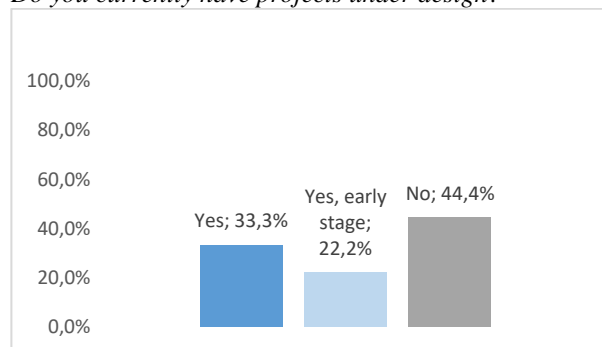
This web-meeting gathered 49 registrations.

It gave the opportunity to present the projects developed within the framework of the FED4SAE project using Intel's Movidius™ VPU Platforms:

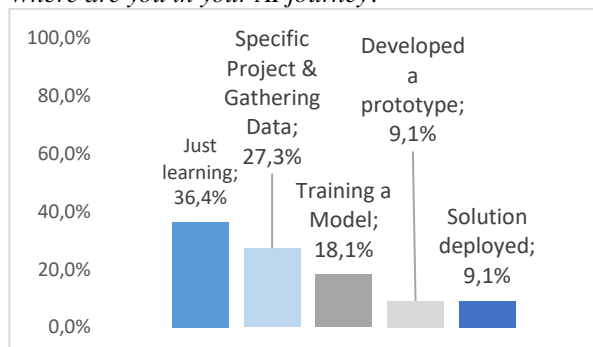
- In the healthcare domain: how Ubotica™ developed an AI solution that detects diabetic retinopathy (DR) in fundus images (<https://fed4sae.eu/innovative-projects/idrd/>).
- In the industrial domain: how ISSD™ developed an AI solution that addresses the challenge of automated traffic monitoring in road tunnels (<https://fed4sae.eu/innovative-projects/smart-tunnel/>).

Two questions were asked during the webinar:


Do you currently have projects under design?



Where are you in your AI journey?



After this meeting, a follow-up has been organised by BLUMORPHO and INTEL with the participants.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

- **LPWAN applications using STM32: Some of the success stories from FED4SAE – 19 MAY 2020**

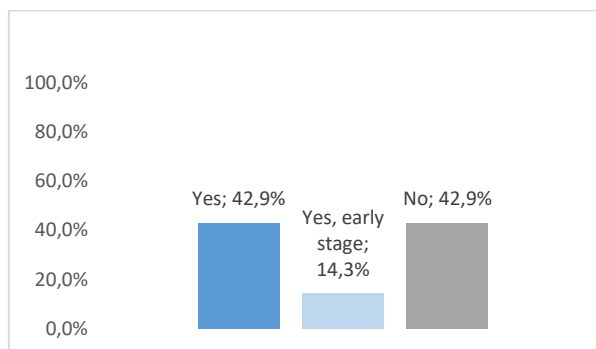
This webinar gathered 23 registrations.

It gave the opportunity to present the projects developed within the framework of the FED4SAE applying the STM32 technology:

- In the Smart-City domain: how Sentinum™ developed IoT solutions to prevent rapid flooding (<https://fed4sae.eu/innovative-projects/sentinal/>).
- In the Smart-Building domain: how Safecility™ digitised emergency lighting in buildings (<https://fed4sae.eu/innovative-projects/safecility/>).

One question was asked to the audience during the web meeting:

Do you currently have projects under design?



3.2.2. Engaging FED4SAE sustainability

A first event of the Club took place on 21st January 2021 to launch the sustainability of the FED4SAE project addressing the 2 main objectives of the Club:


- Showcasing CPS added-value to encourage its adoption
- Contributing to the structuring of the full innovation chain by attracting public and private financing into our community

3.2.2.1. The objective & methodology of the event

Planning the event & relevance

With companies supported from all across Europe in the FED4SAE project, we organised an event at a European level in order to give the companies the opportunity to:

- Meet each other, network, and create synergies
- Meet financial support players acting at European level or at regional level (banks, public funding opportunities, European actions like Penta & Euripides, investors)
- Be part of a community that will grow from the experience of Fed4SAE and other European projects active in CPS.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

To carry out this event, and to be able to overcome the difficulties linked to the Covid 19 situation, the event was planned using a combination of various digital tools and sessions:

- Webinars, to communicate broadly and reach out to the whole audience
- Networking digital rooms, giving the possibility to organise one-to-one meeting and workshops
- An application on which all the participants were able to launch discussions and find other players in their fields of interest.

All these tools combined allowed us to gather companies and funding players from all across Europe for a one-day event articulated in different sessions:

- Welcoming webinar: introducing the different tools and launch the FED4SAE Club
- Reverse pitching sessions: the various funding players introduced themselves and their financing thesis in a short pitch before a Q&A session.
- Networking & one-to-one meetings: with the help of the App, companies and funding players were able to start a discussion and organise a one-to-one meeting in the networking rooms available throughout the day.
- Workshops: with the intervention of Remy Renaudin from Euripides Eureka cluster, we organised two workshops during which he introduced Penta Euripides and the main bankable challenges they address at European level (mobility, digital health, digital life, digital industry, energy).
- Two technical workshops with Intel and Thales, both members of the FED4SAE consortium.
- A panel discussion: Towards a European green and digital transformation.

Targeted audience

a. SMEs

The targeted audience for this event were, in priority, the SMEs supported in the FED4SAE project which benefited from business support and technical support in the development of a new solution but also all applicants to the different FEDSAE calls. To allow them to go further in the commercialisation and development of their solution, the goal of the even was to allow them to meet other players on their market and funding players.

We opened this event to other SMEs in Europe, to further attract them in the adoption of CPS, to generate some networking opportunities and create interesting synergies.


b. Funding players

In the same objective of helping the SMEs to go further with the project developed in the frame of FED4SAE, we invited funding players to be part of the event. The goal of the action was to promote further funding opportunities to the SMEs and organise meeting between SMEs and funding players (bank, public funding opportunities, investors) when we identified possible synergies.

We also invited the other Innovation Actions, members of SAE initiative, and active in CPS to join the Club innovation day.

Identify new opportunities for SMEs in digitalization: reverse pitching sessions

As previously mentioned, the funding players present during the event had a dedicated session during which they all had the opportunity to pitch and introduce themselves and their financing thesis. After each pitch, there was a short Q&A session. The objective of organising such a session was to give the opportunity to the present SMEs to get to know the various participants and find a possible match with

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

their needs. Afterwards, they were able to establish a contact through the App with the ones that were the most pertinent for them.

The different players were:


- **DigiFed**, an innovation action from the SAE initiative.
- **SNGLR**, a seed venture fund active in deep tech
- **BtoV**, a fund dedicated to the industrial value chain and disruptive horizontal “Deep” technologies.
- **HUBCAP**, an innovation action from the SAE initiative.
- **Eurostars**, a programme part of Horizon 2020 supporting European SMEs with funding for innovation.
- **Euripides-Penta**, two Eureka funded clusters. They also took part in a workshop where they engaged discussion with SMEs on their scope, needs and the potential eligibility of the participants.
- **WAI**, a service by **BNP Paribas** for innovative companies offering loans, venture capitalism, and acceleration.
- **Debitum**, a market place aggregating business loans for diversified investments.
- **First InnoBank**, a service to help SMEs access European and private funding and offering bridge and venture loans.
- **Smart4all**, extensive network of Digital Innovation Hubs for boosting technology and business development in South, Eastern and Central Europe.
- **Nordea**, a bank offering services for start-up growth.



Any organisation could registered to the event through the GoToWebinar registration link for free.

3.2.2.2. Implementation

The global agenda of the day is displayed below:

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6



January, 21st 2021

Official Launch



Innovation Club

**Program
&
Organisation**



The day started with a 30 min introduction covering:

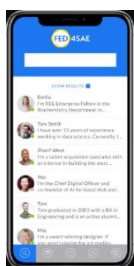
- A presentation of the FED4SAE project and its outcome by CEA, project coordinator
- Insights on the perspectives after FED4SAE for the digitisation of Europe by BLUMORPHO
- A presentation of the organisation of the day and of the digital tools (app, online platform) used for networking purposes by BLUMORPHO

Reverse pitching session

The reverse pitching session was scheduled for 2 hours and 10 minutes and held on the GoToWebinar digital tool.


All funding players were approached through a proposition to pitch their funding strategy and scope during the event. They were selected in the network of BLUMORPHO for their relevance for the digitisation of Europe. Therefore, BLUMORPHO gathered 3 public funding bodies, 3 SAE Innovation actions, 3 banks, 2 Venture Capitalists and a Crowdfunding platform engaged toward this objective. All pitches should (and did) last 6 minutes followed by 3 minutes of Q&A. After each pitch, the attendees, if interested to know more about the associated funding player's strategy, were encouraged to get in touch through the networking app or in the digital networking room.

Before the event, all speakers were invited to rehearse their pitches on the digital tool with a BLUMORPHO member.



Networking

The online community, established on the dedicated App as described in §.0 was officially launched on January 21st. Few days before the event, BLUMORPHO encouraged the registrants and speakers to sign-in this web and mobile application, developed to facilitate networking activities during the Innovation day and beyond. Throughout the day, several references to the App were meant to encourage the participants to use this tool and make the most of the recently created online community.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

Besides, throughout the Innovation day, two networking rooms were open all day. In these two digital rooms, 8 tables were assigned to funding players and FED4SAE partners to ease contacts between these organisations and participating SMEs. These SMEs were free to go from table to table to ask all their questions to speakers. BLUMORPHO team members were there to guide the participants to their future funding partners.



To make the participants' experience even more fruitful, matchmaking activities were undertaken to propose to participating SMEs a customized list of relevant funding players to meet with to support their current and future projects.


To do so, after their registration to the Innovation day, each participant was precisely qualified in order to ensure the consistency between each SME's profile and the expectations and scope of each funding player.

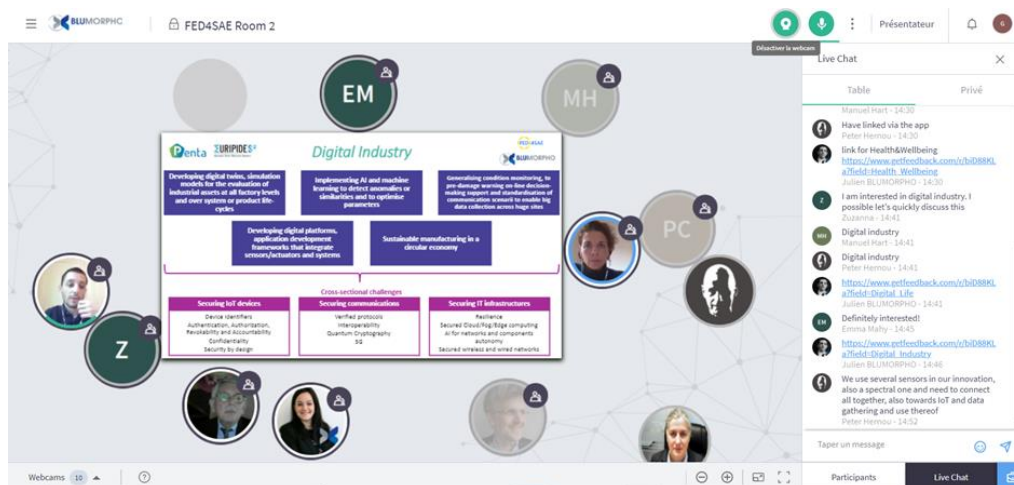
Workshop on the Euripides/Penta joint call

Two 1-hour sessions were organized for the participating SMEs wishing to apply to the Clusters Eureka Euripides/Penta joint call closing on 26th February 2021 regarding the Project Outline. This workshop was monitored by BLUMORPHO members and Rémy Renaudin, ex-Euripides employee and expert in this type of funding opportunities. The workshop covered:

- The structure of Eureka Clusters, the expectations and the benefits for the participating companies.
- How to find the right partners and prepare a winning proposal?
- Insights on the main challenges and strategic R&D topics according to the industrial partners for EpoSS and Euripides in different fields.

The workshop was organised on the same digital tool as the one used for the networking activities of the day.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6




Also, to trigger the creativity and explore synergies within the FED4SAE ecosystems a 2h preliminary brokerage digital event was organized on December 10 for the FED4SAE companies. The objective of this preliminary session was to gather around the same table, in a speed-dating way, two companies with synergies regarding their technology focus and their targeted applicative markets. Therefore, initial matches between the FED4SAE companies were required. They were asked through a survey about their technology focus and targeted market through an online survey, and the results were used to create duos.



The duos met for 12 min during the online brokerage session to present their respective activities and discuss possible common projects. After each meeting, the companies had to indicate their interest or not in starting further discussions with the company(-ies) they had met and explained why.

In fine, the main outcomes of this preliminary brokerage sessions were:

- 18 participating SMEs
- 30 one-to-one meetings
- 12 duos that showed interest in further discussions, to address the Euripides/Penta call or in other contexts

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

Technical workshop Thales: Time4Sys enabling timing verification into the design process of complex systems



This workshop was scheduled for 1 hour and held on the GoToWebinar platform. It was monitored by BLUMORPHO. The speakers were Laurent Rioux from Thales and Adel Gasri from Link Software. Paco Gomez from fentISS was also foreseen in this workshop but he could not prepare a presentation soon enough to join the workshop.

This workshop included two main parts:

- A presentation of the benefits of the open-source platform Time4Sys by Thales
- An example of success story by Link Software, which exploited the platform during the FED4SAE project to develop solutions for runtime traces analysis, performance design modelling and timing verification ensuring the integration of runtime aspects into design models before delivery.

Before the event, Laurent Rioux from Thales and Adel Gasri from Link Software were asked to provide insights about their respective presentations for communication and dissemination purposes.

Three questions were asked through the GoToWebinar interface to the audience during the workshop:

- Are you familiar with the ECLIPSE Foundation and the TIME4SYS framework?
 - Yes
 - No
- Do you consider that time verification in the design stage is important in your field of application?
 - Yes, it is
 - Might be interesting
 - Not at this stage
- Do you want to get in touch with:
 - Thales
 - Link Software
 - BLUMORPHO

Technical workshop INTEL: IGNITE – The start-up accelerator Program of Intel

This workshop was scheduled for 1 hour and held on the GoToWebinar platform. It was monitored by BLUMORPHO.




This workshop included two main parts:

- A summary of the activities of Intel in the frame of FED4SAE by Finian Rogers from Intel
- A presentation of the IGNITE acceleration program for start-ups by Stephan Heller from Intel.

Before the event, Finian Rogers and Stephan Heller were invited to join this session. They were asked to provide insights about their respective presentations for communication purposes.

Panel discussion: Towards a European green and digital transformation

This panel discussion concluded the day. It was set for 45 min and held on the GoToWebinar platform. It was monitored by BLUMORPHO.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

Prior to the event, BLUMORPHO gathered a pool of speakers from European authorities and European public funding initiatives committed to the support of SME engaging a green and digital transformation.



The panel was composed of:


- Géraldine ANDRIEUX – BLUMORPHO – CEO
- Peter CONNOCK – PENTA Director at AENEAS
- Markku MARKKULA – European Committee of Regions (CoR) – Vice-President
- Meike REIMANN – Smart Anything Everywhere initiative - CSA Smart4Europe2
- Nicolas GOUZE - EPOSS – 5E Project Coordinator

In order to guide the discussions, BLUMORPHO prepared and shared with the speakers the Storyboard of the discussion a few days before the event.

The BLUMORPHO organizing team undertook several communication activities, through emailing campaigns as well as social media posts. The execution of BLUMORPHO's communication strategy is detailed in the following table. It covers both communication activities before and after the event.

Table 3: BLUMORPHO communication activities for FED4SAE Innovation Club day

Type of activities	Targeted Public	Number of people	Topic	Number of iterations	When?
Publipostage	FED4SAE Companies	32	General information on the event + preliminary Brokerage event	2	Nov- Dec 2020
Emailing	SMEs, Start-ups, Corporates, RTOs in Europe	20000	General information on the event	1	Dec 2020


	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

Type of activities	Targeted Public	Number of people	Topic	Number of iterations	When?
Emailing	Preliminary Brokerage participants	18	Partnerships opportunity Euripides/Penta call	1	Dec 2020
Emailing	FED4SAE Companies	32	Partnerships opportunity Euripides/Penta call	5	Dec 2020 Jan 2021
Emailing	SMEs and Start-ups in Europe	6000	Focus on 1 funding player	3	Jan 2021
Emailing	SMEs, Start-ups, Corporates in Europe	20000	Focus on technical workshops Thales and Intel	2	Jan 2021
Social media activities	Wide public on LinkedIn and twitter	Twitter and LinkedIn communities	General info + focus on technical workshops Thales and Intel	>15	Dec 2020 Jan 2021
Emailing	SMEs and Start-ups in Europe	6000	Last chance to register	1	Jan 2021
Emailing	Registrants	200	Information about the event	2	Jan 2021
Message on the app	Registrants	250	Follow-up messages to pitches	12	21 Jan 2021
Message on the app	Registrants	250	Thank you message	1	22 Jan 2021
Emailing	Registrants	250	Thank you message	1	22 Jan 2021

Tutorials

To ensure the best experience for the participants (speakers and attendees), BLUMORPHO prepared two tutorials:

- One explaining how to install and use the networking app: <https://youtu.be/Qi4g-yVLpBM>.
- One explaining how to use the digital networking rooms: <https://youtu.be/ptqlpe2gttg>.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

Participation in the event

The event gathered a total number of **258 registrations from 37 countries**. The distribution of registration per session is detailed in the table below. This table is built from the answers to the questions the registrants had to answer when registering.

Table 4: FED4SAE innovation Club - Participant's profile

Activities	Number of registrations
I will attend the Reverse Pitching session by the Funding players	219
I want to learn more about "Success stories by THALES"	152
I want to learn more about "Best practices to collaborate with INTEL"	151
I will attend the "Conclusion panel discussion on Green and Digital Transformation in Horizon Europe"	190
I would like to receive information on how to pitch during the one-to-one session (Networking)	175

Networking Outcomes

As explained in §.**Erreur ! Source du renvoi introuvable.**, networking activities was made possible through our dedicated mobile/web application and digital networking rooms. The figures below show the main outcomes of the FED4SAE Innovation day in terms of Networking on the App.

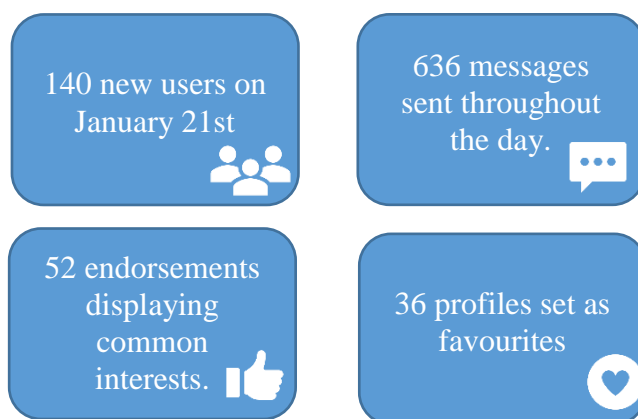



Figure 6: FED4SAE Innovation Club day – Networking App main outcomes

Besides the intense networking activities on the App, the participants took advantages of the two available networking rooms to initiate contacts.

Meetings took place on the dedicated tables. Some additional meetings between SMEs to explore possible collaborations also took place.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

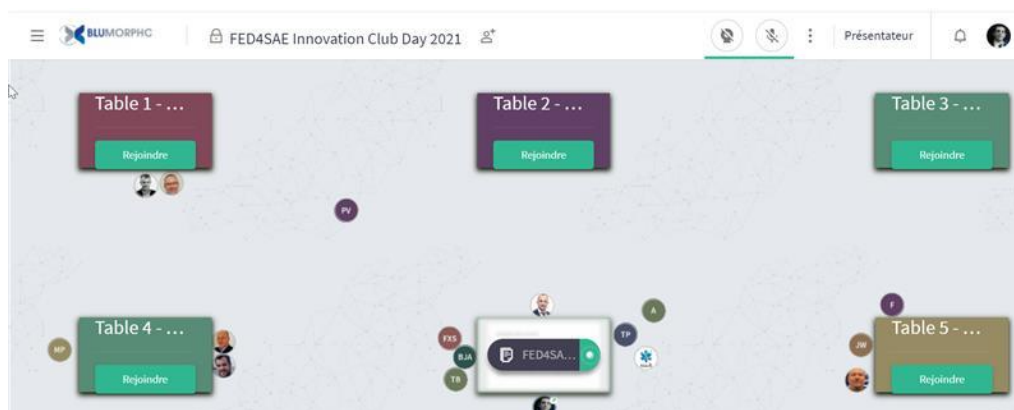
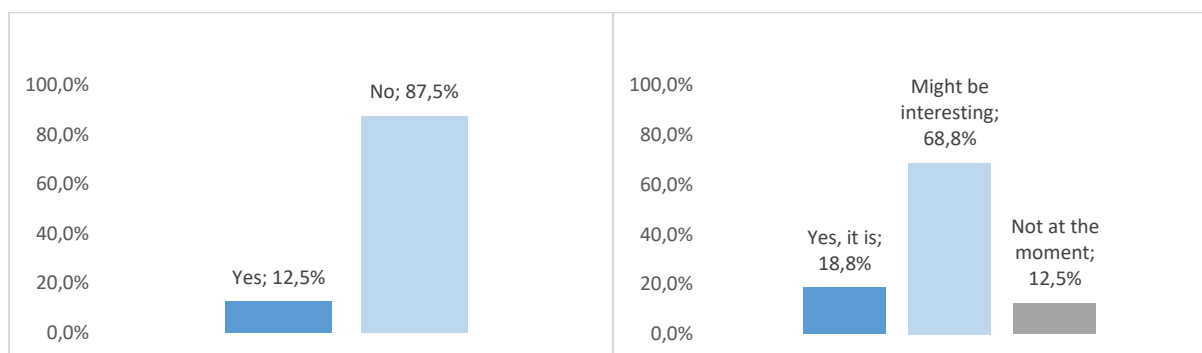


Figure 7: FED4SAE Innovation Club day – Networking session tables

The major part of these meetings took place while the reverse pitching session was running and during the timeslot between 16:00 and 17:00 when Networking was the only activity.

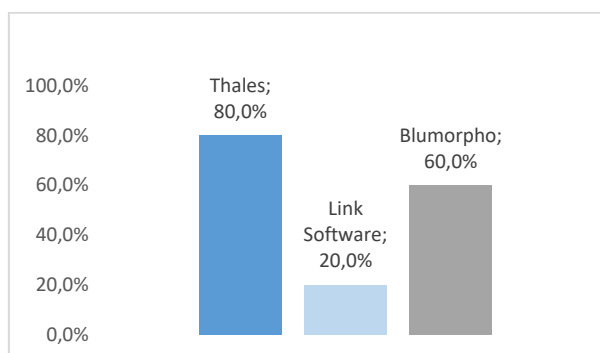
Thales workshop

During the Thales technical workshop, the attendees were activated through 3 questions as described in §. **Erreur ! Source du renvoi introuvable.** The results of these questions are displayed below.



Are you familiar with the ECLIPSE Foundation and the TIME4SYS framework?

Do you consider that time verification in the design stage is important in your field of application?




Do you want to get in touch with...?

Euripides/Penta workshop

Dissemination level: PUBLIC (PU)

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Page 31 of 34

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

Approximately 10 companies joined the workshop dedicated to the Euripides/Penta call. 4 of them were supported by FED4SAE and wish to apply for further support.



Figure 8: Euripides/Penta workshop session

Some Positive feedbacks

After the event, BLUMORPHO received several positive feedbacks from attendees and speakers through different channels:

- Orally, from FED4SAE companies that appreciated the approach and identified further opportunities of funding and partnerships for their projects
- By email
- On Social media

Some examples are displayed below.

Hello Géraldine and Team Blumorpho,

I associate myself with the message of thanks from François and reinforce it. For my part, I have half a dozen contacts. Very well organized and very professional.

It's up to us to exploit the spin-offs and maintain the dynamics of the Innovation Club with you. To be renewed

Congratulations and bravo for a very successful day!

Christos Antonopoulos • 3e et +
Assistant Professor at University of the Peloponnese, Greece
1 sem. • Modifié •


On Thursday 21/1, I was very happy to represent **SMART4ALL H2020** and promote our activities, being invited at the official launch of **FED4SAE** Innovation Club participating at the "Reverse Pitching Session" and the "Networking Room" using a very interesting and intuitive platform for remote/virtual events. Congratulations **FED4SAE** for an excellent organization.
ESDA Laboratory BLUMORPHO

A synthesis video has been prepared and is available on Smart Anything Everywhere website as well as FED4SAE website: <https://youtu.be/aBJv9jqv70>

3.2.3. Maintaining the community active

Because networking is not a one-shot effort, the online community must remain active. Interactions and connections reached more than 1.000 messages sent through the App the days following FED4SAE Club launching day.


The community will remain active with a commitment of a minimum 12 months of App maintenance and further improvements operated by BLUMORPHO.

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

BLUMORPHO is also engaging in discussions with Smart Anything Everywhere initiatives regarding adopting the same approach and benefiting from the community.

The next steps in a short term to maintain the community active are the following:

- Encouraging people to go through the different profiles and recommendations to find their future clients, partners of funding partners.
- Enriching the community by inviting corporates, SMEs, start-ups and investors sharing the same digital vision. A digital session with AVL is under organization to further promote CPS and collaboration opportunities for SMEs with AVL.
- Organizing innovation and funding events including the FED4SAE community.
- Link the FED4SAE community to other events organized by DIHs and FED4SAE partners as well as BLUMORPHO's activities, such as the organization of events at the international level (INPHO Venture Summit, Impact Week...).

	FED4SAE	FED4SAE Deliverable D6.16
	761708	Work package WP6

4. Conclusion

The FED4SAE consortium addressed the sustainability of the program in a very pragmatic way by leveraging the strengths of the consortium, generating value through the 41 months of collaboration and by adapting the sustainability of FED4SAE to the European organization of support to innovation through the EDIHs and DIHs strategy.

The FED4SAE sustainability is dedicated to further showcase the value of CPS to encourage its adoption while opening also its ecosystem to and joining forces with other initiatives to support European SMEs digitization.

The sustainability plan is operated through a light organization operated through a community App that will further contribute to structuring collaborations and the innovation value chain.

As presented in this report, the FED4SAE sustainability has been driven following a very solid methodology. It started with collective intelligence workshops where all partners engaged to align on a common interest and ambitions. The last year of activities has been dedicated to operating the sustainability plan. It led to an official launch of the FEDSAE Innovation Club on 21st January 2021 gathering 258 participants with diverse profiles including start-ups, SMEs, public and private funding players.

Actions are already under preparation for the next steps. Partners' objectives in terms of the FED4SAE sustainability objectives are reached. The FED4SAE Innovation Club is operating and will be successful since it is based on joined interest of the FED4SAE partners. The next challenge will be to connect successfully to the EDIHs network. This work will be undertaken in collaboration with the Smart Anything Everywhere CSA, Smart4Europe2, as well as with the DIHNET project.