

CROSS FERTILISATION THROUGH ALIGNMENT, SYNCHRONISATION AND EXCHANGES FOR IoT

H2020 – CREATE-IoT Project

Deliverable 02.04

Best Practice Guide and SME/Start-up toolkit

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1. EXECUTIVE SUMMARY

1.1 Publishable summary

Are you an SME or a start-up capable of offering solutions at scale? We aim to provide you a few helpful tips and tools to support a successful and mutually beneficial relationship with the IoT Large-Scale Pilots through their calls for participation. This is a high-level guide. You will need to read and access a lot of information to really develop a good proposal, but we hope this will be a useful first step to understand the framework and understand where you need to go next.

One last thing before you go any further: the information contained here is not of a legal or advisory nature and no responsibility is accepted for the results of any actions made on its basis. Therefore, before taking specific steps, you should seek independent advice.

1.2 Non-publishable information

N/A

2. INTRODUCTION

2.1 Purpose and target group

The purpose of the deliverable is to develop a handbook that can be issued by the LSPs to SMEs and start-ups interested in applying for their open-calls.

Specifically, it aims to:

- To provide initial one-stop guidance to potential applicant SMEs before entering into deeper engagement with the LSPs and sign-post to relevant tools and methodologies to support their applications.
- To manage expectations and support the development of effective relationships with the LSPs leading to greater impact
- Not replace, duplicate or conflict with the communications that the LSPs themselves are required to provide as part of their own processes
- Build upon publicly available resources and tools developed by previously EU financed projects.

This deliverable has been developed as a public-facing document and as such consists of sections 5-7 of this formatted document.

2.2 Contributions of partners

Explain contributions of involved partners to various sections of the report.

BLU: Development of structure and content with LSPs holding open calls, generation of content and diffusion within LSPs and with potential SMEs, subsequent revisions.

ATOS: Structuring and in-depth review. Contribution to section 3.5 and 3.7

ARTS: Comments and revision.

UNP: Comments and revision.

NUIG: Comments and revision.

2.3 Relations to other activities in the project

- Integration of content from T2.1 – Reference Architecture
- Reference to D2.01 – Glossary of terms in IoT and IoT LSPs
- Reference and integration of online materials developed describing the IoT LSPs in WP7 – T7.01

3. THE BASICS

3.1 IoT Large Scale Pilots

The IoT Large Scale Pilots Programme was launched by the European Commission in 2016 with the aim to foster the deployment and evolution of Internet of Things (IoT) solutions through the integration of **advanced IoT technologies**, from development to testing and integration, and at as close-as-possible operational conditions.



Each of the funded projects are applying technologically ready IoT approaches to **specific real-life challenges** across different use cases that are of socio-economic interest to Europe. With a total funding budget of €100M, these LSPs address five different domain-specific areas, including smart living environments for ageing well, smart farming and food security, wearables for smart ecosystems, reference zones in EU cities and to autonomous vehicles in a connected environment.

Of the five IoT LSPs, covering Active Ageing, Smart Cities, Agrofood, Wearables and Autonomous Vehicles, three are offering funding for SMEs to join them in their activities and to contribute to the technologies being trialled within the pilots as well as demonstrating the impact of the LSP on society across Europe and worldwide. These three are IoF2020, ACTIVAGE and Synchronicity. You can access information on the calls and the LSPs through the common portal *Open Calls Landing Page* [1].

LSP Portal

[1]

3.2 What is an Open Call?

Open Calls is the term for the application process for European SMEs and other actors that provides access to financing of up to €100,000 for initiatives which support the aims of the IoT LSPs. Open Call funding is a mechanism through which SMEs and other relevant stakeholders (e.g. end-users) can take-part in Horizon2020 actions with a lower number of barriers than full participation in a consortium.



Each LSP has specific challenges, application process, criteria for selection and legal and financial agreements. If you are an SMEs and you are interested, **your first port of call is the website of each LSP**. This is where you will find the most accurate and updated information. If you are a non-European SME, you may still be able to apply to participate but funding may not be available to you.

ACTIVAGE Website

[2]

Synchronicity Website

[3]

IOF2020 Website

[4]

3.3 Key points to consider

3.3.1 Open calls manager

As the name suggests, the LSPs are delivered by large consortia with numerous partners representing a wide variety of organisations. The IoT LSP Programme is an EU initiative under the Horizon2020 Research and Innovation Programme, as such the partners of the LSP consortia have a **contractual relationship with the European Commission** for the execution of work in return for grant funding. Within IOF2020, Synchronicity and ACTIVAGE, an individual partner will be responsible for the distribution and management of the open-calls funding. This partner will be the main point of contact for the SME throughout their participation in the project. This partner is the Open Calls Manager who you will be able to identify from the individual LSP open calls websites.

3.3.2 Collaborative mindset



The IoT Large-Scale Pilot programme provides a really exciting opportunity to be involved with the leading state-of-the-art IoT technology and platforms. It can be a great opportunity to position your company and/or technology within one of the largest demonstrations of the value of IoT undertaken. The LSPs have been hard at work for the past few years working on developing their use cases, working with users and refining their tech and are looking for organisations who will help them with their challenges. The LSPs are, as their name suggests, themselves pilot actions, and as such, are still work in progress so SMEs joining their calls should be willing to **flexible and work together to achieve joint goals**.

3.3.3 Legal responsibility

The financing for the open comes from what is known as cascade funding whereby a project has received money as part of their H2020 action that is earmarked for redistribution as part of the project activities. The Open Calls manager is legally responsible for the correct use of public funds by the SME as well as other aspects including topics such as **confidentiality, data privacy and treatment of results**. The contractual relationship formed with the SME extends these responsibilities and obligations to them. Each LSP may have their own contractual conditions and reporting methods. As with all use of European funds, the SMEs will also be responsible to the European Court of Auditors and fraud office even though they do not have a direct contract with the European Commission.

EU Grant Agreement

[5]

3.3.4 Intellectual Property

Any IP that you will develop within the LSPs will, by default, belong to you and any deviation is to be contractually agreed with the open calls manager. However, you might have to provide **fair and reasonable access** to the LSP, which doesn't mean free. It just means that in the case that the IP you have generated is key to the exploitation of the LSP results, you will have to provide access. We recommend that you **seek legal advice** on this matter. You can read about this in the Model Grant Agreement, specifically Art 25 and 26 to understand the obligations and responsibilities of the LSP partner.



The IPR Helpdesk is also a great resource. It provides relevant information and free advice surrounding IP and European projects with specific section dedicated to SMEs. Additionally, following the ethos of the H2020 programme, the default view is that SMEs should seek ways in which to make non-sensitive IP and data open for others to use, thus contributing to a wider pool of shared resources and technology to support researchers and SMEs like you to grow faster and help bring new IoT solutions to market quicker and benefit society.

IPR Helpdesk

[6]

3.3.5 Communication activities



All EU funded programmes require that any financing received has to be **appropriately acknowledged**. In addition, the communication of the project, its activities and objectives, to stakeholders including the public, is a key activity that you will be asked to support through, for example, social media, online channels, events, interviews and press releases. This is also good for you as it heightens your own profile and market visibility.

4. MY PROPOSAL: MAKING IT WORK

4.1 What challenge are you addressing?

At risk of stating the obvious, your proposal needs to be built up from the challenge that you are addressing. This means that you need to prove that you understand the context of the challenge, existing solutions and how they are better/worse than what you are suggesting.



Although you may already have a solution that completely address the challenge, the chances are that if you team up with other SMEs or start-ups, you will be able to offer something that has enhanced functionality, wider geographical reach or even more scalability than if you do something on your own. In fact, some of the LSPs actually require you to address the challenge with partners. More on this later.

Other things worth thinking about before you even start to write are:

- Your technological readiness
- Developing the right consortium
- Understanding the overarching technological framework: architectures

4.2 A layperson's guide to Technology Readiness Levels

All of the Open Calls require a minimum Technology Readiness Level (TRL) of 6 and above. A TRL is an objective scale for measuring the maturity of a technology from initial concept to market introduction. By applying a TRL from 1 to 9 (from lowest to highest) to a technology, someone unfamiliar with the technology will be able to assess its maturity and the level of viability and share a common understanding.



TRLs do not provide a means of comparing different technologies or solutions by complexity or level of advancement in a consistent and uniform way; higher TRLs do not provide means of rating solutions by their level of innovation or possible benefits, but more by their readiness for real-life usage.

The TRL scale can be viewed in three core phases

- TRL 1-4: Fundamental research and proof of concept (high risk)
- TRL 5-6: Progressing into a product – validation and demonstration (moderate risk)
- TRL 7-9: Market readiness and validation (low risk)

TRL 6 is a key level reached within a technology, at which point the risk is more greatly diminished as the technology has been proven and demonstrated with focus more on innovation – i.e. testing within the market and establishing supply and support structures. To have reach this level you should have shown the successful testing of a prototype with either real users and/or in a test environment and are currently focusing on trials in the real-environment with the intention of developing the final and completed product.

Table 1 Description of the TRLs and their relevance in software and hardware technologies

TRL	Description	Environment	Software Concepts	Hardware Concepts
TRL 1	Basic principles observed	Research Lab/	Concept/pre-alpha: script is more of an abstract idea than an actual working program. Through this stage the coding starts and changes to functions are being made until a working draft is created.	Fundamental investigations and paper studies
TRL 2	Technology concept formulated			System design and functionality
TRL 3	Experimental proof of concept			Basic system with individual components
TRL 4	Technology validated in a lab			Low-fidelity prototype – basic model system with connected components
TRL 5	Technology validated in relevant environment	Development Simulated/	“Black-box” alpha testing for selected external end-users or in-house users/testers not associated with the development	High-fidelity prototype – model system or subsystem
TRL 6	Technology demonstrated in a relevant environment			Beta testing for invited end-users (“Black-box”)
TRL 7	System prototype demonstration in operational environment	Innovation Real/	Open beta testing - open for anyone who signs up (“Black-box”)	Pilot study or trial
TRL 8	System complete and qualified		v1.0 - Final stable release to the end-users	Commercial integration and certification – Final product
TRL 9	Actual system proven in operational environment		v1.x, v2.x, etc. – continuous development and improvement	Medium to large-scale manufacturing and wide-deployment

Make sure that you look at the exact TRL required for your call and think about how you can prove that you are at that level.

4.2.1 How do I assess my TRL?

It is worth remembering that the TRL of a system is based on the stage of the most immature component – the TRL you report is that of the least proven and validated component in the system. When a substitution or change is made, the TRL must be reassessed and may even return back down the scale. A TRL can only be provided once it has passed the relative activities of that level, e.g. your software has passed alpha testing for the underlying algorithm (TRL 5) and is currently being demonstrated as model system with select users in a beta test (TRL6) – the technology is currently at TRL5.



Systems that are assembled with tested and proven components and systems (i.e. off the shelf) will progress faster through the TRLs as only the novel component, system or function and its correct integration is under scrutiny, while more foundational and novel systems will require more validation.

TRL Official Definition [7]

TRL Examples in Health [8]

TRL Examples in Energy [9]

4.3 Building out your capacity. The role of consortia.

As a transversal collection of technologies, IoT solutions often require the collaboration of a broad group of actors to ensure the relevance and interoperability is maintained. Some Open Calls require a consortium to access higher levels of funding that are essentially set on the basis of the number of collaborating partners.

Developing consortia is one method for reducing the risk involved in bringing in new partners, building resilience and increasing both the effectiveness and impact of a project. It also benefits the members of the consortium as they grow their knowledge, capacity, experience and network.

Table 2 Benefits and challenges in forming consortia.

Benefits	Challenges
Greater skills, knowledge and expertise	Identifying the correct partners
Ability to approach projects with a broader scope	Developing trust
Develop internal capacity and knowledge	Working with different styles and cultures
Diversification of business services and models	Managing inputs and contributions
Reduced risk through shared responsibility	Longer time-to-decision
Greater chances of success	Maintaining goal focus and management of interests

When putting together a consortium it can be tempting to bring together contacts and partners that you already have experience of working with, however while trust is important, it is also important to ensure that you create a balanced consortium is created, one that combines complimentary skills, resources and geographical reach.

1. Develop an initial concept for the project you aim to propose.
2. State the individual objectives and goals
3. Map directly how they address the challenges within the Open Call.
4. Develop a matrix for goals, categorising the resources required by technical, infrastructure, access to key stakeholders and sustainability.
5. Identify key gaps and develop a profile of ideal partner organisations.
6. Develop selection criteria for potential partners.
7. Once you have identified partners, you may wish to perform a SWOT analysis.

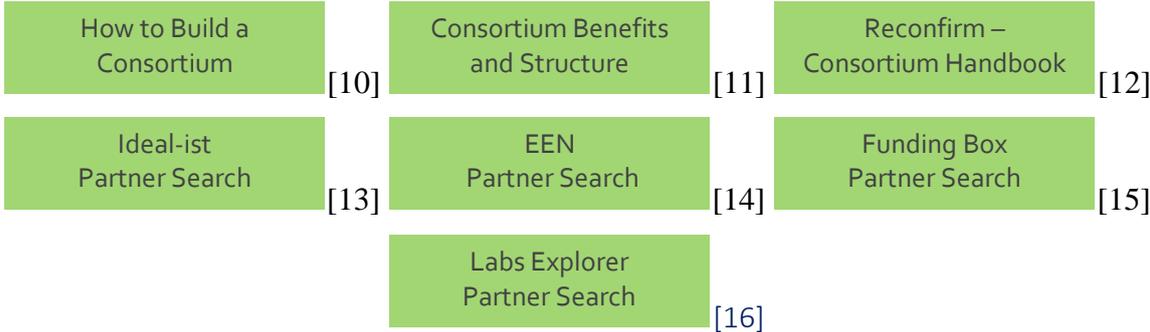


Good management of a consortium develops from a shared vision, clear objectives and division of labour, defined responsibilities and open communication. Consortium partners should agree a mission statement and values that they wish for the consortium, the scope of the work and specific tasks for which a consortium partner is responsible as well as a timeline.

Tips for avoiding and managing conflict:

- Define and agree the scope of work clearly
- Describe and agree structures for communication and management before entering the project
- Share information and knowledge with other partners freely.

You may wish to explore developing and signing an agreement with partners to formalise structures and responsibilities. This may vary from a code of conduct through a memorandum of understanding to a formal consortium agreement.



4.4 LSP High-level Architecture and Technologies

Each of the LSPs has defined the architecture of their solutions. Some have more detailed definitions according to the different use cases developed. Nevertheless, it is worth bearing in mind the **high-level architecture of each of the LSPs**. More detailed versions are available through the links provided. The diagrams provided can be used as a starting point to identify how different parts of the technological and data stack fit together.

IoT LSPs Architecture
Analysis [17]

4.4.1 Synchronicity

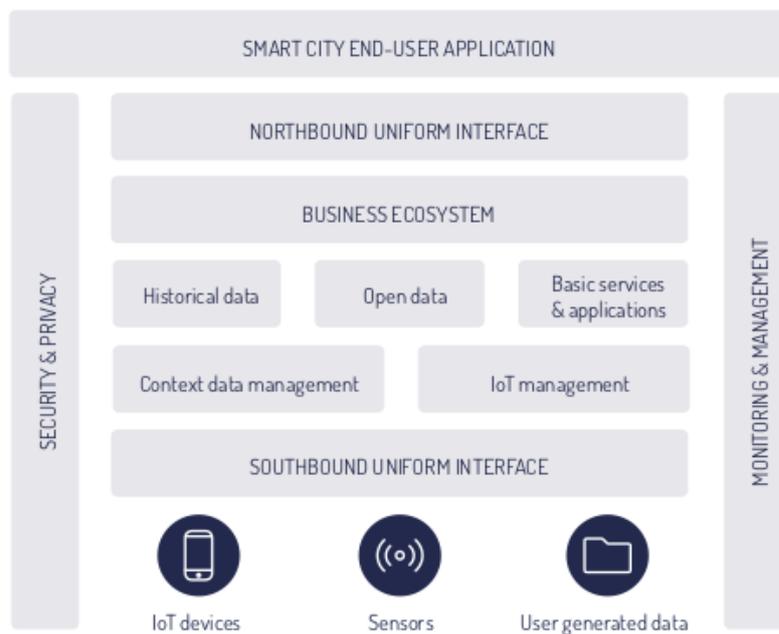


Figure 1 Synchronicity reference architecture overview

Table 3 Technology, standards and software used in Synchronicity

Technologies and Standards	Open Source Software
OASC, FIWARE, NGSI, DCAT AP, OAuth 2.0 and XACLM, OneM2M, CoAP	Orion Context Broker, Biz Ecosystem, CKAN, Backend Device Management - IDAS

Synchronicity detailed architecture [18]
Synchronicity API Catalogue [19]
Synchronicity Open Data [20]

4.4.2

ACTIVAGE

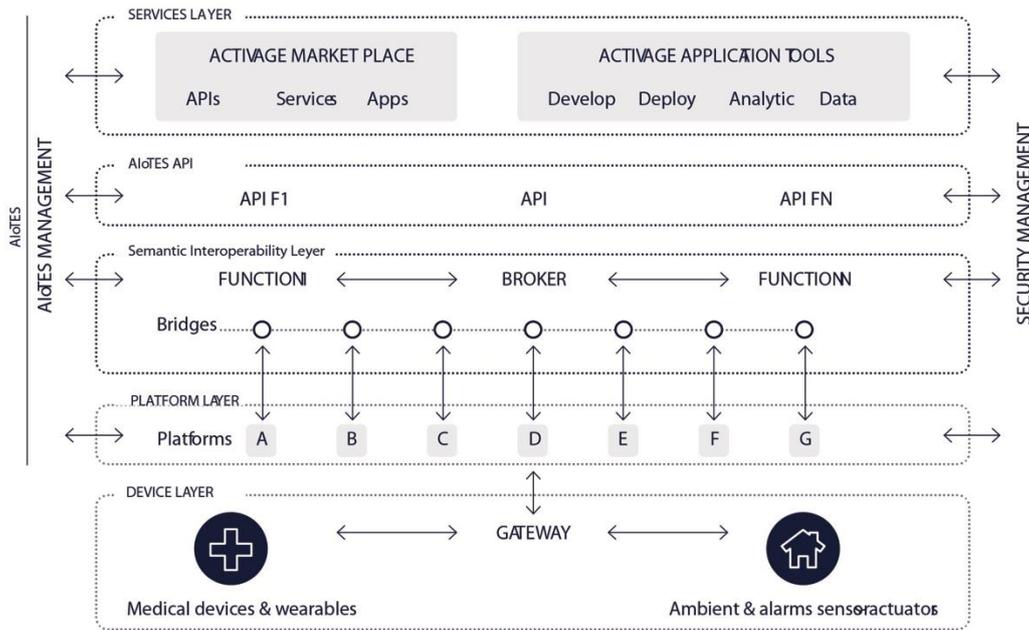


Figure 3 ACTIVAGE reference architecture overview

Table 4 Technology, standards and software used in ACTIVAGE

Technologies and Standards	Open Source Software	Commercial Platforms/Software used
OSGI, IETF, W3C, Bluetooth, OASIS, WiFi, OMA, Zigbee, OCF, Docker, W3C/OWL, SAREF, SSN, ETSI ISG CIM	FIWARE, OpenIoT, SENSINACT, IoTIVITY, UniversAAL, NodeRed, INTER-IoT, IoT Eclipse, OneM2M	SOFIA2, SENIORSOME, CareLife

4.4.3 IOF2020

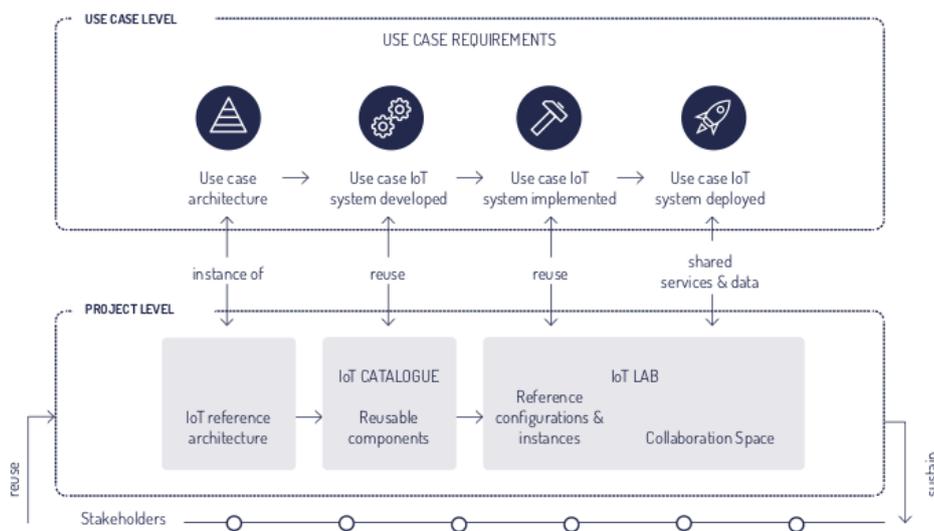


Figure 4 IOF2020 Use case reference architecture

Table 5 Technology, standards and software used in IOF2020

Technologies and Standards	Open Source Software
LoRa Network, 365 Farmnet, Zoner, Crop-R and Akkerrweb platforms, Cloudfarm FMIS, Arvalis platform, ThingWorx IoT platforms, UNB technology, SigFox, oData, FiWare Analytics, infrared IoT sensors, collar-based cloud-based analytics, GPRS/4G and long RF communication, SensiNact IoT Platform, wireless sensor networks (HSPDA, UMTS, GPRS, GSM), Zigbee technology, LinkSmart, Bluetooth 4.0 SmartBands, Google Fit LiveLog	Initiatives and platforms: FIWARE, FIspace, CRYSTAL, SOFIA, EPCIS, Fosstrack, AgroSense, Apache Cassandra, Apache Flink, Apache Spark

IOF2020 detailed
architecture

[21]

IoT Catalogue

[22]

4.5 GDPR and IoT

The General Data Protection Regulation came into force on the 25th May 2018. The new regulation brings more control to the owner of the data (i.e. the data subject) who has the right to revoke consent, receive a history of their data processing and have all their data deleted under the ‘right to be forgotten’.



As a data controller or data processor¹, Privacy by Design and by Default (Article 25) should be implemented which require that data protection measures are designed into the development of business processes for products and services. Such measures include pseudonymising personal data, by the controller, as soon as possible.

Data can only be processed if there is at least one lawful basis to do so. The lawful bases for processing data are the following:

- the data subject has given consent to the processing of his or her personal data for one or more specific purposes. Where consent is used as the lawful basis for processing, consent must be explicit for data collected and the purposes data are used for.
- processing is necessary for the performance of a contract to which the data subject is party or in order to take steps at the request of the data subject prior to entering into a contract.
- processing is necessary for compliance with a legal obligation to which the controller is subject.
- processing is necessary in order to protect the vital interests of the data subject or of another natural person.
- processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller.
- processing is necessary for the purposes of the legitimate interests pursued by the controller or by a third party, except where such interests are overridden by the interests or fundamental rights and freedoms of the data subject which require protection of personal data, in particular where the data subject is a child.

¹ A controller is the entity that determines the purposes, conditions and means of the processing of personal data, while the processor is an entity which processes personal data on behalf of the controller.

GDPR can create challenges for IoT devices and business models due to the difficulty in obtaining consent and providing warnings where there is no graphical interface, conflict between a previous practice of data maximalism (i.e. excessive collection, storage and sharing of personal data for potential usefulness in the future) and the **new principles of data minimalism and purpose limitation**, and the combination and collection of various data and profiles required to provide personalised services can lead to unforeseen revelations of users' personal data.

GDPR FAQs

[23]

GDPR in IoT

[24]

Synchronicity
Privacy-by-Design

[25]

4.6 Data Ownership and Security

The LSP partners may provide access to participating SMEs to certain datasets and sources of data in order to be able to complete a specific action related to the project. You should be aware that, although you may have been provided access to data sets, the **ownership of the data remains with the LSP partner who has provided it** and care should be taken to handle it appropriately and to not use it for another purpose without the explicit permission of the LSP partner.



Under this theme, those providing solutions should show that they have adequate security measures in place to prevent unauthorised access and vulnerability to attacks or failures to the system as a whole.

The European Union Agency for Network and Information Security (ENISA) has published Baseline Security Recommendations for IoT as a reference text for IoT solution developers and providers.

ENISA Security in IoT

[26]

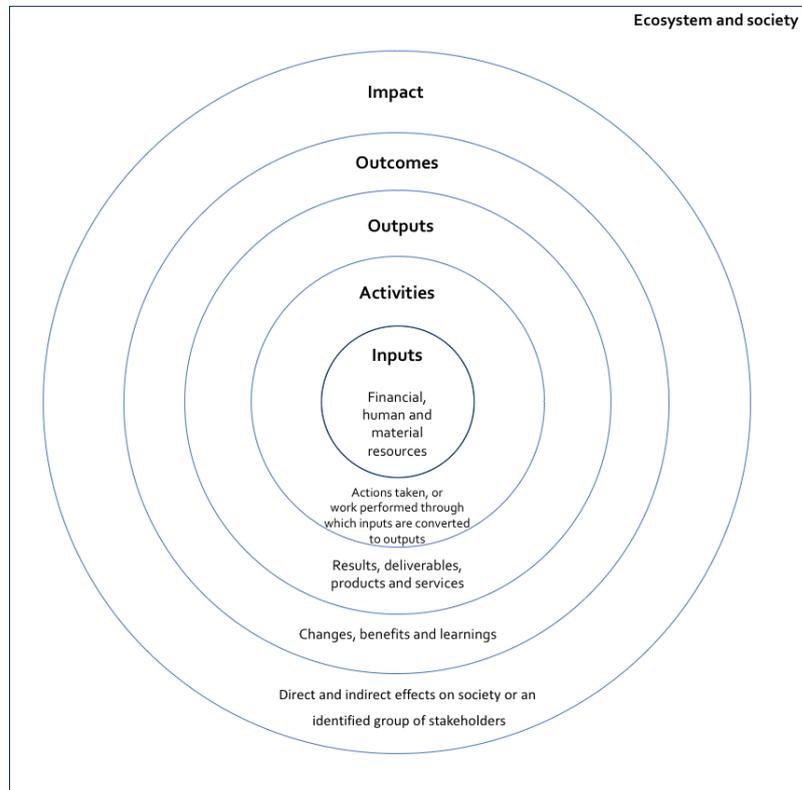
5. MY PROPOSAL: MAKING IT MATTER

5.1 Generating Impact

Firstly, what do we mean when we say impact?

Impact is the broader and longer-term effects that activities, results and outcomes of a project can have on certain segment of society. Impact can be economic, commercial, societal, environmental, technical, educational, or scientific.

When designing your solution, you should be thinking of the impact you can generate, rather than just focusing on outputs. Defining impact can be challenging and seem to be ethereal and non-specific but by focusing on the stakeholder it becomes easier:



- What is the impact?
- Who will it have an effect on?
- How will it affect them?
- Where will it affect them?
- When will it affect them?

5.2 Measuring results. Setting relevant KPIs.

A simple way to generate impact and make sure that you retain focus throughout the project is to develop impact goals as headline targets for the project. These can then be translated into Key Performance Indicators (KPIs). Essentially, KPIs are how a project team can see that they are on track to reach an objective. They should be clearly defined and measurable using a numerical value i.e. a number, a percentage, a ratio based on observable data.

Below is a table for developing KPIs for any given objective. The aim is to not have thousands of KPIs but instead a well curated set of meaningful indicators that bring clarity and simplicity to the activities and individual goals of a project.

Table 6 Structure for developing a KPI and examples

Indicator	Description	Data required	Target	Current value (if applicable)
Security	Compliance with the existing certification programs (e-g. ISA/IEC 62443 Cybersecurity Certificate Programs)	Proportion of devices compliant	100%	20%
Life-threatening events	Reduction in the number of events resulting hospitalisation	Number of emergency admissions to hospital per participant in a 3-month period	0.5	1.5

5.3 Sustainability



Sustainability is about making sure that what you do and what you create or develop during your involvement with the LSPs has a future. It is one of the key factors that evaluators will look when assessing your project. When you are designing your project, you will identify the main outputs you expect to generate, and you should have an idea or more so a model for how these outputs will continue to be available, evolve and grow.

The model does not have to be a commercial one, it could perhaps include placing code on Github or developing an open API to provide access to a service. However, one of the strongest way to secure sustainability is to have a solid business model which will also show the commercial value of the LSPs to your SME.

One of the tools that can help describe concisely your potential business model is the Business Model Canvas. A business plan may be something that you need to develop later on to fully exploit results but with a tool like the Business Model Canvas, you are able to demonstrate visually and in a single image who would be the intended customers, what value proposition you could provide, how you will generate income and understand key alliances, activities and costs.

Key Partners <ul style="list-style-type: none"> • (Strategic) Financial Partner; • (Strategic) Technology provider; • Logistics Partner; • Experimentation Data Store & Data Service Provider; • Strategic Systems Integrator; • Coordination Partner; • Certification Authority Partner; • Testing & Validation Technology Provider; 	Key Activities <ul style="list-style-type: none"> • Operation of Infrastructure; • Maintenance of Infrastruct; • Development of Testbed Software; • User Support; • Management of Infrastructure; • Validation & Certification; 	Value Propositions Internet-of -Things Infrastructure for Testing & Evaluation & Certification for Iot Cibcepts/ Technologies/ Applications	Customer Relations <ul style="list-style-type: none"> • Branding; • Discussion Forums; • Online Support; • Innovation office; 	Customer Segments <ul style="list-style-type: none"> • IoT application developers; • IoT hardware & communication providers; • IoT Research Communities; • IoT Related Certification authorities;
Key Resources <ul style="list-style-type: none"> • Personnel & Technicians; • Financial Support; • Energy Sources; • Testbed Software & Hardware; 			Channels <ul style="list-style-type: none"> • IoT Research Communities; • International & National Projects Clusters; • Testbed Aggregator; • General Dissemination (videos, Internet, etc.) 	
Cost Structure Setup: <ul style="list-style-type: none"> • Initial planning & assembly of first testbed → Can be funded by public money if novel and if it's needed for research; • Expansion of testbed; • Organisation costs (general expenses); Execution: <ul style="list-style-type: none"> • Testing & validation techniques; • Maintenance of infrastructure; • User support for experiments; • Energy costs for operating testbed • Expansion/Renovation of testbed; • Organisation costs (general expenses); 		Revenue Streams <ul style="list-style-type: none"> • Renting of test-bed for perform experimentations; • Renting for certification of solutions; • Validation and Certification of IoT solutions; • Funding by Internation/National research projects; 		

Figure 5 Business Model Canvas example for IoT taken from Silva, E. and Maló, P. (2014) IoT Testbed Business Model. *Advances in Internet of Things*, 4, 37-45.



6. TOOLS AND FURTHER READING

LSPS AND OPEN CALLS	The IoT Large Scale Pilots Overview	Open Calls Overview	ACTIVAGE Open Calls Website	SYNCHRONICITY Open Calls Website
GDPR FAQs	SYNCHRONICITY Privacy by Design Methodology	CONSORTIA & PARTNER SEARCH	How to Build a Consortium	Benefits of Consortia
TRLs	Official Definitions	Health Tech Examples	Horizon 2020 Model Grant Agreement	GENERAL REFERENCE KIT
Energy Tech Examples	ARCHITECTURES PLATFORMS AND TOOLS	SYNCHRONICITY Reference Architecture	SYNCHRONICITY API Directory	SYNCHRONICITY Open Data Portal

<p>IOF2020 Reference Use Cases and Systems</p>	<p>IOF2020 IoT Catalogue</p>	<p>IOT SECURITY AND GDPR</p>	<p>ENISA IoT Security Recommend- ations</p>	<p>GDPR & IoT: Guidelines to Protect User</p>
<p>SYNCHRONICITY City Framework Cards</p>	<p>IOF2020 Open Calls Website</p>	<p>IOF2020 Open Calls Background</p>	<p>Glossary of Common Terms in Use</p>	<p>IPR Helpdesk</p>
<p>Labs Explorer</p>	<p>Ideal-ist</p>	<p>Funding Box</p>	<p>European Enterprise Network</p>	<p>The Reconfirm Consortium Handbook</p>
<p>IMPACT AND SUSTAIN- ABILITY</p>	<p>Business Model Toolbox</p>	<p>Business Model Canvas</p>	<p>IoT Testbed Business Models</p>	<p>End-user Engagement Toolbox</p>

7. FAQs AND ACKNOWLEDGEMENTS

7.1 FAQs

7.1.1 Do I qualify as an SME?

To count as an SME, your organisation must be engaged in an economic activity and must have:

- fewer than 250 employees;
- **and** an annual turnover of no more than €50 million and/or an annual balance sheet of no more than €43 million.

Whether you count as an SME may depend on how you count your workforce, turnover or balance sheet. Please note that you must take account of any relationships you have with other enterprises. Depending on the category in which your enterprise fits you may then need to add some, or all of the data. For more details: Recommendation 2003/361/EC - see "Annex" for a full definition of an SME.

7.1.2 My concept requires a grouping of three or more companies, how should I structure it?

You as the SME will be the lead partner in the consortium, this means that you will be responsible for managing the roles and responsibilities of each of the partners. You should define clearly and agree each partner's contribution to the project, responsibilities and deliverables as well as their corresponding budget.

7.1.3 I have my concept and identified potential partners, how should I proceed?

Referring to the materials provided within this guide, you as Lead Partner should ensure that each partner offers complimentary skills, knowledge and networks. You should discuss the concept in confidence with the partners and request their structured input to ensure a more-rounded proposal

7.1.4 My company is not a technology provider, can we still apply?

This depends on the conditions set-out by each IoT Large-Scale Pilot, you may be eligible to be a sub-contractor or a partner in a consortium as long as your role is specific and clearly adds value to the project, e.g. citizen and city engagement.

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