DI4.1 Marketing status report (M36)

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ABSTRACT	This paper reports on Marketing activities June 2007 - December 2007 including the recap of relevant activities or changes since December 2006.

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Abbreviations

Abbreviations used in this document:

1 Introduction

PROMISE has developed its own identity, as a technology, as a common architecture, infrastructure and overall as a framework or system.

PROMISE was not just about developing appropriate technologies, but also to combine them into a new generation of Product Information Tracking and Flow Management system that allows all actors that play a role during the lifecycle of a product to track, manage and control product information at any phase of its lifecycle at any time and any place.

The ultimate goal is to create impact in industry through the uptake of results in industry.

The above scope is achievable if the PROMISE consortium is able to mobilise the necessary critical mass, especially in terms of attracting strong members. It was felt that an effective IRG (Industrial Reference Group) would be essential.

Traditional practices of developing technologies, combining them into a system and deploying application scenarios were deemed insufficient and in order to kick-start industrial take-up it was decided to appoint a marketing manager.

Besides the role of marketing, which was to give visibility to the PROMISE Project, Marketing's prime objective was interpreted as a vehicle to ensure that PROMISE will live beyond month 42, utilising both conventional and innovative ways of achieving this.

Although the project cannot have as a goal the development of a PROMISE "product" the design of the project incorporates exploitation deliverables for each of the consortium partners. The creation of an "Exploitation Manager" highlighted the importance that was accredited to this. It is clear however that not all consortium partners will be able to approach exploitation with the same objectives in mind. Clearly Demonstrators have different objectives to Academic research Partners which are again far from those shared by the Technology providers. The marketing message must take this into consideration.

Merely providing general project visibility to a wide audience will at best create interest but will not lead to any rapid uptake of the PROMISE framework. Resources still need to be allocated there where the impact is most likely to lead to the desired results and not a generalised message that would only serve to "create interest".

Marketing will have the most likely chance to succeed in its main goal, to have PROMISE survive beyond M42 by creating a spiral and viral approach. Roughly translated, this implies starting to communicate as if Technology Providers are ready to commercialise the PROMISE concept, utilising the Demonstrators as "Reference Clients".

The purpose of this document is to report on progress made during the period M24-M30.

2 IPR

The significance of IPR issues has been understood by the consortium. Presently an inventory has been being made which identifies the Promise elements which are considered to contain IP. This lists the work packages in which it was generated and to which application scenario it applies. It also identifies each partner that has worked on the element and believes it has a right to the specific IP. This highlights areas of overlapping claims which can then be addressed and identifies

individual partners who have exclusive rights and will enable commercialisation negotiations to commence.

The demonstrators understand that IP issues will impact continued usage of the demonstrator application from a pre-existing IP as well as individually developed Promise IP.

Each of the application owners has indicated whether they intend to continue using the demonstration after month 42. Similarly each technology provider has indicated in which application they are able to offer services. This in many cases is not equal to the current situation as certain technology providers are now able to offer extended services beyond their original contractual roles.

It is intended, during the last phase of the project, to evaluate the work/investment required to upgrade the application scenario (that are intended to operate beyond M42) up to the latest architecture. This will motivate the technology providers to actively pursue a commercial proposition and will simultaneously bring IP issues to light.

Further work is required but the consortium believes that the necessary steps have been taken to go from IP clauses in the Consortium Agreement to a workable IP policy.

3 Industrial Reference Group

Main feedback and recommendations harvested during the formal IRG Kick-off meeting held in Berlin during April 2007:

PROMISE is of great interest in principle, especially the opportunity to feed field data back into engineering processes. It is expected that PROMISE will contribute to improvements in product quality and services. PROMISE is seen as an enabler to increase market share.
Standardisation is seen as a key factor. Not so much the creation of new standards but the need to embrace existing standards and especially the need to be vendor independent.
The potential of PROMISE is seen as reaching far beyond the borders of Europe.
It was suggested we encourage vendors of different ERP systems to join the IRG as well as end users.

The IRG is considered to be a living group comprising 3 levels.

International:

Some 200 registered individuals have registered interest and will receive information about Promise via e-mail and be invited to comment.

Regional/national:

Academic Promise Consortium Partners will be supported by a complete set of information including videos of demonstrator applications which will enable them to communicate promise within their industrial partner population.

Promise-Innovation:

Individual marketing by this group will test the business potential of Promise technology and processes.

The scope of the IRG has been extended to include:

- Standards
- Architecture
- Security
- Consumer watchdog
- Exploitation

The IRG is expected to lead towards becoming or developing the Promise Regulatory Body.

Despite good intentions and considerable effort the IRG has not succeeded as initially planned. The main issue has been the lack of concrete available information as well as that it is difficult to get industries excited over something that is still very vague. Concrete results with respect to exploitation and projections of expected improvements are being prepared by the Exploitation manager and this will be of great assistance.

Also the considerable achievement of defining a workable architecture and interfaces has increased the attraction of PROMISE. Coupled with the standardisation effort this now provides enough information to justify calling on the considerable list of persons that have shown early interest in PROMISE. It is intended that the IRG contacts be invited to register with the Centre of Excellence and shift the attention from IRG to CoE.

3.1 Areas that need further attention

Business Process Re-Engineering is seen as an essential element in order to be able to implement PROMISE in industry. Data Quality needs to be addressed. Emphasis on the relationships between value chain (supply chain) partners in open networks.
These issues will be part of the activities of the CoE.

3.2 Sustainability of the IRG

The IRG should continue after the lifetime of the project and could become the "governing" promise regulatory body. It is felt that if we succeed in the creation of the **European Centre for Closed Loop PLM Excellence** this will be able to absorb the IRG and give a more permanent stature to this body.

Different chapters will be able to attract different levels of interest and provide a vehicle for the continuation of research and development through the creation of short term business oriented projects which can spin off into more significant projects.

4 Go to market strategy – PROMISE-INNOVATION

The PROMISE-M42 initiative was started, the purpose of which is to ensure Promise results will be exploited beyond month 42 of the project. As not one single company is able to deliver the entire promise solution alone, it was necessary to establish an alliance of interested participants. All members of the exiting consortium were asked to make their interest known as well as their level of commitment. Basic product definition and a go-to-market strategy have been accomplished.

The results were presented to the consortium in Galway early May and a project steering board decision was reached which approved the motion to "GO" for moving ahead with the proposed plans.

The decision to create a memorandum of understanding which initiates the process of working towards establishing an alliance to enable marketing and commercialisation of the PROMISE technologies and processes was agreed in Berlin and signed by most of the early group. The results were presented in Galway and a number of additional consortium members have shown interest to join the initiative.

It was agreed that each individual participating company would define its own PROMISE product and the intention was that these would then be combined into a comprehensive product offering. Unfortunately it became apparent that defining a common product offering was far more complicated than initially thought. The definition of a target market was intended to be focused on the partners' area of existing customers.

It can be concluded that the level of maturity necessary to achieve this form of collaboration has not yet been reached and there is a risk that it will not be reached before the end of the project.

A careful review of the process highlighted three major obstacles.

1) The population of individuals involved in PROMISE are mainly research oriented. This population has personal and professional objectives which had not been addressed in the commercialisation strategy. In addition there is a strong conscience that they are remote from the commercial decision process and unable to commit their organisations to incur any expenditure.

2) The objective of the larger technology companies is to pursue their own strategies and this does not include being seen to participate in joint commercialisation projects. Also we are dealing with the R&D arm of these companies and the same problems highlighted in 1) apply.

3) The application owners and academics wish to present the results they may achieve through PROMISE as results of their own (R&D) activities. This is clearly illustrated in the superb article published in TIME Magazine on Caterpillar's remanufacturing as well as the Cambridge's efforts, carried in the BBC article on FIAT.

We believe we can address these difficulties in the following manner:

The first step needs to be to bring the total population of PEOPLE into the PROMISE-INNOVATION circle by captivating personal interest. Each person that has invested part of his life into PROMISE needs to be given an opportunity to become a champion in his/her own right. We will invite all present and past members of the project to become members of the PROMISE-INNOVATION circle of competence using the LINKEDIN network. This will be achieved through the creation of a simple template which will allow a standard format of personal expertise and interest relative to PROMISE to be made visible to the outside world. This will ensure that the human resources bank of experts in PROMISE will be able to grow dynamically and be accessible for future speaking engagements etc.

Separately, it is intended to revisit each of the applications. All application scenarios were conceived and committed to at a time when the level of maturity of the architecture series was not as mature as it is now. Significant advances have been made in PEID concepts and the creation of the PMI (Promise Messaging Interface) has a major impact on the practicability and feasibility of the ultimate industrialisation of the solutions.

It is impossible to revise the plans this late in the life of the project but we can review each application in the light of the knowledge developed during the project.

It is intended to create a specification project for each application, the intention being for the technology providers to work together in estimating the investment required to develop an industrial strength application. This should serve to federate all technology providers or even create competitive offerings.

It will allow the R&D part of the technology providers to involve commercial people and raise awareness within their own organisations. It will also allow the R&D sections of the demonstrators to introduce us to the decision makers within their organisations.

The main objective is to be able to create commercial offerings during the life of the project.
It is furthermore believed that important progress has been made in establishing the commercial drivers as well as an exploitation tool which will assist in convincing ultimate clients of the ROI.

It is furthermore intended to commence investigation the possibilities and implications of creating the **European Centre for Closed Loop PLM Excellence** as a vehicle for continuing the Standardisation efforts as well as ensuring IP can continue to be exploited.

Separately, a competitive analysis has been carried out in an effort to identify existing offerings that can relate to Promise hardware. This has helped to strengthen our belief that the PEID is rapidly becoming a commodity which will be able to benefit from Promise architecture. Publication of the architecture series and suitable licensing of IP needs further action.

5 Branding strategy

A recommendation made during the ITA in Turin was that the name of the future product should not be linked to PLM. After consultation with the companies participating in the exploitation of PROMISE results we agree with the reviewers that branding the initiative “PLM“ will restrict the further scope of the opportunity.

It is agreed in Galway that the final name chosen is an important decision and should not be rushed into. It was furthermore agreed that only those organisations actually participating in the initiative should have a say in the final choice. The decision on whether the word “PROMISE” should figure in the final name is also under discussion.

It was agreed that the name must also be copyright protected to avoid misuse.

The following working name has been chosen **PROMISE-INNOVATION**

PROMISE innovation

www.promise-innovation.com has been purchased.
Considerable progress has been made in the area of exploitation and market assessment.

6 Market research

Technologically, Promise hardware is a combination of sensors connected to a wireless PLC, a radio modem and an active RFID tag capable of reading passive RFID.

Companies selling radio modems mainly only supply hardware and components. No systems, with some exceptions. Systems are simple.
Companies supplying active RFID have some notion of systems and some sensors - provide operational but no physical control.

There is huge activity in wireless sensor networks with companies such as Intel, Texas Instruments, Atmel, Honeywell and SUN all active, some having created separate business units and providing hardware, software and development platforms.

There are as yet no overriding standards. There are two main groups, those that are counting on their proprietary standard becoming de facto standards and those that follow the Zigbee route.

Vehicle telematics solutions appear to have captured the main marketing drive of applications involved in this field with many fleet management solutions offering remote diagnostics and the possibility of connecting to on board computers. All applications appear to centre on middle of life situations with not one company mentioning end of life or feedback to beginning of life.

Some applications relate to remote monitoring of difficult to reach places such as high voltage power cables and water treatment centres.

There is some initiative towards environmental control.
The environment, and especially the built environment, is heavily regulated in the EU and globally. Increasing requirements for safety, service levels and long term sustainability will mean increasing measurement requirements and the need to prove that all requirements are fulfilled.

Conclusions
PROMISE-Innovation can address a niche market within all the identified markets by establishing a leading position in “closing the loop information flow”. Product offering should focus on providing both an adapted architecture with standard interfaces to hardware and software as well as hardware and decision support capability. One significant area that has not been covered by the Promise project is change management and re-engineering of business processes that would enable companies to achieve the full business potential of the solutions.

7 IPR Policy

An IP Policy has been formulated in accordance with the Consortium Agreement. This has been added to the activities of the Marketing plan as it is integral to exploitation and becomes critical to those demonstration partners that wish to continue using the developed application scenario in their organisation after month 42.

A document has been drawn up which identifies all elements relevant to IP in each of the application scenario and which of the partners have contributed. (Appendix 2)

This provides each of the partners with a comprehensive overview and will permit any areas of potential contention to become visible.

It has become apparent that there may be areas within the Consortium Agreement subject to different interpretation and these will be addressed during prior to month 36.

Search for external IP overlap/infringement:
Work within the IRG has brought to light that there are existing patents that appear to overlap with PROMISE and these could have serious repercussions for any exploitation. (UK patent GB2 366 430 B – 26/05/2004) Marketing will continue to monitor and report on incoming information but exhaustive research is considered outside the scope of the project. This will be relevant to Promise-Innovation activities and individual company exploitation.

8 Visibility

The following list is not exhaustive and is indicative of the type of events Promise is being presented.

January 2007 Promise was presented at the **PLM Innovation** day in London and received good reviews.

Promise is registered on **THE PARLIAMENT** website. This is used by MEP's on a daily basis searching for example information on RFID. Promise is linked to relevant search-words.

Promise participated at the **PLM summit** in June 2007. This was well received.

Date	Event	Organisation/Company presented to	Total number of people (estimated)
September 28, 2007	**Caterpillar - Technology and Solutions Division - Technology Showcase**	**Caterpillar Internal**	**300**
17.09.2007	**Business Meeting**	**Schenker Deutschland AG**	**5**
November 1st, 2006	**NBF yearly meeting**	**NBF - Norwegian Numerical ControlAssosiation**	**100**
5.10.2005	**Information management solutions to logistics challenges of the product lifecycle"**	**Finnish companies and academia**	**60 people**

Promise presented a demonstration vehicle at the **STOA** exhibition in Strasbourg June 2007

Promise/Cambridge featured on the **BBC news** 19th June 2007
http://news.bbc.co.uk/2/hi/uk_news/england/cambridgeshire/6768545.stm
Cambridge provides press releases (June 2007)

Promise is featured on the front page of the **ESCI (**European Supply Chain Institute) Website http://www.escinst.org/ and also our documents on
http://www.escinst.org/html/plm_solutions.html

Promise will feature in the September/October issue of the **RFID journal** in an interview with John Edwards

Dimitris Kiritsis is receiving more and more invitations to present Promise internationally, next event is RFID ROI January 2008

Cordis interview
PEID Piper of product monitoring: cuts costs, extends life
http://cordis.europa.eu/ictresults/index.cfm/section/news/tpl/article/BrowsingType/Features/ID/89392

European Centre of Excellence for Closed-loop Lifecycle Management

Traditional "Product" Lifecycle Management (PLM) systems support the management of a portfolio of products, processes and services from initial concept, through design, launch, production and use to final disposal. They co-ordinate products, project and process information throughout new product introduction, production, service and retirement.

To bring the above concept to fruition the various players, internal and external to the original equipment manufacturer must be able to collaborate.

"Closed-loop Product Lifecycle Management" is a new generation of PLM, using smart embedded IT systems that allow the seamless flow and transformation of data and information to knowledge. These systems allow all actors in a product's entire lifecycle to access and control product information at any moment of its lifecycle and at any place in the world.

A major enabling contribution is the result of the €14m EU funded integrated research project **PROMISE**. The breakthrough has been the creation of the PROMISE ARCHITECTURE which is a realisation of the lifecycle management principles of Item-Attendant ICT. This allows data to be gathered during the entire product lifecycle which can be fed backwards and forwards into other life cycle phases, closing the information loop.

Product embedded information devices are able to communicate the state of the product as well as the conditions under which it operates. Data is converted into knowledge and predictions as to the residual life are fed into the system and can be acted upon.

Closed-loop PLM can offer significant benefits to the competitiveness and wealth creation of business through its potential for radically improving processes over virtually every sector of industry, commerce and services. Innovative products and services will increase competitive advantage and better utilisation of resources offering both environmental and financial benefits.

Increasing Scope from PLM to LM

In addition to supporting the PROMISE system object model (PDKM SOM), the PROMISE Architecture enables the use of different application specific semantic data models.

This greatly extends its area of applicability well beyond the realms of "product" lifecycle management, for example healthcare, engineering, food traceability.

PROMISE-INNOVATION is a commercial initiative, working closely with key industrial and academic partners to establish a European Centre of Excellence (CoE) in Closed-loop LM. The Centre will draw together expertise from a wide range of disciplines and combine this expertise with that of relevant partners to deliver services with direct benefit to industry and the environment.

The Centre's Vision

To establish the world's premiere network for promoting the development and effective application of Closed Loop LM and associated technologies.

Develop Closed Loop LM application methodology and technologies as well as the necessary change management to establish closed-loop LM as a sector of mainstream ICT.

Respond to the needs of associated European communities and the opportunities presented for international reach and professional standing.

The Centre's Mission

"Through research, education, and network building, and with a focus on implementing competence, we will contribute to continuous business improvement for members and society at large".

Members from industry and the public sector will benefit by means of research on topics they bring into focus themselves. Using the Centre's resources, it shall offer increased knowledge and competence that are of interest to and preferred by the Centre's members. Conferences and seminars will function as meeting places for the exchange of knowledge and experience.

The Centre is designed to provide members with the vision, tools, methodology and best practices required to implement and be able to optimise the advantages of closed loop LM by leveraging PROMISE methodology, best-of-breed expertise, and industry knowledge.

To achieve the highest standard in the services and activities undertaken by the Centre in realising its corporate and academic vision its will be to:

Establish Europe as the leading region for closed-loop LM usage, innovation and development, raising its employment level, and both recognising and accommodating significant opportunities for learning, business assistance and the realisation of new businesses.

Gain international standing as a source of authority and expertise on closed-loop LM and relevant technologies, applications methodology, and on research and systems innovation.

Become self-sustaining financially.

The Centre's activities

The Centre of Excellence for Closed-loop Lifecycle Management shall function as a bridge builder between academic institutions and European industry and public sector organizations, and will provide a meeting place where stakeholders and resource persons can openly discuss various topics and exchange experiences. This will consequently result in the start-up of research and development within topics of interest proposed by industry, public sector organizations, and academic institutions. This competence will be transferred to members associated with the Centre in order to arrange for improved LM and thereby members' increased competitive strength nationally as well as internationally. In addition, competence will be imparted to participants in conferences and seminars arranged by the Centre and those participating in continuing education activities at associated centres of learning and it will also be used for further development of educational measures within (product) lifecycle management.
The activities of the Centre will seek to position Europe as the premier region with respect to closed-loop LM practices, relevant technologies and associated business and value chain developments and process innovation. This will be the first centre of its kind anywhere in the world and it will satisfy the following strategic requirements:

It will provide an independent holistic research and industry studies platform which will facilitate research that addresses the wide-ranging needs of the user-based community, consultancy organisations and the (P)LM industry. It will offer either directly or through partners an independent test and evaluation facility to accommodate the increasing needs for practical assessment of associated technologies against standards, technical and application specifications.

Independent training and seminar facilities that can accommodate the wide ranging issues and needs for education and training to understand and better apply existing and emerging technology and closed-loop LM principles.

The following areas of development will constitute the initial focus for the Centre's range of activities:

- Advanced and distributed manufacturing, distribution and services systems (value chain development) with special attention to
- Product embedded information devices (passive and active radio frequency systems with integrated lifecycle biometrics)
- Environmental sustainability and carbon footprint reduction
- Standardisation issues
- IP protection and exploitation
- Business exploitation through close cooperation with the international business angel networks

An important part of the Centre development will be in seeking close cooperation with Technology Centres and Enterprise Incubator units internationally by organising seminar/workshop and leading edge specialist support facilities. The Centre will operate as the premier source of information and knowledge on closed-loop LM and associated technologies. Through its three interlinked areas of activity the Centre will provide a range of targeted services and deliverables. The three areas comprise:

Centre Services – providing the core menu of services and activities to satisfy the key needs for the Centre including education, training, continuing professional development, accreditation, technology transfer, business support and inward investment. It will also operate as a generator for satellite enterprise initiatives, each yielding new businesses and product developments geared to specific industry sectors or technology potential.

Academic Support delivering the University support component for the Centre. This will include input into education, training, technology transfer and research. The Centre will support cross-departmental activity comprising inputs from the Engineering Department, Computer Science Department and Business School of associated Universities.

This also includes significant linkage with the European Supply Chain Logistics Institute and the CoE for AIDC. Through development of enterprise activities the opportunity is seen for attracting European and international engagement in enterprise and inward investment on a global scale.

Industry and End-user Interfacing – Effectively marketing and industry liaison, the Centre also provides a platform for industry linkage with the Centre both as a source of potential support and as a target population for a variety of informative and educational deliverables. This is seen as a very significant facility for promotion and dissemination (including magazines, newsletters, websites, conferences and seminars), liaison with the (P)LM industry and support deliverables for participating companies, organisations and institutions.

Members of the original PROMISE project

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