



DI4.1 Marketing status report (M42)

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ABSTRACT	This paper reports on Marketing activities from M30 until the end of the PROMISE project including the recap of relevant activities or changes since December 2006.

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Abbreviations

Abbreviations used in this document:

CL₂M™ Closed Loop Lifecycle Management

1 Introduction

1.1 Vision

In the current globally changing business environment, companies are seeking new ways of providing additional value to customers and gain a competitive edge over competitors. Past initiatives aimed solely at product cost, quality, or time-to-market are no longer sufficient to gain market advantage. Rather, the focus today is on innovation: products that not only differentiate themselves from others, while also being affordable, reliable, and early to market but will meet ever more stringent regulatory compliance and provide proof of good governance.

- Innovation is accelerating.
- Innovation induces variability.
- Variability reduces efficiency and increases cost.
- Increased cost diminishes profit.

End-users today are environmentally conscious and wish to be able to make informed decisions about the products and services they procure. Total management of the product lifecycle is critical to innovatively meet customer needs throughout its entire life cycle without driving up costs, sacrificing quality, or delaying product delivery.

The ability of industry to provide such holistic products and supporting services is restricted by the information gap that exists in the products' life cycle - i.e. the bidirectional flow of information between the design/production phase and the sometimes multiple middle and end of life phases of a product's life cycles.

Closed loop information management systems are the next leap forward for industry and a competitive imperative as we move into The Age of Continuous Innovation in the 21st Century.

Promise set out to close the information gap.

The purpose of this document is to report on progress made during the period M30-M42 and provide insight into plans beyond the end of the project. Some historical facts are provided for clarity.

PROMISE has succeeded in developing 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 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.



If during the early part of the project the focus was on developing multiple application scenarios, it became clear that a one-size-fits-all approach would be impossible. During the final phase of the project the consortium succeeded in defining a common architecture and infrastructure which through the definition of PROMISE interfaces can become basically vendor neutral and technology independent. This realisation has enabled us to refine a marketing strategy for Closed Loop Lifecycle Management.

The strategy is intended to benefit all Consortium partners in their individual exploitation efforts. However, multiple technologies and competences are involved and not one of the partners is today in a position to deliver an end to end “Promise” solution. Also the “market” awareness of closed loop lifecycle management and its potential benefits are not yet widely understood. For an individual PROMISE Consortium partner to divest resources from its core business to pursue “new” opportunities, which it cannot deliver in its entirety, requires an entrepreneurial spirit.

This is exasperated by the absence of true “discovery” services which allow interested parties or information providers for a given product to discover others, interested in the same product and which will require additional work which was not included in the scope of PROMISE.

Efforts at setting up a joint commercial initiative were met with certain enthusiasm by the smaller partners whilst being thwarted by the larger and more institutional ones. It was felt that the potential of PROMISE was too important to allow only a handful of several individual companies to reap the benefits after the end of the project. To this end preparations were started for the setting up of a venture that would allow PROMISE to live beyond M42. This is reported in chapter

5

PROMISE-INNOVATION

1.2 Goal

By creating awareness and convey understanding of the potential of Closed Loop Lifecycle Management to industry, the ultimate goal was to create impact in industry through the uptake of project results.

The above scope was considered achievable if the PROMISE consortium would be able to mobilise the necessary critical mass, especially in terms of attracting strong members.

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

Although the project could not 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. Demonstrators have different objectives to Academic research Partners which are again far from those shared by the Technology providers.

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

It was felt that the marketing manager would 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 implied starting to communicate as if Technology Providers would be ready to commercialise the PROMISE concept, utilising the Demonstrators as "Reference Clients".

2 Marketing Strategy

A number of messages were created which were built into public presentations and documents. These are available in the e-room and from the Promise-Innovation website and are intended to assist the mainly R&D focused members of the consortium communicate the messages across the internal boundaries of their organisations.

The diversity in the consortium renders the development of a single uniform marketing strategy impractical if not impossible. This was confirmed during the multiple attempts to generate a commercial approach within the consortium.

Each organisation is committed to the exploitation of PROMISE and it must be accepted that each will pursue its objectives in its own way and in accordance with its own strategy.

Most partners have shown a willingness to cooperate with the commercial initiative which has taken form and is reported elsewhere in this document, chapter 5.

PROMISE-INNOVATION

2.1 Market research

Technologically, Promise hardware can be a combination of sensors connected to a wireless PLC (radio modem) or an active Radio Frequency ID device capable of reading passive RFID. Other forms of telecommunications can be used and there must be no restrictions in the AIDC technology employed.

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.

2.2 Key market development

PROMISE technologies are the first realisation of item-attendant ICT leading to the 'internet of things'.

The market will adapt various suitable technologies to enable this. Collaboration is now becoming technically viable. Although one key technical element essential for closing the information loop across multiple organisations (discovery services) is still not ready. Promise is able to deliver a proprietary version of semi-open loop discovery services through one of the consortium partners. As such PROMISE is currently positioned in the front, on the very beginning of the market demand wave

2.3 Target markets

PROMISE partners should address the market by focusing on companies dealing with global corporate responsibility:

- Technology industries with long, complex lifecycles which impact the environment, which are subject to legislation regarding producer responsibility.
- Producers of low-cost equipment which produce in volumes and have an impact on the natural environment.
- Companies that are subject to increasing regulatory compliance issues such as:
 - Environmental legislation: automobile, electronics, consumer goods, household appliances.
 - Safety legislation: aerospace and defence, aircraft, shipbuilding, military, hospitals, infrastructure / buildings, food & beverages (tracking & tracing).

2.4 Market size and growth

PROMISE deals with PLM issues, wireless sensor networks and AIDC technologies. It is incorrect to base market size assumptions on that of PLM solutions alone. It can however be used as an indicator of the scope expressed as a percentage of all three.

The market growth for Closed Loop Lifecycle Management services is expected to grow at a rate in excess of that of Product Lifecycle Management (PLM) solutions. CIMData research illustrates this market growth as follows:

- The global PLM market, worth \$20.1 billion in 2006, will continue to grow with approximately 8.5% to exceed \$30 billion by 2011
- The collaborative Product Definition management (cPDm) segment of this market is expected to continue its strong growth and reach \$13 billion by 2011, which implicates a CAGR of 13.6% from 2006

2.5 Benefits

Through applying PROMISE services, the value of a company's products and services are enhanced in different ways:

- **Technical:** optimal achievement of required functions and needs, exploiting field Knowledge gathered throughout the product lifecycle;
- **Economic:** creation of additional value for the producer (new products that leave competitors trailing, better customer relationship management), for the service provider (new business opportunities, better customer relationship management), and for the product owner (extended and enriched product use);
- **Environmental:** minimisation of pollution, resource and energy consumption through optimal BOL, MOL and EOL planning;

- **Social:** comfort, safety, security and satisfaction of the product user, whether the operator of the product (e.g. the driver of a truck) or the user of the service (e.g. the passenger of a bus, the user of an elevator, etc.)

2.6 Value proposition: Intelligent information that can be acted upon.

PROMISE offers the following business proposition to Lifecycle stakeholders:

Create value by transforming information into knowledge at all phases of the lifecycle, thereby improving product and service quality, efficiency and sustainability.

PROMISE applies information and communication technology, through which companies can:

- Develop better services and products
- Increase customer satisfaction
- Decrease costs.

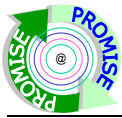
This application has a significant impact on:

- Sustainability
- Bottom line
- Regulatory compliance.
- Corporate image

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 focus is on providing knowledge for both an adapted architecture with standard interfaces to hardware and software as well as sourcing of 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.

The process for enterprise adoption of PROMISE will be developed by Promise Innovation.



Visibility: PROMISE in the public arena

The formal “Project” website has scored some 65,000 hits over the course of the project, from in excess of 117 countries in all continents.

The “Commercial” website continued to be updated and succeeded in receiving some 200 unique visitors per month, (38% direct, 36% from referring sites and 25% from search engines). It will have generated some 5,000 visitors since its creation (about one year into the start of the project) Significantly, 73% of visitors are new visitors.

A number of marketing presentations were created to introduce the business benefits of PROMISE for industry, gradually becoming more focused. Several position PROMISE in general with emphasis on the non-technical. The intention of these is to assist individual consortium partners to explain Promise and use and adapt the material in their own business and can form the basis for training materials.

Detailed accounts and quantification of public events and presentations made by each partner are given deliverables such as “Final Plan Using and Dissemination of Knowledge” and the “Innovation and Success Criteria” IC2 section (impact in industry and society for PROMISE technology and results) as well as the DI2.4 Promise Dissemination Report. It is not considered necessary to replicate this information here.

In addition, PROMISE has been presented numerous international PLM days and summits and has always received good reviews.

PROMISE has extended its registration on THE PARLIAMENT website until December 2008. This is used by MEP’s on a daily basis searching for example information on RFID. Promise is linked to relevant search-words. We have received feedback that this has succeeded in securing good visibility. We have therefore procured a TAB in DOD’s Eurosource publication for 2008. The tab is at one of the most read sections; MEP’s biographies

PROMISE actively participates in the European Supply Chain Institute (ESCI) Carbon Council. The marketing Manager represents Promise on the steering committee and has written two articles which have been published on the ESCI site.

After the articles which were produced (Remanufacturing in the TIME magazine (Caterpillar) and BBC featured the FIAT demonstrator in cooperation with Cambridge) without specifically mentioning PROMISE, a number of initiatives have been undertaken.

Cambridge had a large feature in “Manufacturing” August/September 2007 www.theiet.org/manufacturing which focused on PROMISE and interviewed both Professor McFarlane and Dr. Ajith Parlikad. FIAT was featured and PROMISE mentioned numerous times.

We also managed to secure public statements from 7 partners including Fiat, FIDIA, INDESIT and Caterpillar expanding on the virtues of PROMISE (attached in appendix 1) We still hope to receive additional statements before the end of the project.

Unknown to us, SAP had featured a large section on its international website SAP INFO as early as October 2006.

<http://www.sap.info/public/INT/int/index/Category-12613c61affe7a5bc-int/-1/articlesVersions-168864541d2c6560dd>

This has been reproduced and is available to the consortium.

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

Dimitris Kiritsis is receiving more and more invitations to present Promise internationally and will continue to do so as a Director of Promise Innovation.

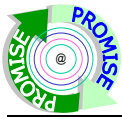
Cordis interview

PEID Piper of product monitoring: cuts costs, extends life

<http://cordis.europa.eu/ictresults/index.cfm/section/news/tpl/article/BrowsingType/Features/ID/89392>



Continuation of PROMISE results will continue after M42 through the commercial venture which has been launched and is reported elsewhere in this document, chapter 5



PROMISE-INNOVATION

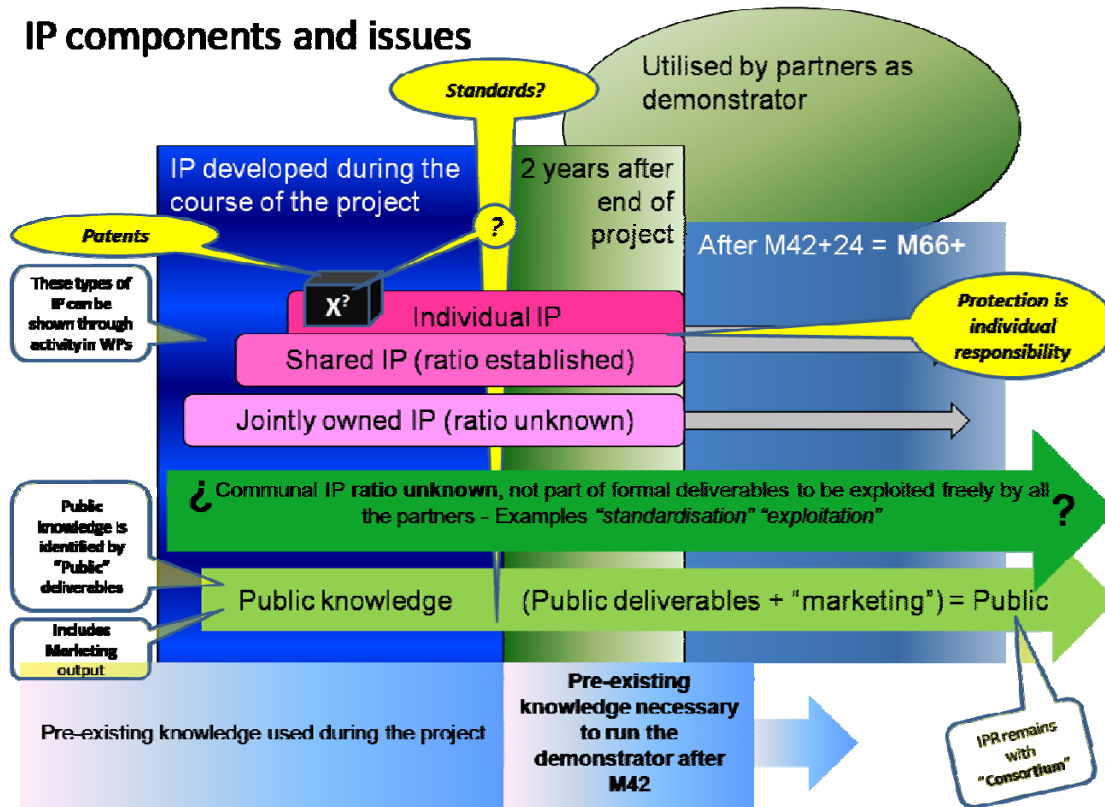
The Consortium has endorsed the establishment of a commercial venture Promise Innovation Ltd. The company is granted the right to use the PROMISE name and logos for commercial business on a non-exclusive basis.

The company has taken steps to register these as trademarks and grants Consortium partners license to utilise these.

3 IPR

Intellectual Property (IP) is defined within the Consortium Agreement (CA).

IP components and issues



By definition, IPR Policy needs to be formulated in accordance with and within the framework of the CA.

However: in order to ensure that at the end of the project, application owners are able to continue using their demonstrators as foreseen by the CA the definition of an IPR Policy was necessary.

This was added to the activities of the Marketing Manager as it is integral to exploitation and becomes critical to those partners that intend to continue using developed applications within their organisations after month 42 and resulted in the document:

Final IPR Policy/Strategy Document

The purpose of this document is:

- To provide a common understanding and clarity in approach in identifying those areas where partners lay claim to IP.
- To ensure application owners have clear visibility in identifying IP issues relating to their continued use of the demonstrator after M42.
- To define the IP strategy relating to IP issues beyond M42

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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 continued to monitor 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.

We approached the holder of the above patent in order to discuss possible means of cooperation and should it become necessary in the future, this channel is open. This particular patent applies only in the UK and is not considered to be a major threat.

4 Industrial Reference Group

Initially it was difficult to understand how to bring the IRG to life and give it a meaningful role in the project. It was not useful to engage people in discussions on concepts that were not finalised or proven. The belief that persons outside the project could be motivated to validate project documents was over optimistic.

Despite a number of successful attempts to bring small groups of people together which did succeed in building external contacts that would prove useful later, it was not until six months before the end of the project that the true potential of the IRG could start to be realised. It should be noted for the benefit of future projects that this was possible not through the volume of people but through a very small number of specialists in related fields.

Several significant inputs have been obtained from the IRG which have proved helpful for example in understanding the significance of process re-engineering necessary to be able to implement PROMISE in industry.

We wish to highlight one other contributor by name, Norman Swindells of Ferrodag Engineering in the UK has been of particular help in assisting by reviewing the PROMISE PDKM system object model as well as contributing with his knowledge of standards.

We have also managed to attract at least one of the IRG members into the solution provider partner network with more to come.

The IRG has gone through a number of mutations; the last one was to consider it to be a living group comprising 3 levels.

International:

More than 300 individuals from 250 companies have registered interest and receive information about Promise events via e-mail.

Regional/national:

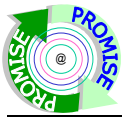
Academic Promise Consortium Partners are supported by a complete set of information including videos of demonstrator applications which will enable them to communicate promise within their industrial partner population.

The scope of the IRG includes:

- Standards
- Architecture
- Security
- Consumer watchdog
- Exploitation

Sustainability of the IRG:

It was previously reported that the IRG should continue after the lifetime of the project and could become the “governing” promise regulatory body.



It was 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.

The following chapter on Promise Innovation provides more insight into how this will be achieved.

5 PROMISE-INNOVATION

5.1 Introduction

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 deemed 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.

The results were presented to the consortium in Galway early May 2007 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.

It was initially 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.

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

A careful review of the process highlighted 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.

The first step was to bring the total population of PEOPLE into the PROMISE-INNOVATION circle by captivating personal interest. We invited all present and past members of the project to become members of the PROMISE-INNOVATION circle of competence using the LINKEDIN network. 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.

Currently the group counts 32 members, several are external to the project.

- 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 of these companies and the same problems highlighted in 1) apply. The application owners and academics wish to present the results they may achieve through PROMISE as results of their own (R&D) activities.

All attempts at creating a joint commercial effort resulted in failure.

5.2 Exceptional Commitment:

The role of marketing and exploitation had not been foreseen at the start of the project. The whole consortium agreed (some reluctantly) to make funds available during the course of the project. This enabled the funding of an exploitation manager and amongst other things a marketing manager at 50% of his time.

Towards the end of 2007 it became apparent that, despite the lack of a cohesive group effort, there were real opportunities for taking PROMISE beyond M42. In order to succeed however it would be necessary to increase allocated time for the duration of the project and it was proposed to ask for a voluntary transfer of allocated resources. The recommendation by the Management board to accept this was put before the PSB. Although the majority of partners voted in favour, the 2/3 majority required was narrowly missed.

It needs to be stated in this report that the majority of the Consortium has shown exceptional commitment in the desire to succeed bringing PROMISE beyond M42. This was demonstrated by all partners that had previously voted positively (bar one) agreeing to voluntarily make available the requested resources to marketing.

The following partners provided the extra resources to the marketing effort. It should however be noted that the request came very late in the project and some partners were unable to re-allocate already (over)committed resources.

SINTEF	CAT	HUT	STOCKWAY
BT-LOC	CIMRU	INDYON	INTRACOM
CAMBRIDGE	EPFL	POLIMI	INDESIT

5.3 Go to market strategy

Finding the target influencers, decision takers, budget controllers, centres of power:

In Industry there are few companies that have PLM responsibility clearly defined in a role at senior level. In many cases it is linked to R&D or Design, in some to Quality Assurance in others to product portfolio management.

For Closed Loop Lifecycle Management the challenge will be even greater as the concept is still new. What is encouraging is that after discussions at many levels throughout industry, the response has always been: there is a need, the subject is relevant and the timing is now.

Closed loop lifecycle management affects all sectors in industry, from product design to legal to marketing to shareholder and client perception.

An essential part of the go-to-market strategy is continuous information and dissemination and raising the public awareness.

Delivery of the offering will be through Promise innovation Ltd. The company has been registered in Finland and three shareholders from within the Consortium have shown the commitment necessary to fund the start-up venture. The company does not aim to develop own

technology but will establish working relations with each “willing” Consortium partner to market their IP, whether in the form of a product, methodology or competence. Already agreements have been signed with Trackway and Indyon. Cooperation has been established with several present and past project team members, some of whom have started their own companies. Cooperation agreements are under discussion with relevantly specialised technology and service providers outside the consortium. An NDA has been signed with a global market leader in telecommunications.

Promise Innovation will position itself as the leading authority and source for Closed Loop Lifecycle Management (CL₂M™).

One channel Promise Innovation will use to achieve this as well as continued increase in public awareness is through the creation of the CL₂M™ Journal. This will be structured as a profit centre and based on a similar concept to the RFID Journal. A suitably experienced commercial director has been recruited. The aim is that international events will be organised around the Journal in conjunction with the organisers of the RFID-Live events.

5.4 Promise Innovation Company and Mission:

Introduction:

The business of Promise Innovation Ltd is built on the vision of PROMISE that by bringing together, and building on, Product Lifecycle Management (PLM) and Smart Product Technologies, the information gap in the product’s lifecycle can be closed, and consequently, companies can obtain new business models and new business benefits.

Promise Innovation is building on the foundations of the 42 months of experience gained from the international pre-competitive PROMISE project, by commercialising the Closed Loop Lifecycle Management (CL₂M™) offering towards industry.

Mission:

The mission of Promise Innovation is three-fold:

- To create awareness and convey understanding of the potential of Closed Loop Lifecycle Management to industry.
- To provide sustainability to the Closed Loop Lifecycle Management knowledge base through a world leading Centre of Excellence.
- To facilitate the implementation of Closed Loop Lifecycle Management in Industry with a network of technology and service providers.

5.5 Company Offering

is built on four levels of Closed Loop Lifecycle Management application:

- Creating awareness of Closed Loop Lifecycle Management and its potential benefits;
- Assessing the potential benefits of Closed Loop Lifecycle Management;
- Assessing company-specific benefits of applying Closed Loop Lifecycle Management;
- Implementing Closed Loop Lifecycle Management.

Through these levels, an end-to-end process is offered – from user requirements to implementation. Key elements of this process are

- An education program to reach the industries
- Feasibility study for PROMISE offering
- Closed Loop Lifecycle Management requirements gathering – leading to:
- Model-based analysis and process design
- Technology selection
- Business process re-engineering and implementation
- Evaluation and follow up.



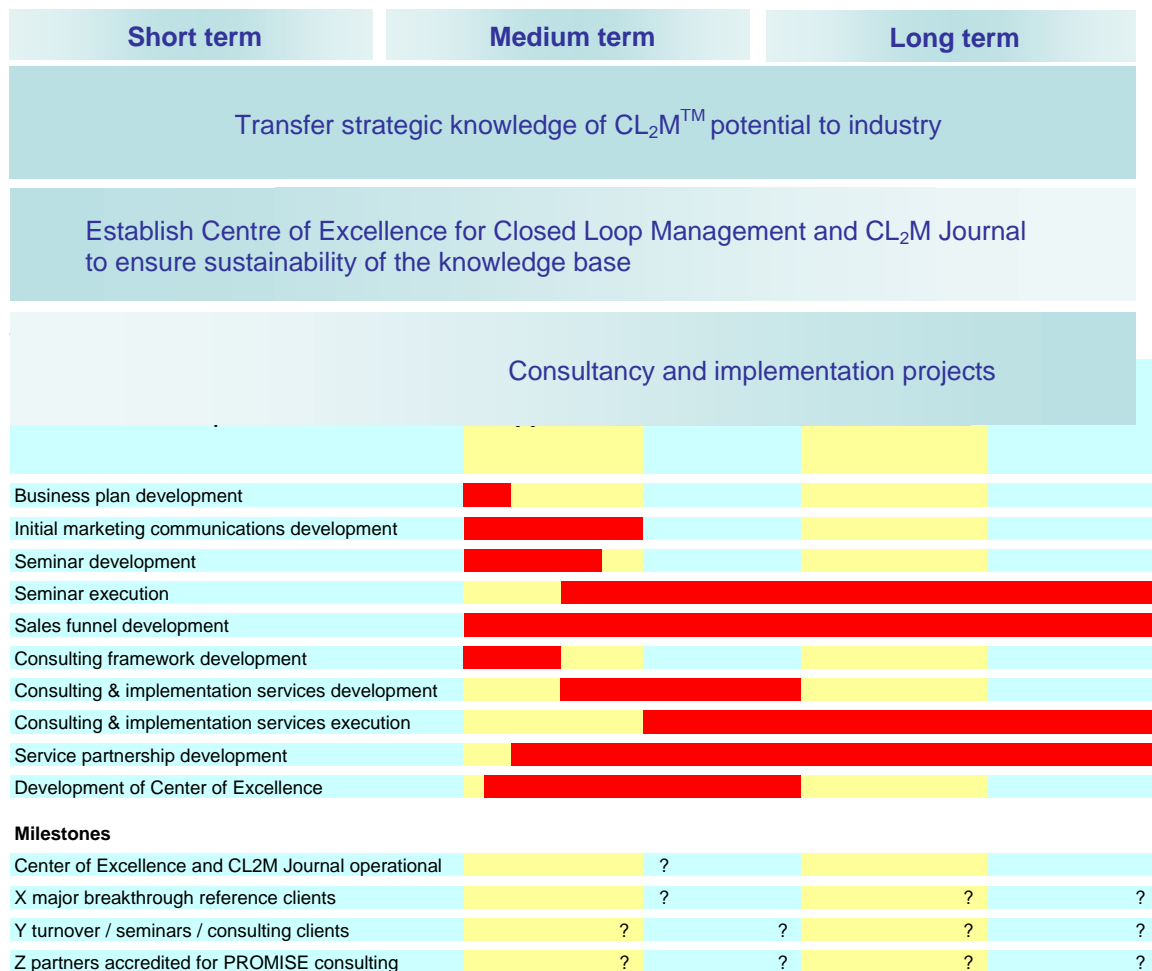
PROMISE INNOVATION is a networked consulting organisation:

- Working with best of breed technology- and service-providers.
- Company’s added value is through knowledge and the application of knowledge through the processes it will develop in the application of present and future technologies to Closed Loop Lifecycle Management applications.

Exploitation strategy

Business development activities are prioritized as follows:

- 1 The initial focus will be on transferring strategic knowledge of CL₂M™ potential to industry. To this end, Industry seminars will be developed and executed.
- 2 Simultaneously, a Centre of Excellence for Closed Loop Management will be established in order to sustain the knowledge base. First step in this development will be the launch of the CL₂M™ Journal, mid-2008.
- 3 In the mid- and longer term, the focus on consultancy- and implementation-projects will increase. Partners will be accredited for execution of Promise Innovation services.



Business opportunities and value proposition

The potential business opportunities are based on the benefits that CL₂M™ brings to many participants in the product lifecycle; for example:

- Customers get better products and services
- Manufacturers get more information about the conditions and modes of product use and disposal
- Service engineers get up-to-date information about the status of the product and its parts
- Product developers use real-life experience with previous products to improve future products, reduce over-engineering and achieve lifecycle quality goals
- Recyclers get complete information about the EOL value of products, parts and materials

New services and improvements made possible with CL₂M™ include:

- Innovative products and services that go far beyond competitor offerings, and are difficult for less-skilled competitors to copy
- Improved customer relationship management based on up-to-date real-life product data
- Simplified product authentication, enhancement of product and user security and safety
- New types of product leasing and insurance services
- Improved maintenance and service at reduced cost

The business opportunities and benefits to the many participants in the product lifecycle will be validated both quantitatively and qualitatively by a market assessment.

Value creation:

The following parties in the value net are creating the benefit of the Promise Innovation offering:

Benefits and offering				
benefit	Awareness	Potential benefits	Specific benefits	Implementation
offering	Information seminars	Business opportunity assessments	Feasibility and Viability studies	Managing implementation projects
The benefits and offering will be created by the following value chain parties:				
Development: Technology Partners	'smart product' / AIDC technology providers Infrastructure technology providers Decision support, knowledge management, data enrichment, PKDM methods			
CL2M Service development	Promise Innovation IP creation: seminar concept & contents	Promise Innovation IP creation: CL2M process / consulting methodology	Promise Innovation IP creation: CL2M process / consulting methodology	Promise Innovation IP creation: CL2M process / consulting methodology
Marketing communications	Promise Innovation Center of Excellence Industry Organizations License partners Reference Clients CL2M research networks			
Sales channels	Promise Innovation Center of Excellence License partners			
Service delivery	Promise Innovation Center of Excellence License partners			
Post-service delivery	Business opportunity assessments	Feasibility and viability studies	Integration projects	Promise Innovation Licensees

5.6 Continuation of PROMISE in the public arena and the CoE

Promise Innovation has:

- scheduled a number of road show (paid) seminars to take place in targeted market areas. The areas are governed by the existence of motivated partners qualified to provide local support.
- commissioned a professionally conducted market study. Its results may be available before the end of the project in which case key elements will be included in the final version of this report.

Promise Innovation Ltd will continue to:

- pursue standardisation efforts together with Cambridge along lines established during the course of the project. Especially in the case of the Open Group this has been a significant contribution to credibility as the question “What happens after the project ends” was raised.
- pursue standardisation of the semantic object model and PMI with ISO in collaboration with involved IRG members
- pursue activities with the Internet Engineering Task Force on “Discovery Services”, again in collaboration with Cambridge and external Promise Innovation Partners such as Afilias Registry Services
- develop the permanent demonstrator. Agreement has been reached that this will receive a permanent place in the CoE for AIDC in the UK and has already discussed its installation in the RFID Lab in Helsinki. It is intended that RFID labs will be approached in other countries in order to further enhance visibility.
- develop the Promise website. Several additional domain names have been registered in line with the planned commercial activities.
- promote PROMISE in the public arena through the creation of the CL₂Mjournal and the Centre of Excellence for CL₂MTM.

Promise Innovation Ltd will furthermore:

- develop the concept for 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. Discussions with partnering organisations have been started.
- pursue further applied research projects. Dimitris Kiritsis has been appointed Director for Research and Academic Affairs
- develop partnerships with members of the consortium and external technology and service providers such as XIFRAT and CONTROLMATIC to cover the three main segments that make up the PROMISE CL₂M™ solution. (AIDC, Middleware and backend)
- pursue potential partnership opportunities with the Commission on future projects in order to avoid proliferation of middleware in different projects. This has been recognised as a threat to standards being established early on as well as an unnecessary cost. Cooperation opportunities with other projects have been touched on, in particular with SAPHIRE which deals with Healthcare and DYNAMITE which works on dynamic maintenance systems. We will endeavour to introduce the Promise platform to the partner involved rather than try to influence the project itself as they are already too far advanced to make this a viable option.
- deliver commercial activities centred on the delivery of informative road show events.

It has already been decided that Promise Innovation will participate
In Nice in October at the Internet of Things and at the ICT event in Lyon in November.

It will also assist in organising the public event in Athens marking the end of the PROMISE project by working with Intracom to invite the Greek equivalent of the confederation of Greek industries and organising a keynote speaker.

5.7 Commercial activities within the Consortium

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 Promise Innovation can review each application in the light of the knowledge developed during the project.

Discussions have started with two of the application owners to offer updated scenarios after M42.

5.8 Branding strategy

After an earlier recommendation made during the ITA in Turin it was suggested that the name of the future product or services should not be linked to PLM.

The following name has been chosen for the company **PROMISE INNOVATION**



www.promise-innovation.com

The Consortium has endorsed the establishment of a commercial venture Promise Innovation Ltd. The company is granted the right to use the PROMISE name and logos for commercial business on a non-exclusive basis.

The company has taken steps to register these as trademarks and grants Consortium partners license to utilise these.

CL₂M[®] registration is in process as an international trademark

6 Public Statements

The Caterpillar logo, featuring the word "CATERPILLAR" in a bold, black, sans-serif font with a yellow and black chevron symbol to the left.

Caterpillar Inc.

Technology and Solutions Division
P.O. Box 1875
Peoria, Illinois 61656-1875

March 14, 2008

Since 2004, Caterpillar has been one of 20 organizations across Europe collaborating on the PROMISE research program, facilitated through the European Union Commission's Framework 6 research funding organization. The aim of PROMISE is to create a method by which data can be gathered during the total lifecycle of a product and fed back into design. The potential benefit to Caterpillar and our industry partners from the method of data management extends from manufacturing through future lifecycles of the product.

Caterpillar values the PROMISE research program as an opportunity to explore new solutions to help create a more sustainable world.

A handwritten signature in black ink, appearing to read "Tana L. Utley".

Tana L. Utley
Chief Technology Officer
Caterpillar Inc.



Athens March, 2008

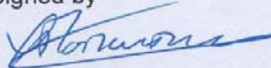
Public Statement

INTRACOM TELECOM is a leading telecommunications solutions provider, headquartered in Athens, Greece, developing and providing products, solutions, and professional services primarily for telecommunication operators and large enterprises. INTRACOM TELECOM focuses on the development of infrastructure and application products that empower operators and service providers to offer new value-added services to their customers, enabling them to produce higher returns and prevail over the continuously growing competition.

PROMISE is an integrated project that aims to develop a new generation Product Information Tracking and Flow Management system. INTRACOM TELECOM in PROMISE aims at identifying and evaluating technologies and methods for improving the services that are provided to the customers and the efficiency of the related processes. PROMISE technologies will allow all actors that play a role during the lifecycle of a product (managers, designers, service and maintenance operators, recyclers) to track, manage and control product information at any time and any place in the world and at all phases of its lifecycle: design, manufacturing, Middle of Life (MOL), End of Life (EOL).

PROMISE technologies can affectively and efficiently bridge any information gap in all phases during a product's MOL, which is where our interest is focused. Using PROMISE components and technologies deployed in a PROMISE architecture, information from very diverse information sources can be continuously and transparently gathered, integrated and presented to the appropriate decision maker for evaluation. INTRACOM TELECOM, as a technology provider, has the technical know-how and motivation to apply the acquired expertise in PROMISE technologies for developing and introducing new added-value services to the market.

Signed by



Charalampos Papanastasiou
Wireline Systems Manager, Marketing Division



Turin, 18/02/2008

Mr. Arian Zwegers
Information Society DG
Software Technologies and Distributed Systems Unit
Office BU29 4/78
B-1049 Brussels, Belgium

PROMISE: Product Lifecycle Management and Information tracking using Smart Embedded Systems

Centro Ricerche FIAT ScpA (CRF) is one of the major industrial partners in the PROMISE Project, co-funded by the European Commission. By participating to PROMISE, CRF makes available to the project its experience accumulated in the area of Product Lifecycle Management (PLM) for more than 15 years.

Participating to the project, to which CRF is dedicating highly-specialised personal and involving own resources, has proven to be a valid investment and CRF is pleased to acknowledge the good results obtained in the project by CRF and its partners in the consortium.

CRF has publicised its involvement in PROMISE in numerous events, workshops and congresses, in prestigious places, such as the European Parliament, in the name of PROMISE and the European Commission Research Framework. In particular CRF is one of the partners supporting the PROMISE participation to the European Centre of Excellence for Closed-loop Lifecycle Management.

CRF will evaluate the feasibility for exploitation of results developed in the project, within Fiat Group Companies.

Finally CRF is interested in continuing research, both private and public, in the area of PLM.

With my best regards,



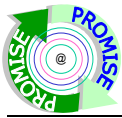
Massimo Debenedetti
Project Portfolio Development Director

Centro Ricerche Fiat S.C.p.A.
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Direzione e coordinamento
ex art. 2497 c.c.: Fiat S.p.A.

2007-540-MD-002.00



Indesit Company

PRESS RELEASE

Indesit Company: lower consumption and an easier life for consumers

Positive initial results by two new EU funded research projects

Fabriano, 18th January 2008 – Indesit Company, in collaboration with a pool of European companies and universities and with co-financing from the European Union, is engaged on two important new research projects: Promise and Comanche.

The two projects, costing over €20 million, have made it possible to develop technologies capable of further reducing consumption of energy and ensuring consumers get improved performance through technology that's intuitively easy, clear and immediately accessible, above all for the elderly and disabled.

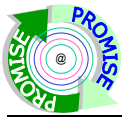
The aim of Promise is to study and monitor product life cycle management to provide end users with preventive maintenance services. The aim of Comanche is to develop software architecture to help consumers with the configurability and interoperability of various domestic appliances, thus appreciably simplifying their use and reducing electricity consumption.

Thanks to innovations developed by Indesit, new generation domestic appliances will be able to send their operating data to a remote site. Here, the data will be stored on a server and processed by an expert system that can tell whether the appliance is working properly or is malfunctioning. This process will make it possible to remotely monitor an appliance's operation and warn the consumer in advance in the case of malfunctioning. Once alerted, Indesit's customer service can then call the user about the anomaly and adjust the appliance before anything breaks.

Collaboration with the European Union is a feature of Indesit Company's innovation model, which is based on an extended network including suppliers, companies, universities and research organizations. Indesit thus establishes co-operation relationships right from the initial phases of concept design and development. This open innovation model has produced important results in terms of developing products with high energy efficiency that can also appreciably reduce water consumption.

The Aqualtis washing machine is a fine example of Indesit's commitment to developing increasingly eco-compatible products. Designed using the most advanced innovation criteria and to the best eco-design standards, the Aqualtis in 2006 won an Ecohitech Award, the most important in the field of eco-compatible, low energy consumption technology, as the best product in the "environmentally friendly products" category. Also in 2006, it was the first washing machine to pass the Australian Standard Tests with flying colours, winning five stars in the water rating category and proving itself the washing machine most focused on water saving, a problem the Australian government has been grappling with for years.

The environmental performance characteristics of new generation domestic appliances have brought considerable advantages: A, A+ and A++ class appliances consume less electricity and therefore reduce emissions of gases that cause the greenhouse effect. Last year alone, replacement of obsolete fridges and freezers with ones in higher energy efficiency classes took 27,700 tonnes



of climate-changing CO₂ out of the air. In Italy, there are still some 20 million domestic appliances to replace: changing them would prevent 2.3 million tonnes of CO₂ being released into the atmosphere. Which would be like taking 900,000 cars off the road in one go. Indesit Company A++ class fridges use R600 gas (HydroCarbon), a natural gas that doesn't have negative effects on the environment or the ozone and which makes it possible to save up to 70% in electricity compared to obsolete models.

Indesit Company is Europe's second biggest manufacturer of household appliances by market share and the world's fifth. Founded in 1975 by the current chairman Vittorio Merloni and listed on the Milan stock exchange since 1987, the Group posted sales of over €3 billion in 2006, having turned out over 15 million appliances. Indesit, Hotpoint- Ariston and Scholtès are the Group's main brands. Indesit Company operates through 18 production facilities and 24 commercial branches worldwide and employs over 17,000 people.

For further information:

Press Office

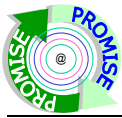
Federico Ziller, phone: +39 0732 66 2432, cell. 335 75 55 508

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Poecking, January 2008

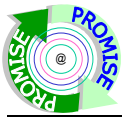
Public Statement

INDYON is a growing, innovative company whose focus is on the development of RFID systems software and RFID systems integration. Despite its size, INDYON's contribution to PROMISE is very significant, not only regarding the allocated budget, but also the people working on PROMISE. Our commitment to the logistics demonstrator, PROMISE architecture and standards provide a sound basis for future product development.

We see positive advantages for our existing solutions in the field of intra logistics software, since the interfaces developed in PROMISE simplify the integration of new RFID hardware. We want to be among the first companies to exploit the market for the Closed Loop Lifecycle Management applications that will emerge in the coming years. Using PROMISE technologies we are able to gain a competitive advantage in the area of intra logistics.

We have a major interest in supporting standardisation efforts even after the end of the PROMISE project, because we see this as an essential ingredient for the future development and spread of the results. INDYON also plans to join the European Centre of Excellence for Closed Loop Lifecycle Management. We see our future in PROMISE through collaboration with other like minded companies and not as something we can do alone.

INDYON GmbH
Dr. Andreas Plettner
Managing Director



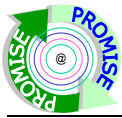
“The application of PROMISE results in our products has increased customer satisfaction and enhanced our brand value as a breakthrough machine tools manufacturer”

FIDIA is one of the European leaders in manufacturing Numerical Controls and High Speed Milling Machines for dies and moulds making.

Fidia Spa, founded in Turin in 1974 and currently listed on the STAR Segment of the Italian Stock Exchange, is a world leader in the design, production and distribution of integrated systems for the realization of complex shapes used primarily for printing presses. Currently the Group has installed more than 700 splicing systems and more than 5,000 numerical control devices with its more than 2,000 clients located around the world.

“PROMISE architecture allows our customers to have a continuous monitoring of their machine fleet. This guarantees a minimization of sudden stoppages and an improvement of their productivity and profits. “

Dr. Fabrizio MEO
Technical and Commercial Director
NC Business Line



Message from InMediasP's CEO

As I look back over the past three years, I see that the achieved results of the PROMISE project (Product Lifecycle Management and Information Tracking using Smart Embedded Systems) will make a significant contribution towards the expansion of InMediasP's product portfolio.

Besides the high skill enhancement of our staff due to its active project participation PROMISE supported InMediasP to gain expertise in different areas, some of them even new to us. This additional know-how on one hand and demonstrable software components on the other hand enable us to acquire customer projects in fields of activity beyond our present business. Furthermore the products and services that we are going to develop on the basis of the PROMISE results will complete our portfolio in order to support not only engineering processes but the entire value chain based on product information, from product planning to disposal.

InMediasP experienced an accelerated growth within the past three years – not only because of PROMISE but it contributed a certain part to that. Our participation in PROMISE as an active partner and technology provider strongly encouraged us in continuing doing EC-funded research projects where the research topics fit well in our business areas.

We are looking forward to exploiting the PROMISE results in terms of widening our product and service portfolio and supporting industrial customers in processes beyond our present business. We are furthermore hoping to cooperate with some of the project partners – mainly technology providers – after the end of PROMISE. According to the expression “The whole is more than the sum of its parts” we are convinced that this kind of collaboration can be the basis for delivering complete solutions for our present and future customers.

Hennigsdorf, Germany
February 05, 2008

(Dr. Armin Ulbrich, CEO)

Cognidata

Message from Cognidata's CEO

The participation in the PROMISE project (Product Lifecycle Management and Information Tracking using Smart Embedded Systems) was a major step in the development of Cognidata. It opened new business perspectives and lifted the company on a new level of quality and expertise.

As direct achievements Cognidata improved its knowledge in product lifecycle management and the application of its own expertise in this important field and large customer market. Besides own prototypical implementations the employees learned a lot from the various involved experts.

As indirect results I would like to point out the strategic benefits of the participation: Cognidata could build up a team of experts which are now ready to run complex customer projects. The wide attention which has been given to this large European project led to more visibility of Cognidata and could easily be used to position us in the first row of Europe's solution providers. Finally, we established important business and academic contacts which we certainly want to continue and intensify.

As a consequence we are looking forward to turn these insights into economic success. Like the other PROMISE partners we are now in the position to explain potential customers the benefits of this new technology and realize them within consulting projects. If possible, we would like to include our new friends by integrating their expertise.

Bad Vilbel, Germany

April 21, 2008



(Dr. Gerd Große, CEO of Cognidata GmbH)

European Newsletter



Interview with Mr Markus Frey, Bombardier Transportation, int'l coordinating partner of IMS project PROMISE

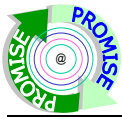
What are some of the technological highlights of project PROMISE and how will this project benefit your company Bombardier Transportation?

The project delivers a new type of closed-loop product lifecycle management (PLM) based on product embedded information devices, allowing the tracking of product information at all time and at any place. Such a PLM system enables product users, maintenance companies and manufacturers to seamlessly manage the lifecycle information of a product across all lifecycle phases. The implementation of PROMISE technology brings process improvements, increases our understanding of product life cycles and makes our rebuilding and recycling choices more precise, with direct environmental benefits, raises supply chain efficiency and thus competitive advantage. Within

the project various application scenarios and demonstrators using this technology were built from all lifecycle phases proving these benefits. My company was mainly interested in the transformation of product data gathered during product use into knowledge to improve new product designs. The PROMISE technology provides essential tools to aggregate the huge amount of field data gathered by Bombardier's automatic condition monitoring system, to transform the field data into appropriate knowledge and to manage the created knowledge efficiently for future product designs. But we can also benefit from application scenarios of other lifecycle phases. In addition to that, my company was able to establish an important network with research institutes, solution providers and industrial companies from all participating regions.

Can you tell us about advantages and drawbacks of IMS as an international R&D collaboration initiative ?

IMS was essential in helping us gather all the 34 PROMISE partners from six IMS regions into one project. Through IMS we found global partners with a broad expertise and knowledge (universities/research institutes, solution providers and other industrial companies). The IMS inter-regional secretariat, as well as the regional secretariats, provided the project with a well appreciated support to form the PROMISE consortium and to establish a consortium cooperation agreement. IMS also supported PROMISE in disseminating project results, by inviting PROMISE to IMS events or by organising special events at well-known conferences (e.g. WCEAM2006). This further increased the project's visibility. Drawbacks were the different regional funding schemes and procedures with respect to reporting and the project's duration. For example, work in different regions started between Nov. 2004 and March 2006 and with different project foreruns. This created uneven knowledge levels within the consortium, which had to be balanced out



during the project's runtime. A drawback was also the need for reporting in local languages which sometimes made inter-regional communication difficult.

How can a large international consortium be managed effectively?

In a large international project many different interests need to be aligned. This often requires skills and effort to help project partners concentrate on the value-adding activities such as R&D. Within PROMISE, regional activities were managed by the Regional Coordinating Partners (RCPs). For example, having regional partners focus on specific elements of the PLM and on the development of selected application scenarios and demonstrators helped us do efficient sharing of the work. But this required effective inter-regional cooperation between RCPs. The project also benefited from spontaneous and independent bilateral collaboration between individual PROMISE partners in different regions. This way of working allowed us to achieve good results in an efficient way.

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

For more information please contact
info@promise-innovation.com
www.promise-innovation.com

