|  |
| --- |
|  |

Outline Proposal Template for IAP-5G for L’ART Demonstration Projects

# INTRODUCTION

The goal of the ARTES Integrated Applications Promotion (IAP) programme is to develop operational downstream applications and services using existing space technologies, integrated, when needed, with terrestrial solutions.

For this specific Announcement of Opportunity (AO), the Tenderer shall propose a Demonstration Project for developing space-based applications leveraging on the deployment of the latest generation of mobile communication (5G) in the L’ Aquila/Abruzzo Region and/or Roma Capitale and/or Torino region.

The Collaboration between ESA ARTES IAP and L’ART is underpinning this specific Announcement of Opportunity titled” 5G for L’ ART”. This AO for proposal targets activities:

* Demonstrating technical feasibility and commercial viability of future space-based downstream services
* Foreseeing the integration of 5G technologies and space asset(s)
* Performing a service(s) pilot in at least one of the proposed L’ART region
* Addressing one of the proposed uses cases described in the Cover Letter.

An Outline Proposal is a means for the Tenderer to start a dialogue with the ARTES IAP team at the Agency (including some representatives of the L’Aquila/Abruzzo Region, Roma Capitale, Torino) on the content and justification of the planned activity.

The Tenderer is reminded that the ARTES IAP is an optional programme of the European Space Agency, and as such every activity has to explicitly receive the financial authorisation by the National Delegations of the relevant countries of the consortium. The Tenderer and its Subcontractor(s) shall therefore contact their National Delegations before submitting their Outline Proposal[[1]](#footnote-2). Should the National Delegation(s) request access to the Outline Proposal, this shall be handled directly by the Tenderer and its Subcontractors and such National Delegation(s).

The Tenderer is required to submit an Outline Proposal containing the information described in this document before submitting a Full Proposal. On the basis of the information provided in the Outline Proposal, the eligibility of the proposed idea for ARTES IAP support will be assessed by relevant ESA and L’ART experts and early feedback will be provided. Only once the Outline Proposal is found acceptable by ESA, the Full Proposal may be submitted.

The bidding process is explained in detail in the Cover Letter.

Concerning the use of this template, please note the following:

Concerning the use of this template, please note the following:

1. Parts in red font in this template should be modified as appropriate for your proposed activity.
2. Text in blue and in a smaller font size (example) is for guidance and can be removed from the completed Outline Proposal document.
3. Some tables in this template are placeholders for data contained in the [Financial Forecast Workbook](https://business.esa.int/sites/default/files/ARTES_Business_Applications_Financial_Forecast_Workbook.zip). These placeholder tables are marked in yellow and contain the following notice underneath:

(Do not edit the above table directly! The above table can be found in the spreadsheet file)

The [Terminology used in ESA Business Applications](https://business.esa.int/sites/default/files/TERMINOLOGY%20used%20in%20ESA%20Business%20Applications.docx) document provides an explanation of the relevant terminology and shall be used as a reference in preparation of the Outline Proposal.

This Outline Proposal shall be sent to: [business@esa.int](mailto:business@esa.int)

with copy to [Audrey.Ferreol@esa.int](mailto:Audrey.Ferreol@esa.int)

The funding requested for the proposed project shall not exceed 50% of the corresponding cost, and up to 80% to the extent activities are performed by micro, small and medium-sized enterprises (i.e. enterprises fulfilling the criteria defined in the European Commission Recommendation of 6 May 2003 (2003/361/EC) or as updated).

Please use this page as the cover page of the Outline Proposal and remove the previous three pages (Template Title page and Introduction)

Project Name

Outline Proposal for IAP-5G for L’ART Demonstration Project

Date: ……

Reference: ……

ESA Template Ref. 1.0 issued 05/11/2019

[INTRODUCTION 0](#_Toc23954674)

[1 PROJECT SUMMARY AND RATIONALE 2](#_Toc23954675)

[1.1 Disclosure of the Outline Proposal 2](#_Toc23954676)

[1.2 Background information 2](#_Toc23954677)

[1.3 Service Description and Selling Point(s) 3](#_Toc23954678)

[1.4 5G and Space Asset(s) and Rationale 3](#_Toc23954679)

[2 BUSINESS PLAN 3](#_Toc23954680)

[2.1 Customer Segments 4](#_Toc23954681)

[2.2 Value Propositions 5](#_Toc23954682)

[2.3 Channels 5](#_Toc23954683)

[2.4 Customer Relationships 5](#_Toc23954684)

[2.5 Revenue Streams 5](#_Toc23954685)

[2.6 Key Resources and Dependencies 6](#_Toc23954686)

[2.7 Key Activities 7](#_Toc23954687)

[2.8 Key Partners 7](#_Toc23954688)

[2.9 Cost Structure 8](#_Toc23954689)

[2.10 Competitive Landscape 9](#_Toc23954690)

[2.11 Market Analysis 10](#_Toc23954691)

[2.12 Exploitation Plan 11](#_Toc23954692)

[2.13 Financial Indicators 12](#_Toc23954693)

[3 SYSTEM AND IMPLEMENTATION ASPECTS 14](#_Toc23954694)

[3.1 User Requirements 14](#_Toc23954695)

[3.2 System/Service Architecture 14](#_Toc23954696)

[3.3 Implementation Approach 15](#_Toc23954697)

[3.4 Pilot-Demonstration Service 16](#_Toc23954698)

[3.5 Technical and Non-Technical Risks 17](#_Toc23954699)

[4 Financial, Management, Administrative (FMA) 18](#_Toc23954700)

# PROJECT SUMMARY AND RATIONALE

## Disclosure of the Outline Proposal

Agreement to the disclosure of the Outline Proposal to the representatives of L’Aquila /the Abruzzo Region, Roma Capitale and Municipality of Torino for the review/evaluation phase:

Provide a statement confirming your agreement to the disclosure of the Outline Proposal to the representatives of L’Aquila /the Abruzzo Region, Roma Capitale and Municipality of Torino for assessment purposes

## Background information

Project Name:

Provide a short catchy name or acronym as well as the full project name. Please avoid to picking a name of a project that is already present in the ESA Business Applications family. This can be checked under: <https://business.esa.int/projects> . The project name should be the same used for the commercial branding of your product / service.

Company Proposing:

Provide details (i.e. address, country, website, contact point name, telephone and e-mail) of the company leading the consortium.

Company background:

*Provide a short description of the company background.*

Are you familiar with ESA Business Applications?

*Indicate if you have worked with ESA before and how you discovered ESA Business Applications.*

Are you applying as a consortium?

Who are the other entities?

*List the other entities, including their country.*

Have you (or your partners) contacted your National Delegation or ESA Business Applications Ambassadors (where available)?

*Indicate if you have been in touch with your National Delegation and if you have received any early feedback regarding this application.*

*(Yes/No/Partial + comments)   
Please note that economic Operators (both Prime and Subcontractor(s)), intending to respond to this AO are requested to inform their National Delegation(s) of their intention before submitting the Outline proposal (Contact information can be found under* [*http://business.esa.int/national-delegations*](http://business.esa.int/national-delegations) *).*

## Service Description and Selling Point(s)

Description of the product / service you intend to offer:

*Describe the product / service that will be offered at the end of the project.*

Innovation / unique selling point with respect to what is available in the market:

*Indicate the key innovation or unique selling point that would justify the commercial success of the product / service. (What is innovative in what you propose? What is your unique selling point with respect to what is available in the market?)*

What is the relevance to the thematic call objectives? Which use case do you propose to address? How?

## 5G and Space Asset(s) and Rationale

5G asset(s) / 5G technologies to be used in the proposed service:

*Provide information on the 5G asset(s) / technologies and/or foreseen features / capabilities required to develop and demonstrate the proposed service(s)*

Space technology / space asset(s) intended to be used, and rationale:

*Indicate how the space assets / technology will be used in the product / service provision and justify their need in comparison to other solutions. Note that in most situations there are alternative technologies, but they are not appropriate due to specific reasons that need to be presented.*

*In case Earth Observation data is used, specify data provider and access to data.*

Rationale for integration of the 5G and space asset(s) / space technology:

*Provide information why the space asset(s) / satellites / sensors/ technologies is considered relevant for integration with 5G assets and what is the expected added value of this integration in the proposed service(s).*

How does the proposed product / service fit within your current business activities and your mid- / long-term strategy?

*Indicate how this project will support the growth of your market share, complement existing product / service, or expand to adjacent markets. For new companies preparing to launch their first commercial product / service, indicate your mid- / long-term strategy within the context of the project.*

Purpose, areas and assets proposed for the pilot:

# BUSINESS PLAN

*Elements 2.1 to 2.9 below can also be presented using a single page Business Model Canvas (available at:* [*https://business.esa.int/documents*](https://business.esa.int/documents)*).*

*A supporting spreadsheet is available in the* [*Financial Forecast Workbook*](https://business.esa.int/sites/default/files/ARTES_Business_Applications_Financial_Forecast_Workbook.zip)

*Assuming a favourable feedback of your outline proposal by the Agency, the business plan provided here in the outline proposal should be carried forward to form part of your associated Full Proposal (with updated information, as appropriate).*

## Customer Segments

The key customers segments targeted by our product / service are: The pains (e.g. problems) and gains (e.g. benefits) are:

*A short description shall be provided of how the targeted customer(s)/user(s) currently handle the issues that the proposed application/service would address. An overview of the shortcomings and challenges vis-à-vis the present situation shall be provided, as well as opportunities for improvements. This can be related to improvement of service, performance, quality, economic, commercial, legal or other factors.*

The potential customers already identified are:

The following table provides a summary overview of the customers, the associated high level characterisation in relation to the target product / service and their representativeness for the targeted market segment.

Table 2.1 Key Customers/Customer Segments and their Needs

|  |  |  |
| --- | --- | --- |
| **Customer/Customer Segment** | **Customer Problems/Needs** | **Representativeness for the Targeted Market** |
| ……… | ……… | ……… |
| ……… | ……… | ……… |
| ……… | ……… | ……… |

*If the product / service is/are targeting a few important customers, each customer should be clearly identified. Add any supplementary text you feel is necessary to clarify the nature of your intended customers and to explain their main needs. Please note that the problems must be specific and show a detailed understanding of the customer pain. Possible examples: maintenance of water flow sensors takes a lot of time: the average call out time is 2 hours and total savings due to the product / service would be 200kEUR/year. Additionally, the risk of flooding would be reduced (2 major incidents last year) with an expected value of R (reduction in probability of accident occurring) × (expected loss in case of accident).*

*Please note that the formulation of the User Needs is not required here. For the difference between Customer and Users, please refer to the ESA Business Applications Terminology.*

## Value Propositions

The table below identifies the specific characteristics of our product / service that will address the previously-identified customer problems/needs*(e.g. performance, cost, new features)* and define its value proposition i.e.: value that the product or service offers to its customers.

Table 2.2 Key Product / Service Characteristics and value proposition

|  |  |  |
| --- | --- | --- |
| **Customer Problem/Need** | **Product / service Characteristics Addressing this Problem/Need** | **Value proposition** |
| ……… | ……… | ……… |
| ……… | ……… | ……… |
| ……… | ……… | ……… |

*Add any supplementary text that you feel that is necessary to fully explain your value proposition e.g. potential customers who have confirmed the relevance of your value propositions*

Explain the relevance of your value proposition to address user needs in the selected use case(s) and outline the expected benefits for the user communities.

## Channels

In the commercial exploitation stage, our product / service will be sold to the customers via these channels.

*Indicate whether or not the sales channels are already established. If not, explain how they will be created. If these are new customers (i.e. your company has not sold product / service to them in the past), please explain your approach to reaching these customers.*

## Customer Relationships

Our relationships with the key customers already exist/must be created/have to be improved.

*Provide factual information, for instance, existing contracts with figures. If the product / service targets only one specific customer, a letter of interest from this customer has to be attached to the outline proposal, confirming the adequacy of the value proposition. Specify whether software/hardware maintenance contract should be established with the customer. Indicate the customer representatives will be involved in the proposed project and which kind of formal agreement you intend to set up with them.*

## Revenue Streams

In the commercial exploitation stage, our product / service will be sold to our customers as described in the tables below, based on the market analysis reported in Section 2.11.

*Whenever relevant, include a description of the sales model you intend to set up (e.g. cost plus, product / service value, license scheme).*

Table 2.3 Product Pricing

|  |
| --- |
|  |

The above table can be found in the [spreadsheet file](https://business.esa.int/sites/default/files/ARTES_Business_Applications_Financial_Forecast_Workbook.zip)

## Key Resources and Dependencies

To realise our product / service and deliver the value propositions we need the critical resources and dependencies that are defined in the following table, as applicable.

Table 2.4 Key Resources and Dependencies

|  |  |  |
| --- | --- | --- |
| **Required Resource** | **in place** | **Potential Issues** |
| ……… | yes/no | ……… |
| ……… | yes/no | ……… |
| ……… | yes/no | ……… |

*Resources could include, for example, assets, company competences, money, manpower, know-how / expertise, key suppliers, consultancy service, and manufacturing, test or other facilities. Indicate whether or not the resources are expected to be in place at the time of need. If not, explain the actions to be taken to secure their availability on time. Indicate potential issues associated with each key resource. These could include, for example, long lead items, software licensing, patent constraints, procurement policies and national/international restrictions (e.g. export restrictions).*

## Key Activities

To realise our product / service and deliver the value propositions we need to perform the key activities identified in the table.

Table 2.5 Overview of Key Activities

|  |  |  |
| --- | --- | --- |
| **Key Activity** | **Description** | **When are going to be performed (during or after the project)** |
| ……… | ……… | ……… |
| ……… | ……… | ……… |
| ……… | ……… | ……… |

*List at high level all of the main activities that have to be performed in order to reach the commercial objectives of the Business Plan. Please note that the tasks to be realised in the frame of the proposed activities (listed in Section 3.4) are typically a subset of the above. Briefly explain the criticality of each key activity to the success of the development and to the overall activity.*

## Key Partners

The value chain involves the actors defined in the table below.

Table 2.6 Key Partners

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner Name** (company name, country, web link) | **Background / Experience** | **Involvement in the Project and/or in commercial exploitation** (e.g. none, sub, supplier, pilot user, customer, integrator) | **Type of Agreement** (e.g. NDA, partnership agreement, contract) |
| ……… | ……… | ……… | ……… |
| ……… | ……… | ……… | ……… |
| ……… | ……… | ……… | ……… |

Please, take into account partners during the project stage may not be the same as during exploitation (e.g. HW factory producing the designed product may not have a role during the project, but it will be necessary during exploitation). Please explain the status of those relationships (existing, in progress, to be established…) complementary to the info of the table above.

The following diagram describes the project partners and their role in the project and in the commercial exploitation stage of the product / service.

Figure 2.7 Project Team Composition and Roles



## Cost Structure

The key elements of cost for realising the value proposition during the commercial/operational stage are presented in the following tables.

|  |
| --- |
| Table 2.8 Cost of Sales |

The above table can be found in the spreadsheet file

|  |
| --- |
| Table 2.9 Operational Expenditures |

Personnel costs can be also derived from established hourly rates.

The above table can be found in the spreadsheet file

|  |
| --- |
| Table 2.10 Capital Expenditures |

The above table can be found in the spreadsheet file

The following assumptions have been used to derive the figures provided in the tables above: ……

## Competitive Landscape

Our product / service is addressing the sector of …… (e.g. provide few examples), which has the following characteristics: …. (e.g. geographical reach, trends, sales model).

Our key competitors and the nature of the competition are identified in the table below.

Table 2.7 Summary of the Competition

|  |  |  |
| --- | --- | --- |
| **Competitor** | **Nature of Competition** | **References** |
| ……… | ……… | ……… |
| ……… | ……… | ……… |
| ……… | ……… | ……… |

*Indicate the nature of the competition for each of the identified competitors. For example, an existing or potential supplier of the same type of product / service, an established supplier of similar product / service, a new entrant to the market, an entity known or suspected to have plans to develop the same type of product / service, a market incumbent. Quantify the nature of the competition as far as possible (e.g. provide estimates of their market share, competitiveness in terms of pricing, etc.).*

*Provide references to substantiate your assessment of the competition (e.g. web links, references to market analyses, data sheets, etc.).*

*Please note that statements such as “There is no such product / service on the market, ergo there is no competition” are not considered acceptable, because the number one competition stems always from the existing way the problem is solved currently by the users/customers. The number two competition typically disregarded is from other solutions the customers might be able to take up (substitutes which do not require space assets).*

Our key competitive differentiations are summarised in the following table.

Table 2.8 SWOT Analysis

|  |  |
| --- | --- |
| **STRENGTHS**  - List of strengths | **WEAKNESSES**  - List of weaknesses |
| **OPPORTUNITIES** - List of opportunities | **THREATS** - List of threats |

Strengths are characteristics that give you an advantage over your competitors. Weaknesses are characteristics that place you at a disadvantage with respect to the competition. Opportunities are (usually external) elements that you could exploit to improve your business prospects. Threats are elements (e.g. external influences) that could threaten your business prospects. Add supplementary material as necessary to fully describe the competitive environment. On the basis of the SWOT analysis, please identify your strategic options to achieve the commercial goals.

## Market Analysis

The market segment(s), its size and the geographical reach are:

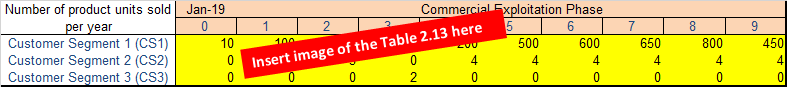
The position of our product / service in the market is summarised in the matrix below.

Table 2.9 Market positioning

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| MARKETS | New (MN) | ………. | ………. | ………. |
| Adjacent (MA) | ………. | ………. | ………. |
| Existing (ME) | ………. | ………. | ………. |
|  | | Existing (PE) | Incremental (PI) | New (PN) |
| PRODUCT / SERVICE | | |

*For example, if the product / service tries to resolve a potential need not yet expressed by users, the market positioning will be New, and shall be indicated accordingly in the above table (MN). If the intended project tries to improve (e.g. by increasing features, reducing costs) a product / service, the product / service positioning will be existing (PE). Possible combinations of Markets / Product / services shall be marked in the table (either with a “X”, or with the name of the product / service) as appropriate.*

In terms of the market, our projection is to capture in the short-term for each of the identified customer segments has shown in the following table.

Table 2.10 Served Obtainable Market

The above table can be found in the spreadsheet file

Present the underlying assumptions that led to the projected sales volumes over time.

The assumptions behind the above sales projection are ….

## Exploitation Plan

Time of commercial entry into the market and way forward to bring the activity results to commercial product / service:

Expected economic, social or environmental benefits inside and outside the consortium, and associated timescale:

## Financial Indicators

A profit and loss and cash flow statement is provided in the table below.

Table 2.15 Profit & Loss and Cash Flow Statement



(The above is just an example. The above table can be found in the spreadsheet file)

Table 2.11 Financial Indicators with and without ESA Support

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  | | --- | --- | | **WITH ESA** | | | Pay Back | year 5 | | IRR | 33.1% | | NPV | 1,290,675 |      |  |  | | --- | --- | | **WITHOUT ESA** | | | Pay Back | year 6 | | IRR | 17.7% | | NPV | 607,790 | |  |
|  |  |

(The above is just an example. The above table can be found in the spreadsheet file)

# SYSTEM AND IMPLEMENTATION ASPECTS

## User Requirements

The following table provides a first iteration of the user requirements.

Table 3.1 User Requirements

| **Req. ID** | **User Requirement Name** | **Description** | **Justification wrt the Value Proposition and/or comment** | **Related customer segments** |
| --- | --- | --- | --- | --- |
| ……. | ……. | ……. | ……. |  |
| ……. | ……. | ……. | ……. |  |
| ……. | ……. | ……. | ……. |  |

The intended approach to identify the user requirements during the project execution will be based on …. (e.g. waterfall, agile). The planned level of involvement of the pilot user/customer in this process is ….

*Please note that following selection of the Outline Proposal the Agency may facilitate the discussion with the interested municipality(ies), as needed , involved in the 5G for L’ART opportunity.*

## System/Service Architecture

A high level block diagram of the system/service showing the key attributes and key building blocks and the main interfaces is provided in the figure below.

Figure 3.2 System/service Architecture



EXAMPLE

*Identify any differences in the System/service architecture between the pilot and the full commercial deployment.*

With reference to the figure above, the pilot system to be deployed in the proposed activity will consist of the following elements:

* Remote terminals…/ number of remote sites
* Service centre…
* Etc.

*If more than one pilot demonstrator is proposed, identify which part of the pilot system are used in each proposed pilot demonstrator*

## Implementation Approach

The starting point for our project is:

(e.g., idea, prototype, existing product, existing service, results from other activities, discussions with potential users)

The key activities proposed to execute are:

The expected goals / outputs at the end of the activity and the way they will contribute to the final product / service are:

The elements to be developed in the proposed activities are ……

Our proposed development approach is the following: …… (describe the source of the key building blocks, such as existing elements and/or all items to be developed). This will result in the following hardware / software models to be built, verified and delivered: prove of concept, fully operational prototype, commercial service.  
The overall service development approach is here outlined: …….

*Provide supplementary text as necessary to fully explain the development approach.*

## Pilot-Demonstration Service

The pilot-demonstration service has the following objectives …….

We will assess the success of the demo project based on the following KPIs (please, at least one KPI per objective) …….

The pilot-demonstration service activities will be based on the following undertakings: users/customers involvement, envisaged utilisation of the system, e.g. 2 hours of use every day, duration of the pilot-demonstration stage e.g. 8 months, etc.

The following 5G and space asset(s) will be used in the pilot-demonstration: ….

The expected preparation activities of the pilot-demonstration will include: specify as needed (e.g. deployment, integration within the user environment, acceptance, logistics, training).

The customers/users/stakeholders participating in the pilot-demonstration, the related level of involvement and a short description of the activities to be performed by them is summarised in the table below.

Table 3.3 Involvement of Users, Customers and Other Stakeholders in the Pilot-Demonstration

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Role in the Pilot-Demonstration** | **Activities** | **Agreement and associated status (in place, to be secured in Full Proposal, etc.** | **Names of decision makers and involvement in the pilot stage** |
| ……… | ……… | ……… | In place / in Full Proposal… | ……… |
| ……… | ……… | ……… | In place / in Full Proposal… | ……… |
| ……… | ……… | ……… | In place / in Full Proposal… | ……… |

Preliminary considerations for evaluating system and service performance during the pilot-demonstration are here summarised: ….

1. The success criteria / goals to be achieved during the pilot/demonstration to gain customer commitment are: ….

*The success criteria / goals shall be presented in terms of Key Performance Indicators (KPI’s) that quantitatively measurable and are relevant for inferring commercial uptake of the service after the end of the project. Therefore, the KPI’s must be relevant to the pilot users and potential customers and their interest in adopting the service. KPI’s must be related to the value propositions.*

1. *Please also describe the Pilot you propose, including:*

* *the aim of the Pilot: demonstrate the system/service by assessing its specific features/performance, demonstrate integration of space and 5G technologies*
* *which users/customers you propose to involve and the areas where the Pilot (s) is planned to be performed*
* *the main activities proposed to be performed in the pilot*

1. ***Please note that the execution of the pilot in at least one relevant areas/sites/monuments/buildings amongst those proposed in the Cover Letter-Annex 1, is mandatory.***

*5G for L’ART assets required for the Pilot:*

*In order to perform at least one pilot in at least one of the proposed L’ART areas/sites/monuments/buildings, the 5G for L’ART users proposed the areas/ sites listed in Annex 1 of the Cover Letter .Please list here the areas you intend to use to perform the pilot.*

*Please also list here the 5G assets you intend to use during the pilot and provide evidence of the preliminary- agreement with the considered 5G terrestrial operator(s).*

*For each area/sites requested please provide a short description about how it will be used, for how long and for which purpose.*

1. *Please also describe here the necessary preliminary authorizations and related documentation required to operate in a certain area(s)/building(s)/site(s) in order to successfully perform the pilot .The specific terms of use/confirmation regarding availability of Roma Capitale, the Municipality of L’Aquila and Abruzzo region, and the Municipality of Torino assets shall be agreed between the Tenderer and the involved municipalities, depending on the above identified needs as refined in the Full Proposal. As mentioned above, following selection of the Outline Proposal the Agency may facilitate the discussion with the interested municipality(ies), as needed involved in the 5G for L’ART opportunity*

## Technical and Non-Technical Risks

The major technical, operational and business related risks associated with the proposed activity and the associated mitigation plans are:

These risks are summarised in the following table.

(Complete the following table as appropriate)

Table 3.4 Overview of the Major Risks and the proposed Risk Mitigation Actions

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk Identifier** | **Description** | **Likelihood** | **Severity** | **Mitigation Actions** |
| ……… | ……… | low/medium/high | low/medium/high | ……… |
| ……… | ……… | low/medium/high | low/medium/high | ……… |
| ……… | ……… | low/medium/high | low/medium/high | ……… |

Our approach to promote the commercial uptake of the system/service is: …. (e.g. incentives for project pilot-demonstration users to subscribe to the operational service).

# Financial, Management, Administrative (FMA)

The table below provides a high level description of the key activities (e.g. first level Work Packages, to be provided in graphical format if it’s available) to be performed including the time planning information.

Table 4.1 Key tasks and high level information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **WP Identifier**  (e.g. WP1000, WP2000, …) | **WP Title** (e.g. Management, Requirements Definition,Development XXX, Verification, Pilot System Deployment, Pilot/Demonstration) | **Key activities** | **Responsible Entity** | **Schedule** |
| ……… | ……… | ……… | Prime/Sub A…. | KO-KO+xx m |
| ……… | ……… | ……… | Prime/Sub A…. | KO-KO+yy m |
| ……… | ……… | ……… | Prime/Sub A…. | KO-KO+zz m |

The table below provides a high level description of the proposed team, including the internal source of co-funding.

Table 4.2 Main project participants and experience

|  |  |  |
| --- | --- | --- |
| **Company Name / Users** | **Main figures**  (e.g. year of creation, size, turnover, number of employees) | **Relevant Experience** |
| ……… | ……… | ……… |
| ……… | ……… | ……… |
| ……… | ……… | ……… |

Table 4.3 Costing and pricing

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Company Name** | **SME yes/no** | **Country** | **Budget (cost) kEUR** | **ESA contribution kEUR** | **Source of co-funding** |
| ……… | yes/no | ……… | ……… | ……… | ……… |
| ……… | yes/no | ……… | ……… | ……… | ……… |
| ……… | yes/no | ……… | ……… | ……… | ……… |

Examples of possible sources of co-funding are: existing funds in bank account coming from sales / profit, already approved / prospective bank loan, investment from external source e.g. private investment funds, other contributions. Note that public grant funding cannot be considered as the source of co-funding.

The purpose of this information is to provide evidence on the capabilities of the involved company(ies) to pay their share of the cost of the proposed activity elements (procurements, facilities, manpower) and, as such, can serve the obligations of the activity.

The table below provides a break-down of the main cost elements.

Table 4.4 Main costs elements

|  |  |  |  |
| --- | --- | --- | --- |
| **Cost Element**  (e.g. HW and SW procurement, data procurement, development costs, third party contributions\*) | **Source of procurement**  (Commercial Off The Shelf, supplier, loan, rental, internal cost). Please indicate if the procurement is done outside the relevant Member State\*\* | **Amount in kEUR** | **Company(ies) responsible for the procurement (Prime or Sub)** |
| ……… | ……… | ……… | ……… |
| ……… | ……… | ……… | ……… |
| ……… | ……… | ……… | ……… |

\* Third party contributions are cost elements made available by partners outside the contractual consortium (composed of Prime and Sub(s)) which are necessary for the implementation of the proposed activities. A preliminary breakdown (e.g. hours, facilities rental, asset to be depreciated) and associated justification shall be provided in order to discuss with ESA the eligibility of these costs.

\*\* Please note that expenditure outside the member state of the tenderer may be subject to approval by the relevant National Delegation. If the expenditure is outside ESA member states for an amount equal or above 100 kEUR, specific authorisation(s) from additional committee(s) may be required.

The table below provides the description of the links (if any) of the proposed project with activities undertaken by the members of the consortium in the frame of other publicly funded national and/or international programmes.

Table 4.5 Links with other programmes

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Linked Activity Name** | **Activity description and relevant links with what is proposed in this Outline Proposal** | **Cost of the Linked Activity**  **kEUR** | **Funds received by public sources**  **kEUR** | **Timeframe** | **Related programme / funding agency**  EU H2020, FP7, ESA XXX, national programmes |
| ……… | ……… | ……… | ……… | ……… | ……… |
| ……… | ……… | ……… | ……… | ……… | ……… |
| ……… | ……… | ……… | ……… | ……… | ……… |

The table below provides the breakdown of costing and pricing per company.

Table 4.6 Breakdown cost and price per company

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Company/ Organisation** | **Status (e.g. University, SME)** | **Country** | **Cost (kEUR)** | **Price (kEUR) (requested from ESA)** | **% Funding from ESA** | **National Delegation Support[[2]](#footnote-3)** |
| Prime | ……… | ……… | ……… | ……… | ……… | yes/no/under discussion |
| Sub 1 |  | ……… | ……… | ……… | ……… | yes/no/under discussion |
| Sub 2 |  | ……… | ……… | ……… | ……… | yes/no/under discussion |

What other help/support are you expecting from ESA?

(e.g. access to space data, networking, coaching, branding, technical / business advice):

1. Coordinates of National Delegations can be found under:

   <https://business.esa.int/national-delegations> [↑](#footnote-ref-2)
2. yes = The National Delegation has been contacted and is in favour of the proposed activity.  
    no = The National Delegation has not yet been contacted.  
    under discussion = The National Delegation has been contacted and discussions are ongoing. [↑](#footnote-ref-3)