



ENCIRCLE

EuropeanN Cbrn Innovation for the maRket CLustEr

ENCIRCLE TOOLKIT

FOR

PART B PROJECTS

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- Part B Projects

Executive Summary

The purpose of this document is to provide the Part B awarded topics a tool kit for their innovation development. The will be a rolling document that will be updated until the completion of the ENCIRCLE project and maintained on the ENCIRCLE Networks and Forum site under the resources folder

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1 INTRODUCTION

The main goal of the ENCIRCLE project is to strengthen the European industry to help create the tools and strategies needed to consolidate the EU CBRN communities of suppliers and practitioners in order to strengthen the field of CBRN safety, security and defence in the European Union.

In order to achieve this goal the innovative approach based on the five objectives aimed at prompting the innovation and business development, and filling market gaps in the project timeframe was proposed. The project objectives include:

- Create an open and neutral EU CBRN cluster,
- Provide a sustainable and flexible vision and roadmap for the development of the European CBRN market and innovations,
- Provide integration with platforms (systems, tools, services, products) by proposing standardized interfaces and future EU standards to integrate CBRN technologies and innovations developed from the Part b projects,
- Support CBRN safety, security and defence commercial and market services,
- Improve and facilitate European CBRN dissemination and exploitation.

2 WORKING WITH ENCIRCLE

1. Kick – off Meeting and telecon
 - a. Introductions and overview of the projects
2. Project Start
 - a. Project registers the project to the ENCIRCLE Catalogue
 - b. Project completes initial Business Case maturity model
 - c. ENCIRCLE conducts initial gap analysis and looks where areas of support will be required
 - d. ENCIRCLE will nominate a technical contact for the project
3. Virtual and Physical Meetings
 - a. A schedule should be agreed between the projects, but should be a minimum of three per year
4. End of Year One
 - a. Project has loaded on catalogue initial Tools
 - b. Business maturity model is updated
 - c. ENCIRCLE Continues gap analysis and provides support
5. Subsequent Project year Ends
 - a. Project has updated catalogue initial Tools
 - b. Business maturity model is updated
 - c. ENCIRCLE Continues gap analysis and provides support

3 ENCIRCLE RESOURCES

- ENCIRCLE Catalogue
 - See Chapter 4
- Innovation Watch
 - See Chapter 5
- Market and Business Case Support (Funding instruments, Business Models and Plans, Market Analysis)
 - See Chapter 6
- Integration and Technical support (Standards, Integration and Human Factors)
 - See Chapter 7

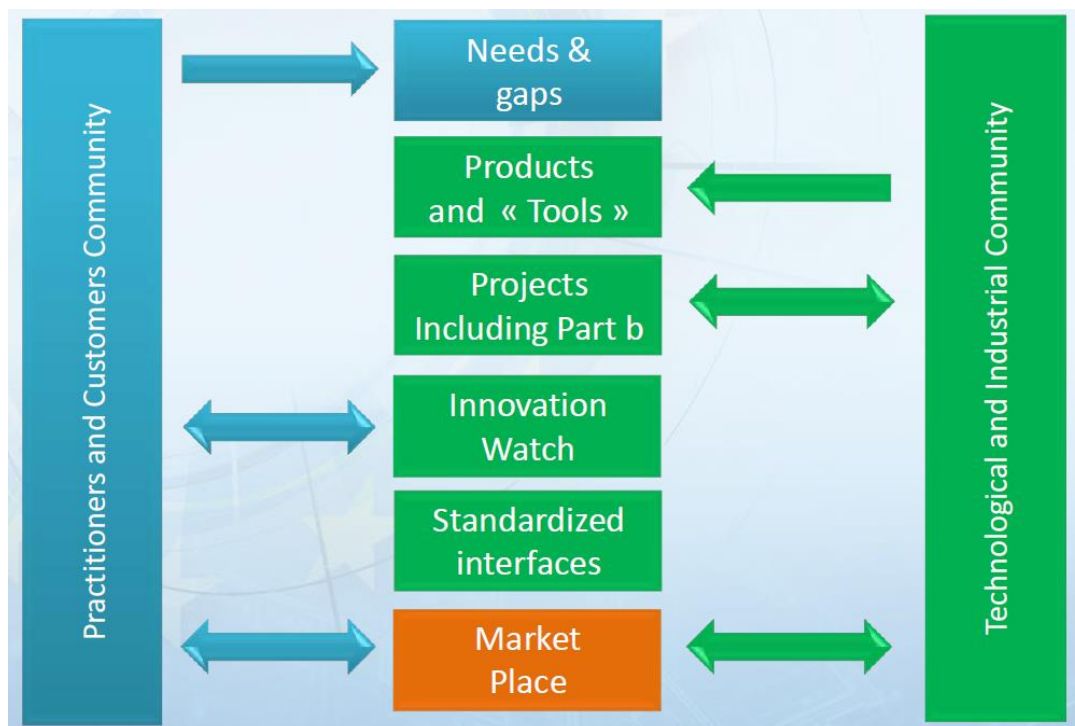
4 ENCIRCLE CATALOGUE

The ENCIRCLE Dynamic Catalogue is an open and neutral platform associated with commercial and technical services. The Dynamic Catalogue provides a platform for industry and technological providers to showcase European CBRN capability as well as provide a knowledge source for practitioners and policy makers.

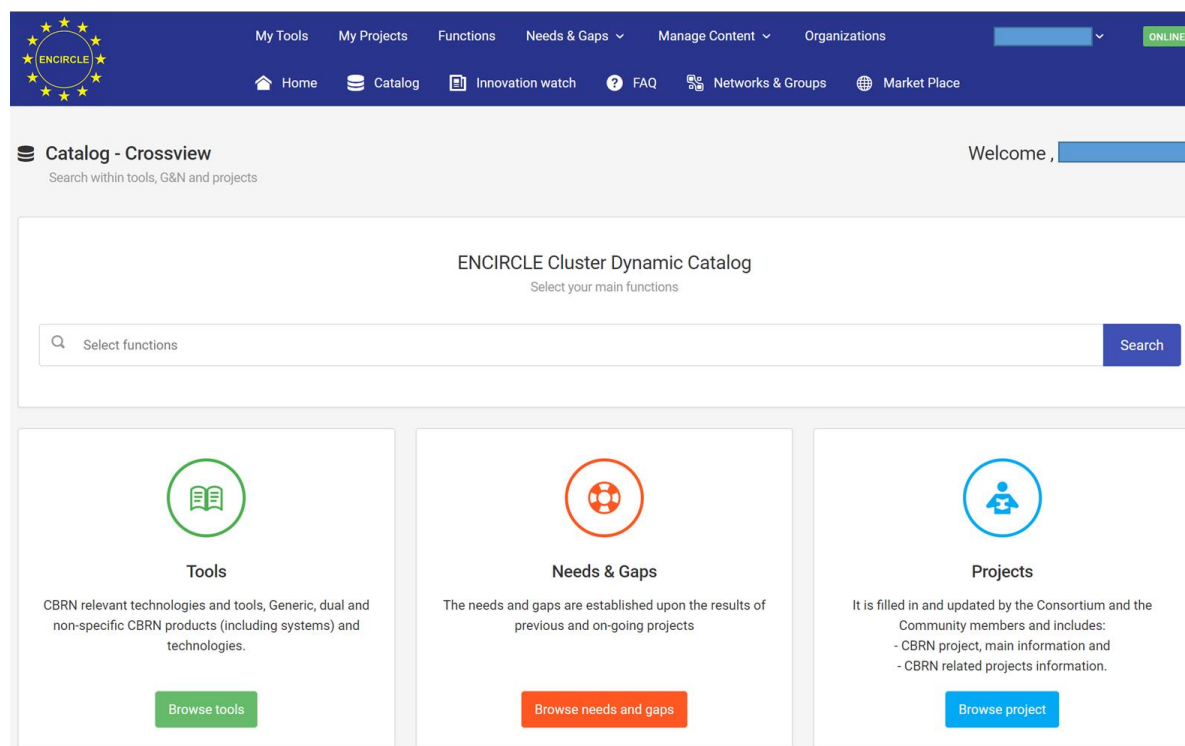
The Part B projects should load there innovations onto the ENCIRCLE catalogue and update the catalogue entries with more information as they mature.

4.1 DYNAMIC CATALOGUE GENERAL DESCRIPTION

The catalogue is a sustainable and secure web-portal and databases supporting the ENCIRCLE Dynamic Catalogue creation and update, the Practitioner and the Technological and Industrial communities and market place functions



4.2 DYNAMIC CATALOGUE MAIN FUNCTIONS



4.2.1 Tools and Projects Database

The dynamic catalogue has the following main functions:

Tools and Innovations: The tools and innovations catalogue is populated by the community members and is accessible to all the registered users. The entries are catalogued against a modified version of the STACCOTO Taxonomy and includes the following meta-data fields

- Functional Description
- Maturity
- Contact Points
- Needs and Gaps the Tools/innovation and Product meet
- Integrations interfaces and standards

Projects Database: The projects database is completed by the community members and contains information on CBRN projects

Needs and Gaps: The Needs and gaps function provides an unclassified list of needs and gaps as identified by the practitioner community

Innovation Watch: The tool monitors different media streams (social network, news etc) for content of a topic that you are interested in.

Market Place: Provides market pull by allowing practitioners to request for information on capabilities and technology push and information from the suppliers and vice versa.

4.2.2 Network and Groups

The 'Network and Groups' function of the catalogue refer to those forums that have been created by the ENCIRCLE partners but also the cooperating projects from CBRN Cluster Part b call. Forums topics on the forum which are of interest for the CBRN community include:

1. General Discussion:
 - Collection of standards for CBRNe
 - Results of the integration and interoperability surveys
2. Monthly News Feed
3. Question Box
 - New threats (note this is unclassified), Procurement Opportunities and Urgent Operational needs
4. CBRN Market Analysis Report Discussion Board
5. ENCIRCLE Resources
 - Includes reports on First Market Analysis, Human factors analysis, Business Maturity Model and Best Practices.

4.2.3 Catalogue Registration

- You need to be first registered as an ENCIRCLE "Technological and Industrial Community" or "Practitioner and Customer Community" member in order to access the catalogue.
- If you are registered as a "Technological and Industrial Community" member, you will need to register at least one tool or one project to be accepted.
- The registration process is the following:
 - Open the ENCIRCLE dynamic Catalogue home page: <https://www.encircle.eu/>,
 - Click either on "Register as Practitioner and Customer community" or on "Register as Technological and Industrial community",
 - Fill in your email address, desired username and password.
 - Use the activating email sent to the email address you provided earlier to activate your account to continuing the registration process.

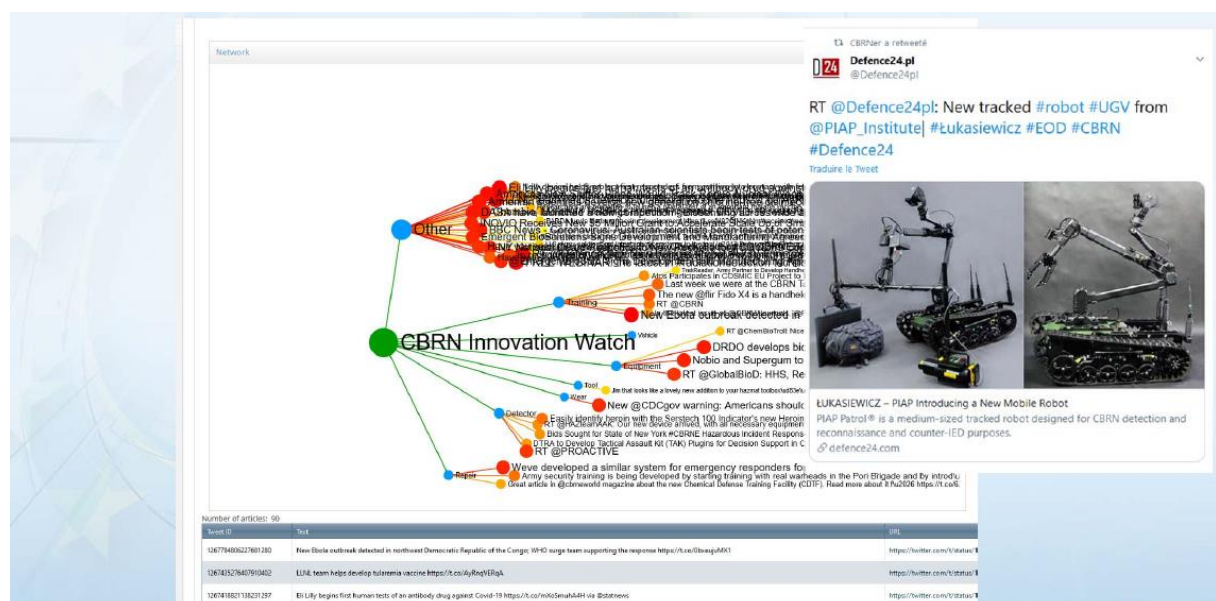
- Fill in the organization, points of contact, functions compulsory fields.
- Fill at least one tool or project.
- Electronically sign the Letter of Intent (LOI) by ticking the box when proposed.
- Submit your request (at the bottom of the questionnaire).
- Your request will be subjected for approval by the project Management Board. Once the decision is made, an email will be sent to your registered email address of the decision.

5 INNOVATION WATCH

The innovation watch comprises a CBRN Innovation Watch and the CBRN Innovation Radar web semantics analysis tool. Both tools are based on the same 3-step approach:

- Step1 : Identify and monitor novel online content for a certain topic
 - Specify the search query that defines the topic of interest which can be narrowed or broadened using Boolean combinations
 - Every month, the tools retrieve and store relevant contents based on the users query
- Step 2 : Identify potential high impact
 - Evaluating the retrieved online content to identify those texts and documents that have the highest potential for impact with using an unsupervised quantitative big data analysis
- Step 3 : Visualise recommendations
 - Provides recommendations for new innovations to be included in the ENCIRCLE catalogue by identifying those topics within the high-impact documents that have the highest novelty value

5.1.1 Innovation Watch Example

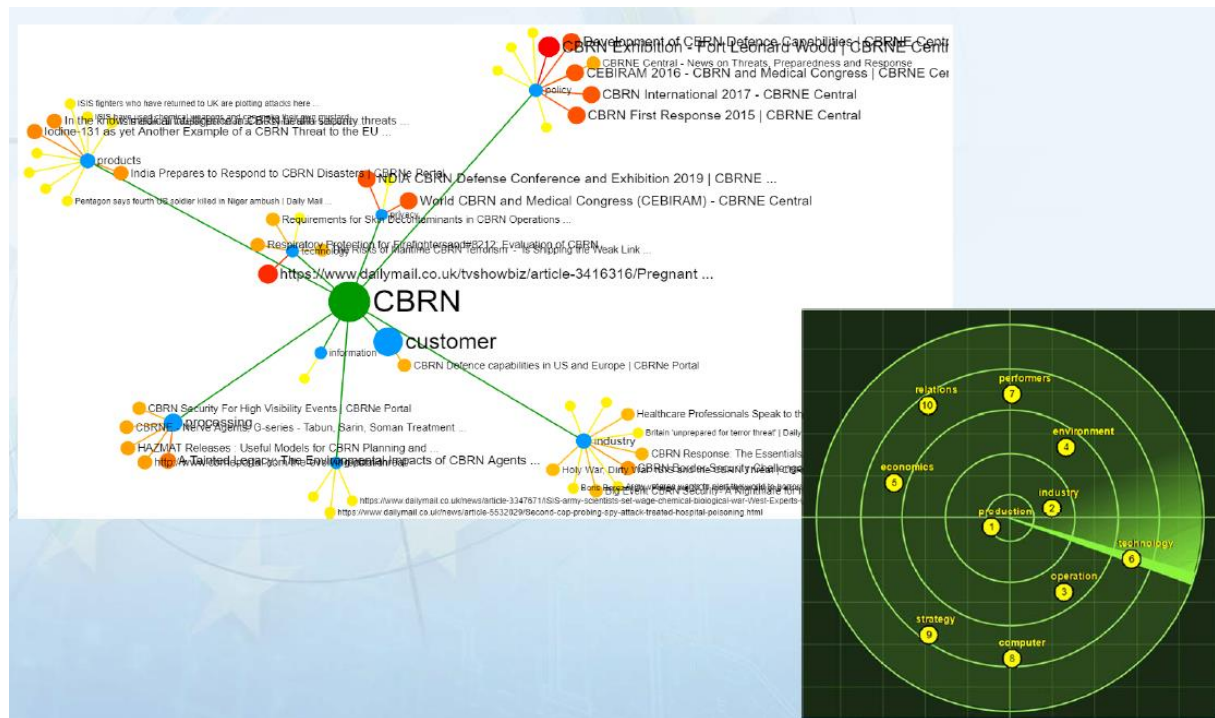


The screenshot displays the ENCIRCLE Innovation Watch dashboard. The top navigation bar includes links for My Tools, My Projects, Functions, Needs & Gaps, Manage Content, Organizations, and a user profile for Caillard. Below this is a secondary navigation bar with Home, Catalog, Innovation watch, FAQ, Networks & Groups, and Market Place. The main content area is titled 'Innovation Watch' and features two buttons: 'InoWatch Widget' and 'Radar Widget'. Six news items are displayed in a grid:

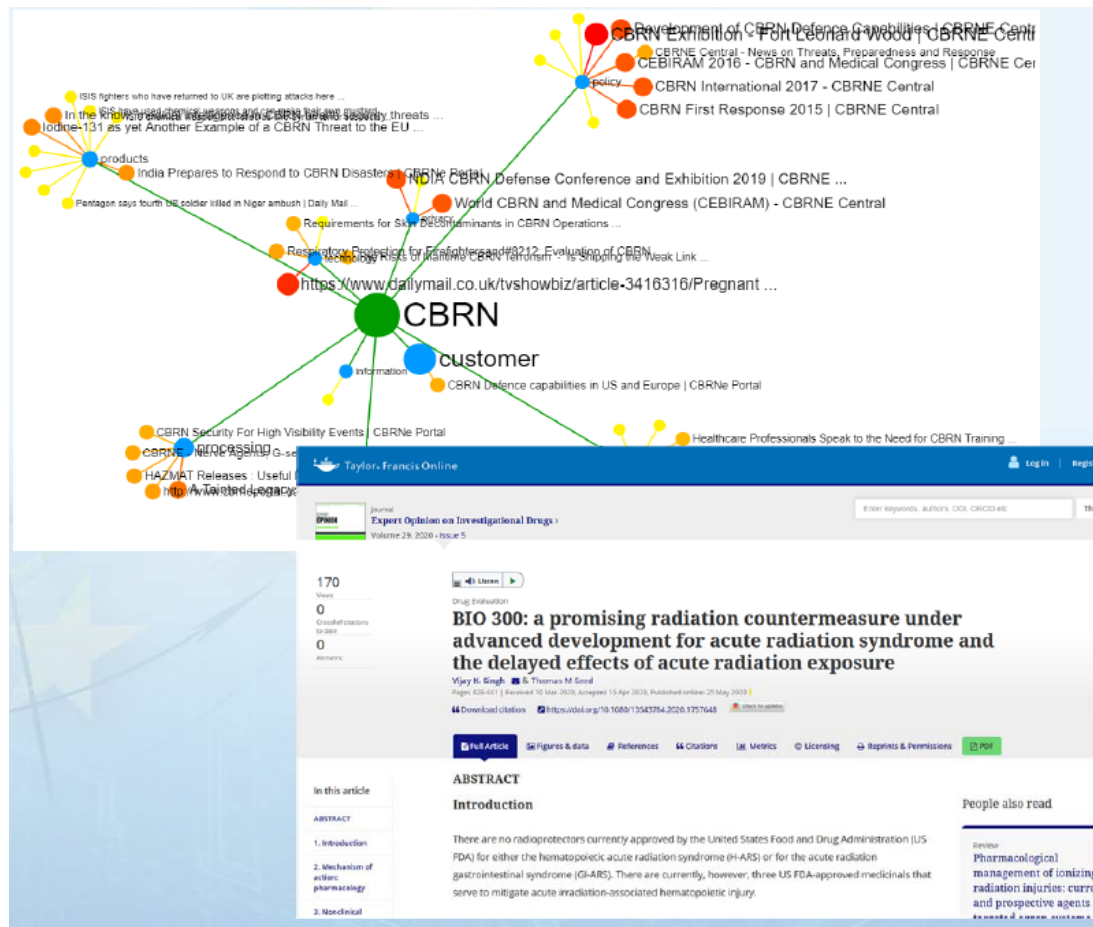
- New helo masks will better protect against chemical, radiolo...**
The Air Force has rolled out a new, updated mask for helicopter air crew members that the Air For...
2019-08-30 [Read more](#)
- List Labs Announces New Anthrax Lethal Factor Detection Meth...**
CAMPBELL, Calif., Dec. 13, 2018 /PRNewswire/ -- Since the intentional release of anthrax spo...
2019-08-30 [Read more](#)
- MASA's SWORD 6.12 training system integrates new CBRN module**
MASA Group launched the latest version of its SWORD (surveillance and warning, obstacle ranging,...
2019-08-30 [Read more](#)
- Defense Threat Reduction Agency has integrated its powerful,...**
<https://www.dvid...>
2020-05-13 [Read more](#)
- A new model joined the family of LUKASIEWICZ – PIAP mobile r...**
PIAP Patrol is a medium-sized tracklaying vehicle designed to detect chemical, biological, radiol...
2020-06-29 [Read more](#)
- New generation chlorine-free disinfectant**
Scientists at the A.B. Nalbandian Institute of Chemical Physics of the National Academy of Scienc...
2020-06-29 [Read more](#)

5.1.2 CBRN Innovations Radar web semantics analysis tool

The important information on the radar is how close to the centre are the key words



The risk radar summarises its results in a network view containing three types of items: the topic, keywords and articles



6 FUNDING INSTRUMENTS AND BUSINESS PLAN CONSIDERATIONS

6.1 FUNDING INSTRUMENTS

The latest information concerning funding instruments to support innovation development can be found on the ENCIRCLE project website – [Funding Instruments](#)

One of the primary instruments is the InnovFin – EU Finance for innovators

"InnovFin – EU Finance for Innovators" is a joint initiative launched by the European Investment Bank Group (EIB and EIF) in cooperation with the European Commission under Horizon 2020.

InnovFin consists of a series of integrated and complementary financing tools and advisory services offered by the EIB Group, covering the entire value chain of research and innovation (R&I) in order to support investments from the smallest to the largest enterprise.

InnovFin is available across all eligible sectors under Horizon 2020, in EU Member States and Associated Countries.

<http://www.eib.org/products/blending/innovfin/>

6.2 INNOVATION PROCESS

As part of the innovation process there should be consideration for the development of a business and product strategy associated with the innovation. This should include

- Capability Gaps
 - These are the customer needs and gaps that the innovation to be developed is addressing
- Business Strategy
 - This should be a very high-level summary to ensure engineers and technologists understand the business direction and are reminded of the continual need to ensure that whatever is done under the project remains business focused.
- Product Strategy
 - This should simply articulate what capabilities are required for the eventual product, when they are required and at what performance level, and maturity
 - A number of these aspects can simply be represented in a Product roadmap
- Innovation Plan
 - This should be a description of the technologies that need to be developed as a result of the capability Gaps to deliver the product or service
 - Should describe the technologies required and when they need to be matured
 - Should be a technology investment plan associated with the key technologies, partnering and Intellectual property

6.3 BUSINESS PLAN CONSIDERATIONS

The following sections are considerations for business case development, they are not mandatory but questions you should consider as part of any business case generation. The responses should be short and to the point and quantitative as much as possible.

As part of the development of your business plan it is recommended that the Business case maturity Model as described in sections 6.4 and 6.5 is used to track the progress of the innovation being developed.

Activity	Description
Your Business and objectives	Briefly describe your business, outlining the different product(s) and/or service(s) you offer
	Objectives <ul style="list-style-type: none"> ○ Short term (current year): ○ Medium term (next 1 – 2 years): ○ Long term (3 years and beyond) :
	Investment or loans Describe how you will use your investment and how it will help you achieve these objectives:
Skills and Experience	Outline any relevant skills and experience and any gaps and how you will address them.
Your Target Customer	<ul style="list-style-type: none"> ○ Outline your target customers regions and markets ○ What customer need or problem does your product(s) and/or service(s) address? ○ Explain your approach to pricing your product(s) and/or service(s):
Your Market and Competition	<p>What research have you conducted to understand your market, including your industry, regions, customers, competitors?</p> <p>What market opportunities and barriers are there for successful market entry</p> <p>Consider conducting a SWOT exercise to understand what your strengths and weakness are, and what are the opportunities and threats</p>
Sales and marketing Plans	How do you or will you promote your business?
Exploitation Plan	How you will exploit the innovation/capability service
Operational Plans	Supplier and business relations ships

	<ul style="list-style-type: none"> ○ Are there any suppliers or business relationships that are critical to delivering your products/services or otherwise running your business? ○ Describe relationship and service provided <p>Other Operational considerations</p> <ul style="list-style-type: none"> ○ Do you currently employ staff? ○ If you have staff ○ How many and what are key roles ○ If no and you plan to take on staff - When, how many and what are key roles ○ Where does or will your business operate from? ○ What laws or regulations have you considered for your business and/or industry?
Intellectual Property	<ul style="list-style-type: none"> ○ What intellectual property do you have protected ○ What intellectual property do you need to protect ○ What third party intellectual property infringement analysis have you conducted ○ Are there any Licensing requirements or opportunities
Business Model	<ul style="list-style-type: none"> ○ Include here your results of your business and financial models
Supporting evidence	<ul style="list-style-type: none"> ○ Include any supporting evidence

6.3.1 Other Business and strategic planning models

The following table highlights other business and strategic planning models that could be used

Business Planning Model	
Business Model Canvas	This is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances.
Balanced scorecard	The Balanced Scorecard is a strategy management framework
SWOT analysis	A high-level model used at the beginning of an organization's strategic planning. It is an acronym for "strengths, weaknesses, opportunities, and threats." Strengths and weaknesses are considered internal

	factors, and opportunities and threats are considered external factors.
PEST Model	Stands for “political, economic, sociocultural, and technological.” Each of these factors is used to look at an industry or business environment, and determine what could affect an organization’s health
Blue Ocean strategy	The idea behind Blue Ocean Strategy is for organizations to develop in “uncontested market space” (e.g. a blue ocean) instead of a market space that is either developed or saturated (e.g. a red ocean).
Michael Porter Model	Is a model that examines, the threat of entry, substitute products and services, bargaining power of customers, bargaining power of suppliers and competitive rivalry

6.4 BUSINESS CASE EVOLUTION AND MATURITY MODEL

The business case for the product or service being considered should ensure that any investment case for the product/innovation is tested through the process and will become more comprehensive during the development cycle. By testing during the cycle it also provides an opportunity to stop the development if the tests are not passed.

An example of the stages is shown below from idea through to seeking full investment to take a product to market and will be used by the ENCIRCLE Cluster and the part B Project to assess and assist with development.

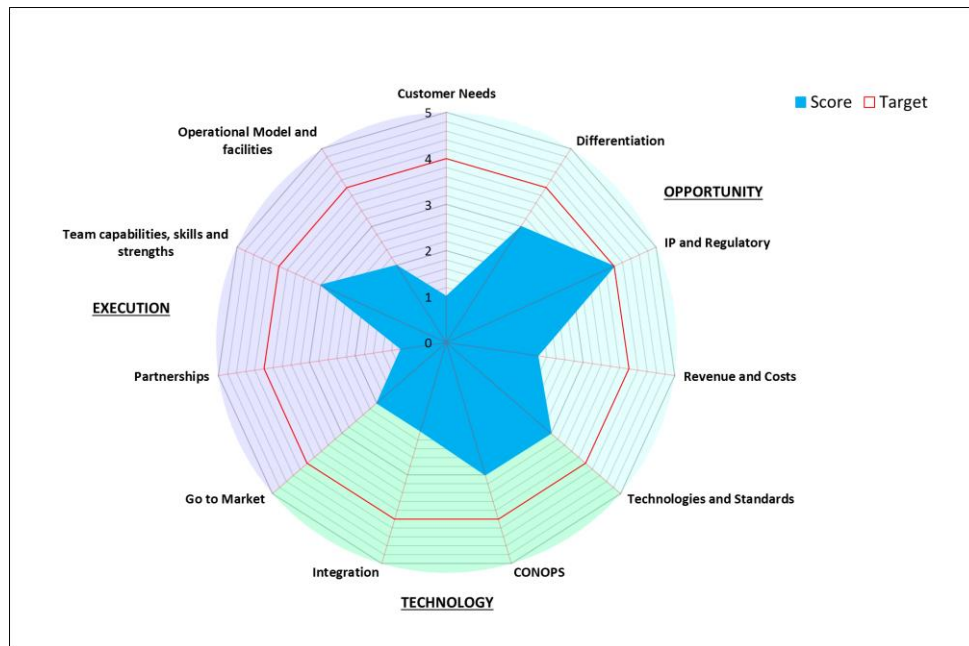
The key areas are considered to in the business case development are:

- Attractiveness: measuring the value of the overall proposition to the business, either strategic or monetary
 - Covering: Customer needs, value proposition and willingness to buy; Customer segments, addressable market and attainable market share; Competitive landscape, differentiation and market positioning; Intellectual property rights (IPR) position and commercial posture; External and regulatory environment; Size of the prize, revenue streams & NPV; Business Model; Business opportunity running costs; Investments Required
- Technology: measuring the difficulty of utilising the technology for commercial advantage
 - Covering: Critical Technologies and technical standards; CONOPS; Integration and / or domain knowledge
- Ability to execute: measuring the ability to deliver on the opportunity

- Covering: Go-to-market/Route-to-market & sales/marketing/distribution channels; Partnerships; Team business capabilities, skills and strengths; Operational model, Facilities

A simple set of questions has been developed to help measure business case maturity in these areas as shown below

	CRITERIA	EXPLANATION	IDEA	DEVELOPMENT			PRODUCT/SERVICE	Score	Target
				Maturing Stage 1	Maturing Stage 2	Maturing Stage 3			
O P P O R T U N I T Y			1	2	3	4	5		
	Customer Needs	Customer needs are understood and there is a willingness to procure Addressable market and attainable market share is understood	Initial view has been identified of the needs and who the potential customers are	The identified needs have been validated Have identified the customer segments and the business opportunities and addressable market understood	The customers willingness to pay has been identified and there is a clear idea of the attainable market	The customers willingness to pay has been identified and there is a clear idea of the attainable market	Orders, sales and revenues achieved	1	2
	Differentiation	Competitive landscape is understood		The competitive landscape is understood and the 'need and gap' has been validated, and a route to market has been identified	The product/service has been shown to have differentiation against competitive solutions and the route to market identified	The product/service has barriers against other products in this market space	Market leader for this product/service	2	3
	IP and Regulatory	Intellectual Property and Regulatory Environment and Environment	Have an initial view on the regulatory environment	The patent landscape is understood, IPR position has been identified, and external environment understood	The IPR position has been validated, IP protection if required is being put in place, and it is understood how to meet the external and regulatory environments	IP freedom to operate in the space is confirmed and plans have been implemented to meet any regulatory requirements	The IP protection is in place and we have freedom to operate and we are resilient to changes in the regulatory environments	3	4
T E C H N O L O G Y	Revenue and Costs	Size of the opportunity, Business Model, revenue and costs	An initial view of the size of the opportunity	Potential Revenue streams have been identified. Potential business models, cost drivers and investment identified	The revenue streams, business models, cost drivers have been validated and the investment case and timescales identified	The revenue streams, business models and investment case have been matured	Orders and sales are in forecast and investment is in place	1	2
	Technologies and Standards	Critical technology and standards and interfaces	Have a broad outline of the technology requirements	Have an initial view of the technology requirements and the gaps that need to be filled	The technology components, standards and interfaces have been identified	Technology demonstrator has been developed to the correct standards and interfaces (TRL5/6)	The product is matured and is being maintained (TRL9)	1	2
	CONOPS	Concept of operations and use	We have an initial view of what difference this solution would have when deployed	Some initial evaluation has been conducted on the expected concept of operations	There is a good understanding of the CONOPS with 'customer' practitioner support	We have detailed understanding of the CONOPS and customer support		1	2
	Integration	Integration		We have the integration/domain knowledge to develop the business opportunity	We have validated our integration/domain knowledge with experts/customers/suppliers/internal stakeholders	We have validated our integration/domain knowledge	We have the integration/domain knowledge to scale and achieve the adoption for the business opportunity (IRL9)	1	2
E X E C U T I O N	Go to Market	Route to market, market and distribution		We have identified options for go to market and evaluated them against the business opportunity and customer segments	We have prioritised go to market options and have a strategy in place	We have trialled new go to market strategies	We have implemented the optimal Go to Market strategy	1	2
	Partnerships	Partnerships and suppliers relationships		We have identified areas where we may require partners / suppliers and identified key partners / suppliers	We have engaged and vetted preferred partners / suppliers	Preferred partners / suppliers have successfully co-created and delivered into immediate product opportunities	We have contracts in place with preferred partners / suppliers for full product launch	2	3
	Team	Capabilities, skills and strengths of the team	We have the business skill and capabilities to complete Concept study	We understand high level team business skill and capability requirements and have identified gaps for the business opportunity	We have sourced required business skills and capability resources	We have implemented the required business skill and capability resources	We have the business skill and capabilities to succeed with our business opportunity	1	2
	Operational Model	The operational model, processes and facilities				Have identified gaps in processes and facilities for the product/service to be offered	We have implemented the target processes and systems and validated them	1	2



6.4.1 Use of maturity model with the ENCIRCLE Cluster

The maturity model is used by ENCIRCLE to highlight the gaps where the Part B projects need support

- At the start of the project complete the maturity model and pass the information to ENCIRCLE
- ENCIRCLE will look at the greatest gaps where assistance and support may be required
- The model is updated once a year by the projects
- ENCIRCLE continues to monitor the gaps and provide support where they can

6.5 BUSINESS MATURITY MODEL EXPLANATIONS

The following sections cover the documentation of the evolving business plan for the innovation being developed. The business maturity model template and spreadsheet can be found on the ENCIRCLE FORUM under the Resources folder

6.5.1 Opportunity

6.5.1.1 Customer Needs

The purpose of this section is to show

- That the potential customer needs are understood and that there is a willingness to procure the product/service
- That the addressable market and attainable market share is understood
 - Target Customers Regions and Markets

6.5.1.2 Differentiation

The purpose of this section is to show

- That the competitive landscape for the Product/Service is understood and eventually validated
- That there is a differentiation between what is being offered by the product/service with what is currently in the market
- It is understood how to get to the market
- What research have you conducted to understand your market, including your industry, regions, customers, competitors?

SWOT charts can be used to aid your assessment

Your Strengths	Your Weakness
Opportunities	Threats

6.5.1.3 IPR and Regulations

- The purpose of this section is to:
 - Intellectual Property position is understood e.g.
 - What intellectual property do you have protected
 - What third part intellectual property infringement analysis have you conducted
 - i.e. have you checked you do not infringe anybody else's IP
- The external and Regulatory Environment is understood
 - What regulatory environment does this product/service must meet

6.5.1.4 Revenue and Costs

- The purpose of this section is
 - To be able to scope and explain what the size of the opportunity is
 - Development of the business Models
 - Include here your results of your business models, an example of a model is given in the appendix
 - This should include alternative models and sensitivity analysis by running the models with different parameters
 - Pricing
 - Explain your approach to pricing your product(s) and/or service(s):
 - Investment case
 - Describe what investment is required and if seeking external investment how you will use your investment and how it will help you achieve the product and service objectives:

6.5.2 Technology

6.5.2.1 Critical technology and standards

- Demonstrate that the technology components and standards are understood

6.5.2.2 Concept of operations and use

- This should show that the concept of operations for product/service is understood

6.5.2.3 Integration

- This should show that the integration requirements are understood and mature

6.5.3 Execution**6.5.3.1 Go to Market**

- How do you or will you promote your business?
- Do you understand your route to market and any distribution channels

6.5.3.2 Partnerships

- Are there any suppliers or business relationships that are critical to delivering your products/services or otherwise running your business?
- Describe relationship and service provided

6.5.3.3 Team: capabilities and strengths

- Relevant skills and experience and any gaps and how you will address them.
- Do you currently employ staff?
 - If you have staff
 - How many and what are key roles
 - If no and you plan to take on staff
 - When, how many and what are key roles

6.5.4 Operational Models and Facilities

- Where does or will your business operate from?

- What laws or regulations have you considered for your business and/or industry?
- What process and systems need to be put into place

6.6 MARKET ANALYSIS

Market analysis reports as conducted by ENCIRCLE can be found in the ENCIRCLE Networks and Forum in the resources folder under Resources

7 INTEGRATION AND TECHNICAL SUPPORT

7.1 STANDARDS AND INTERFACES

ENCIRCLE has collated and maintained a repository of standards and interfaces for innovation developed.

Several feedback was received from the Encircle forum and through specific contacts of the CBRN network about existing standards and potentially useful standards.

In this step, particular attention is paid to the standards not yet official but in process of publication and to the gaps, that is the standards considered potentially useful but not yet existing (for this purpose, a specification has been added to the cataloging matrix to indicate the "*desired*" status).

Moreover, compared to the previous version of the list of standards, the standards no longer active have been removed.

The latest version of the repository can be found in the ENCIRCLE Networks and Forum in the resources folder

7.2 INTEGRATION

ENCIRCLE has generated some guidance on Integration by Deliverable *T5.2. Platform Integration*. The document provides information of the CBRN integration platforms. It is basis for the preparation of the RIA aiming at research and development of novel CBRN technologies and innovations providing solutions for the gaps and needs identified in the security market and end-users.

The document is based on the CBRN applications on the market and in the use and new innovations. The latest version of the repository can be found in the ENCIRCLE Networks and Forum in the resources folder

7.3 HUMAN FACTORS

ENCIRCLE has generated the following resources related to CBRN Human Factors which can be found in the ENCIRCLE NETWORKS and Forum under ENCIRCLE Resources – Human Factors Analysis and Reports:

- ENCIRCLE Human Factors Questionnaire – Analysis
- ENCIRCLE PPE Human Factors linked to COVID-19

The preparatory documents (questionnaire, complete answers, literature) may be asked to Rachele Brancaleoni, Task Leader, sending an email to rachele.brancaleoni@policlinicogemelli.it. Assistance to Part B project concerning Human Factors in CBRN may be requested to the same email address.

Meetings might be organized to support the activities of Part B projects with regards to Human Factors in CBRN.