



## Working Paper

# Deliverable D35 - NETT Exploitation Plan

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Contributing beneficiaries	Francesco Epifania
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PU	Public	<b>x</b>
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the Consortium (including the Commission Services)	
CO	Confidential, only for members of the Consortium (including the Commission Services)	

Project co-ordinator: Prof. Bruno Apolloni  
Università degli studi di Milano  
apolloni@di.unimi.it

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## Contents

Summary.....	3
Introduction .....	3
Scope of this document.....	3
NETT Project description.....	3
NETT positioning with respect to state of the art.....	3
Intellectual Property Rights (IPR) .....	3
NETT Copyright Agreement.....	3
NETT Results Dissemination .....	4
NETT Platform Joint Ownership .....	4
NETT Platform Management.....	4
NETT Platform Promotion and Selling.....	4
Market Analysis .....	4
E-Learning Market Landscape.....	4
Target Customers.....	11
Potential Partners .....	11
NETT geographic expansion.....	12
SWOT Analysis .....	13
Strengths.....	13
Weaknesses .....	13
Opportunities.....	13
Threats.....	13
Exploitation Strategy.....	14
NETT Partners Strategies .....	14
Consortium Joint Strategy .....	14
NETT newco .....	15
Action Plan.....	15
Business Planning.....	15
Forecasting.....	16
Next Steps.....	16

## Summary

This document contains the NETT exploitation plan.

## Introduction

### Scope of this document

Scope of this document is to define the NETT exploitation plan and future activities to maximize the use and to increase NETT project results for the consortium partners and for the consortium itself.

### NETT Project description

The main objective of the NETT Project is the development of a social learning platform for teachers, focusing on “entrepreneurship” resources. The NETT project is also aimed at building an international community on entrepreneurship, involving teachers, students, entrepreneurs and institutions.

### NETT positioning with respect to state of the art

The NETT social learning platform has been developed through a code written on the top of and a customization of an open source tool, Moodle, which is considered one of the most diffused tools in the market of e-learning solutions. At the time being, looking at the state of the art, the NETT platform is a unique solution providing “entrepreneurial” resources for teachers, giving them not only the possibility to browse and use existing resources, but also giving them the opportunity to create new courses and new modules by interacting across an existing social environment created jointly with the content and course management section of the platform.

## Intellectual Property Rights (IPR)

*Intellectual Property Rights* or *IPR* means: patent, patent applications and other statutory rights in inventions; copyrights (including without limitation copyrights in Software); registered design rights, applications for registered design rights, unregistered design rights and other statutory rights in designs; and other similar or equivalent forms of statutory protection, wherever in the world arising or available; but excluding rights in Confidential Information or trade secrets, which must be regarded as Foreground.

### NETT Copyright Agreement

The NETT copyrights are ruled by an agreement between the partners reported in the deliverable D34.

## **NETT Results Dissemination**

All Consortium Parties are encouraged to publish the material related with the public deliverables of the project. Any publication or communication is required to indicate the contribution made by each of the Parties.

It is encouraged the dissemination through the following channels:

- Conferences and workshops involving teachers all around Europe
- Scientific Journals and local/international newspapers: paper and on line versions
- News, forum, blogs and on line communities involving teachers
- Social Networks and social profiles dedicated to teachers and involving teachers

## **NETT Platform Joint Ownership**

The NETT Platform is owned jointly by all consortium members, its management is guaranteed by the new company “Social Things srl”, which is in charge of it for the next five years.

## **NETT Platform Management**

The management of the NETT platform can be divided in two main areas: “technical” area and “content” area.

The management of the platform in terms of technical maintenance support and administration is in charge to the newco Social Things srl.

The management of the platform in terms of content quality and updating is in charge to all partners and to all users who have access to the platform. As explained in D11 and D12, each user may submit and upload material according to his/her strategy. This material becomes of public usage after approval on the part of an editorial board of Experts coordinated by a Master.

## **NETT Platform Promotion and Selling**

Promotion activities are in charge to Social Things srl as well as to all the NETT Partners. All those subjects are expected to promote the NETT platform and the development of the new company Social Things srl.

Selling activities are in charge to the newco Social Things srl that negotiates and sells its services with customers and third parties.

## **Market Analysis**

The following paragraphs are presenting a market analysis for the NETT results exploitation.

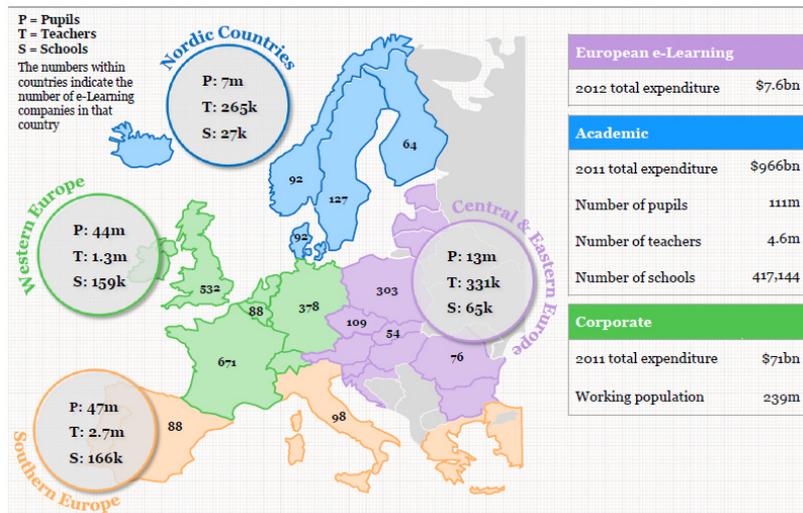
### **E-Learning Market Landscape**

The main objective of the NETT is to provide advanced meta-services on LMSs.

The following picture is presenting the key trends in the European e-learning market and is focusing the key features in e-learning models (source: IBIS Report, A European Perspective on e-Learning, 2013)

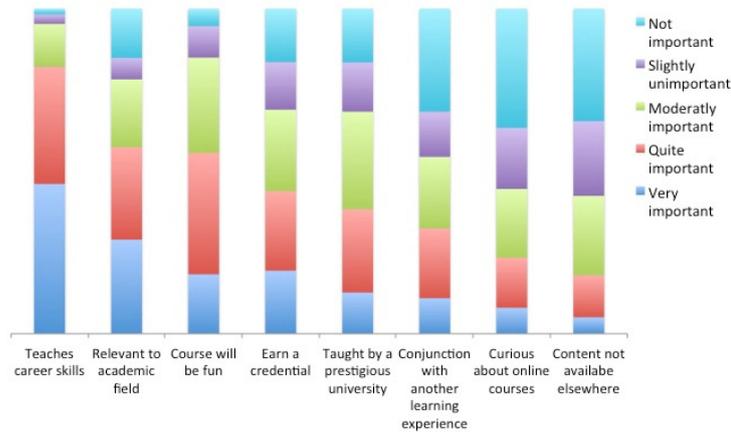
Trend	Proof: Precedent Fundraisings & Acquisitions <sup>(3)</sup>				Select European Companies
	Target	Buyer / Investor <sup>(4)</sup>	Overview (Target)	Other Geographics <sup>(5)</sup>	
1 Tower of Babel <sup>TM</sup> ELT and Language Training	Babbel	Roed Elsevier	Online learning system for foreign languages	<ul style="list-style-type: none"> <li>• Livemocha / Rosetta Stone</li> <li>• EnglishLip / Macmillan</li> <li>• GlobalEnglish / Pearson</li> <li>• Open English / Insight VP</li> <li>• MindSnacks / Sequoia</li> <li>• PlaySay / Babbel</li> </ul>	
	LinguaLeo	Rena Capital	Cloud-based language tutorial service with focus on teaching English to Russian speakers		
	Buoux	ProFounders	Language learning community		
	toingo	Acton Capital	Online translation platform		
	Memrise	Undisclosed	Supplemental flashcard game for language learning		
2 Online Tutoring	SofaTutor	Acton Capital	Online tutoring platform	<ul style="list-style-type: none"> <li>• TutorVista / Pearson</li> <li>• tutor.com / LAC</li> <li>• TutorSpace / Sequoia</li> <li>• OnlineTutorSolutions.com / Crede</li> </ul>	
	Tutoria	Macmillan	Online solution for sourcing offline private tutoring and accessing trusted pedagogic advice in Germany		
	Matha Doctor	Macmillan	Mathematics tuition service, offering home visits and online instruction		
	HeyTutor	Macmillan	Online tutoring platform		
3 m-Learning & Serious Gaming	Quipper	Bencase	Through a Q&A format, helps people learn things in a game-like feel	<ul style="list-style-type: none"> <li>• Fingerprint Digital / Corus Entertainment, Roed Elsevier Ventures</li> <li>• Duck Duck Moose / Sequoia, LVP</li> <li>• Kidaptive / Menlo Ventures</li> <li>• LearnMotive Labs / NewSchools</li> </ul>	
	MangaHigh	PROfounders, Revolution Learning	Provides middle and high school-level math education using casual games		
	Moshi Monsters	Accel	Online game where users can adopt their own pet monster and go on adventures together		
	MindShapes	Index, Richmond	Develops a series of educational apps targeted at children ages 2-12		
	Babbel	Roed Elsevier	Online learning system for foreign languages		
4 Social Collaboration + Content Management	Mendeley	Roed Elsevier	Cloud-based research management and social collaboration platform	<ul style="list-style-type: none"> <li>• Scout &amp; Doodle / Pearson</li> <li>• Greckit / Benchmark, Discovery</li> <li>• Piazza / EYP</li> <li>• Sckolom / Undisclosed</li> <li>• Lerc / Mendic</li> </ul>	
	ResearchGate	Benchmark, Tenaya, Accel, Bill Gates	Leading social network for scientists		

The same report shows a McKinsey study on the European e-Learning market, including estimates on students and teachers.



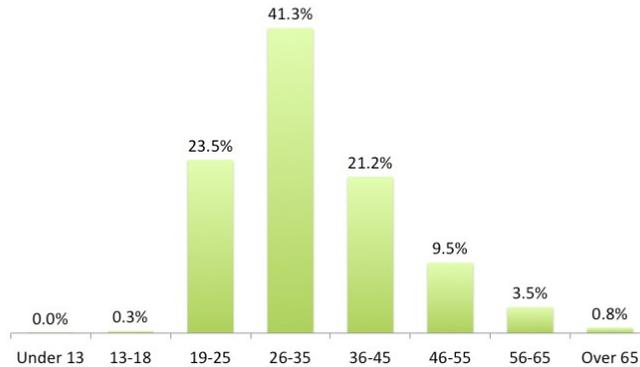
Looking at a Coursera survey on their students taking on line programs (<http://cit.duke.edu/blog/2014/03/data-analysis-statistical-inference-mooc/>), the picture is presenting students motivations for enrolling, the most relevant factors are career and professional growth related skills and integration into academic fields.

### Student Motivations for Enrolling



In the same survey, the following picture is presenting the average students' age: 26 to 35 is the most relevant age segment, 19 to 25 is following in terms of volumes, showing an increasing usage of these learning practices for the next years.

### Student Ages



The context is characterised by an increasing need and value of self-learning tools permitting people to continuously increase the knowledge in their fields of interest and career (as above declared). Learning and social processes are becoming part of the day-by-day life of each person, information management and data management are pervasive processes that are contributing to the “employability” and to the “empowerment” of workers at any level, both for managerial and professional roles, as well as for un-employed or non-employed people, or scholars or retired persons in any field.

Gartner Group is classifying content management suite components<sup>1</sup> using the following list:

<sup>1</sup> Gartner Group, “Magic Quadrant for Enterprise Content Management”, September 2013

EE-74-NETT - Networked Entrepreneurship Training of Trainers

- Document management
- Image-processing applications
- Workflow/BPM
- Records management
- Web Content Management
- Social content
- *Extended components*
  - digital asset management
  - document composition
  - e-forms
  - search
  - content and analytics
  - email and information archiving
  - email management
  - packaged application integration

A subset of competition is possible in each of the above areas: our project is focusing mainly on “**extended components**” segment. Gartner Group is presenting the main players in this segment. See following picture showing a matrix based on completeness of vision and ability to execute. Leaders are excellent both in the vision and in the delivery: our project is going to be positioned as a niche player in the innovative and mainly unexplored field of “learning middleware” solutions providers.

EE-74-NETT - Networked Entrepreneurship Training of Trainers



Another competition pattern is represented by eHR services offerings, including services dedicated to e-recruiting and video-cv multimedia databases. This implies the re-design of human resources processes and the delivery of added value HR services. The following image is showing the Gartner Group Quadrant on EHR Systems<sup>2</sup>.

<sup>2</sup> Gartner Group “Magic Quadrant for Global Enterprise HR Systems”, September 2013



In terms of online courses providers, we mapped the Italian market. Here is the list of the main players we observed in the field of ECM training management:

- IPASVI – health: 160.000 users
- PREX – health: 62.300 users in 3 years
- CEFPAS – different sectors: 3030 users
- FAD ECM – health: 433 events in 2013
- ACC.MED – health: average 150 events per year
- EGO-EVSRL – health: 44 courses
- SCUOLA VEGA – informatics: 24 courses
- BUSINESS INNOVATION CENTRE OMEGA- different sectors: 88 courses from 2003, 17 in 2013
- ANFOS – safety and health: 30 courses
- ISTITUTO ITI IMPERA – more sectors: 24 courses
- ECM CAMPUS – health: 20 courses

Quoting an on line available survey, here is the list of the Top 10 Sites for Information about MOOCs:

- Udemy Free Courses – Udemy is an example of a site that allows anyone to build or take online courses. Udemy’s site claims, “Our goal is to disrupt and democratize education by enabling anyone to learn from the world’s experts.” Its co-founder, Gagen Biyani, said the site has more than 100,000 students enrolled in its courses, including several outside the Faculty Project, that charge fees.”
- iTunesU Free Courses – Apple’s free app “gives students access to all the materials for courses in a single place. Right in the app, they can play video or audio lectures as well as read books and view presentations.”

#### EE-74-NETT - Networked Entrepreneurship Training of Trainers

- Stanford Free Courses - According to Pontydysgu.org, “160000 students from 190 countries signed up to Stanford’s Introduction to AI” course, with 23000 reportedly completed.”
- UC Berkeley Free Courses – From General Biology to Human Emotion, Berkeley offers a variety of courses. Check out: Berkeley Webcasts and Berkeley RSS Feeds.
- MIT Free Courses
- Duke Free Courses – Duke offers a variety of courses on iTunesU.
- Harvard Free Courses – From Computer Science to Shakespeare, students may now get a free Harvard education. Courses run in the fall, spring, or intensive January session. No application is required.
- UCLA Free Courses – A program that offers over 220 online writing courses each year.
- Yale Free Courses – At Open Yale, the school offers “free and open access to a selection of introductory courses taught by distinguished teachers and scholars at Yale University. The aim of the project is to expand access to educational materials for all who wish to learn.”
- Carnegie Mellon Free Courses – Carnegie Mellon boosts “No instructors, no credits, no charge.”

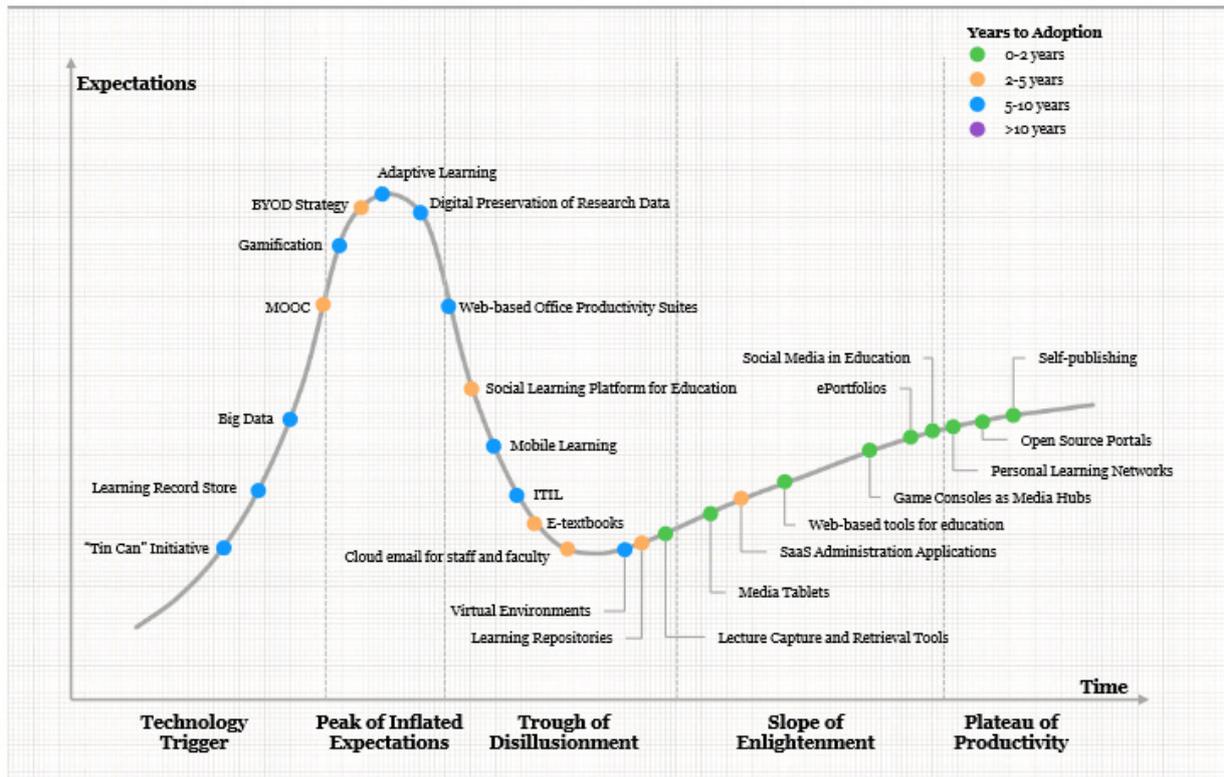
Sandler Research says that the global market for MOOCs will grow at a compound annual growth rate of 56.61 percent over the period 2013-2018. Sandler found that growth of the global MOOC market is driven by several factors — chief among them the rising cost of higher education. On the other hand, they state that the future of the market is constrained by factors including the low completion rate of students enrolled in MOOCs. In 2013, the average completion rate of MOOCs was less than 7 percent. According to Sandler the main reason for such low completion rates was the lack of motivational factors such as college credits or certifications.

Another key trend is that universities are increasingly turning to MOOC providers for large student data analyses. According to an analyst from TechNavio’s team, the online nature of MOOCs allows educators to manage records, calculate examination outcomes and grade assignments using MOOCs’ big data tools and analytics. This gives educators the advantage of using real-time data management as opposed to traditional data-gathering techniques.

The next picture is presenting the Gartner Group vision on the time and expectation models for the learning management solutions.

Looking at our project, we are working on different patterns. MOOC are still a technology trigger and are perceived to be adopted in the next 2-5 years; adaptive learning will be adopted in the next 5 to 10 years, according to Gartner, whereas Social Learning platforms have already caused disillusion on adopters and need to be redesigned and refocused to stay in production for the next two to five years.

Personal networks, social media based learning and open source portals are foreseen to have 0 to 2 years to adoption.



## Target Customers

NETT Primary Target Customers are teachers. We can identify at least three target groups:

- Teachers of primary and secondary schools with students aged from 6 to 18 years
- Teachers of Universities and Post Universities Schools
- Teachers of Professional Schools working with employed people, school-to-work programs, public and private companies, lifelong learning and continuous learning programs.

## Potential Partners

Due to the specific content of the project, potential partners of NETT could be different companies and organisations.

Here a list of the most important potential partners:

- Private and Public Schools and Educational institutes interested in content creation and management and in the delivery of added-value services through the NETT platform
- Government Institutions interested in the development of "Entrepreneurship for Teachers" topic
- ICT Companies interested in developing integrated and innovative solutions using the NETT project results
- Private Companies willing to enlarge their presence in the market of European Teachers for the promotion and sales of their offerings

## EE-74-NETT - Networked Entrepreneurship Training of Trainers

- Venture capital companies and business angels interested in finding entrepreneurs and start uppers
- Media Companies interested in success stories of European entrepreneurship

We also identified on line communities as potential partners in the exploitation of NETT project results and of the NETT platform. Here a summary of main links

Facebook Group	Teachers' Best Practices and Ideas In Education	<a href="https://www.facebook.com/groups/teachersuppliesandcraft">https://www.facebook.com/groups/teachersuppliesandcraft</a>	The objective of this Page is to provide a forum for members to highlight their best practices and ideas for the benefit of others. In so doing it is hoped that teachers' pedagogy will be significantly enhanced.	Membri (2.173)
Facebook Page	WeAreTeachers	<a href="https://www.facebook.com/WeAreTeachers">https://www.facebook.com/WeAreTeachers</a>	WeAreTeachers celebrates educators with classroom ideas, "helpline" advice, inspiration and laughs every day. Why? Because teachers are AWESOME!	Piace a 481mila persone
Facebook Group	WeAreTeachers HELPLINE	<a href="https://www.facebook.com/groups/weareteachershelpline">https://www.facebook.com/groups/weareteachershelpline</a>	WeAreTeachers HELPLINE is a place for teachers to ask questions, collaborate, give advice and speak freely. If the Teacher HELPLINE is your favorite part of the WeAreTeachers Facebook page, this is the group for you!	Membri (4.856)
Facebook Group	Scottish Primary Teachers	<a href="https://www.facebook.com/groups/ScottishPrimaryTeachers/">https://www.facebook.com/groups/ScottishPrimaryTeachers/</a>	There are plenty teaching pages and groups out there but none dedicated to Scottish teachers or our Curriculum. So, welcome to our new group where you can meet other Scottish teachers, ask questions, share resources, ideas, stories, anecdotes, stresses, successes and generally just do what teachers do best.....blether! We all know it's a tough job, so lighten the load and share....	Membri (6.235)
Facebook Group	Educators and Teachers	<a href="https://www.facebook.com/groups/667134986683633/">https://www.facebook.com/groups/667134986683633/</a>	This group is for all educators. Members are encouraged to participate in developing each other, promoting unity and sharing information.	Membri (7.629)
Facebook Group	Sala professori	<a href="https://www.facebook.com/groups/226247867483085/">https://www.facebook.com/groups/226247867483085/</a>	Nella sala professori ci incontriamo, discutiamo di tutto, ci confrontiamo, litighiamo; nascono così collaborazioni, idee per motivare i nostri studenti, progetti, proposte e tanto ancora...	Membri (1.129)
Facebook Group	A Teacher's Voice	<a href="https://www.facebook.com/groups/ateachervoic/">https://www.facebook.com/groups/ateachervoic/</a>	ATV is an online community of educators based in Trinidad & Tobago that facilitates assertive communication and exploration of ideas, opinions, suggestions, concerns, challenges, strategies, philosophies, and other matters related to promoting quality education in a fast changing world.	Membri (5.590)
Facebook Page	Insegnanti e Professori	<a href="https://www.facebook.com/insegnantieProfessori">https://www.facebook.com/insegnantieProfessori</a>	Pagina dedicata al mondo della scuola e dell'insegnamento.	Piace a 519 persone
Facebook Page	Insegnanti 2.0	<a href="https://www.facebook.com/insegnantiduepuntozero">https://www.facebook.com/insegnantiduepuntozero</a>	Questo è un luogo dove provare insieme a definire un'idea di scuola che punti al miglioramento dell'apprendimento.	Piace a 2.531 persone
Facebook Group	Insegnanti Italiani Uniti	<a href="https://www.facebook.com/groups/insegnantiitalianiuniti/">https://www.facebook.com/groups/insegnantiitalianiuniti/</a>	Insegnanti Italiani Uniti, nasce dal desiderio di creare un gruppo di categoria per tenersi informati ed aggiornati sul mondo "caotico" dell'intero sistema scolastico.	Membri (15.820)
Facebook Page		<a href="https://www.facebook.com/insegnantiitalianiuniti/">https://www.facebook.com/insegnantiitalianiuniti/</a>		Piace a 5.679 persone
Facebook Group	INSEGNANTI DI OGNI ORDINE E GRADO	<a href="https://www.facebook.com/groups/245689782136433/">https://www.facebook.com/groups/245689782136433/</a>	scambi di idee, opinioni e suggerimenti sul mondo della scuola e dei docenti di ogni ordine e grado scolastico.	Membri (549)
Facebook Group	Insegnanti	<a href="https://www.facebook.com/groups/tantinsegnanti/">https://www.facebook.com/groups/tantinsegnanti/</a>	Il gruppo INSEGNANTI si occupa di confronto sulla DIDATTICA, di scambio di informazioni giuridico-amministrative e di informazione su opportunità e risorse gratuite per l'aggiornamento professionale. È luogo di ascolto e condivisione professionale.	Membri (18.419)
Blog	Insegnanti 2.0	<a href="https://insegnantiduepuntozero.wordpress.com/">https://insegnantiduepuntozero.wordpress.com/</a>	Questo è un luogo dove provare (insieme) a definire un'idea di scuola che punti al miglioramento dell'apprendimento rispondendo ai nuovi bisogni degli studenti del 21° secolo. Il gruppo Insegnanti 2.0 vuole anche essere punto d'incontro per tutti i docenti che hanno già fatto esperienza o stanno iniziando a farne in Classi 2.0 e Scuole 2.0.	na
Blog	Insegnanti	<a href="http://www.insegnanti.org/">http://www.insegnanti.org/</a>	Il blog dedicato al mondo dell'insegnamento, alla scuola e all'università	na
Blog	tuttoprof	<a href="http://tuttoprof.blogspot.it/">http://tuttoprof.blogspot.it/</a>	Blog per i docenti di ogni ordine e grado per condividere, informare e discutere sui temi della nostra professione	na
Forum	The Teacher's Corner	<a href="http://forums.theteacherscorner.net/activity.php">http://forums.theteacherscorner.net/activity.php</a>	Teacher Resources, Lesson Plans, Worksheets and Activities	na
Blog	Teach Paperless	<a href="http://teachpaperless.blogspot.com/">http://teachpaperless.blogspot.com/</a>	Collaborative of teachers to record their experiences going paperless. Chief blogger is Shelly Blake-Plock.	na
Blog	E-Learning Journeys	<a href="http://www.julielindsay.net/">http://www.julielindsay.net/</a>	E-Learning coordinator at Beijing (BISS) International School. Co-founder Flat Classroom Projects.	na
Sito/Forum	Tutto Docenti	<a href="http://www.tuttodocenti.it/forum/">http://www.tuttodocenti.it/forum/</a>	Il sito è dedicato ad una rassegna, costantemente aggiornata, delle news scolastiche ed ha come utenti privilegiati i docenti di ogni ordine e grado. La semplicità nella consultazione e la varietà delle tematiche trattate, rendono questo spazio web particolarmente utile per gli insegnanti della scuola italiana.	na

## NETT geographic expansion

The main objective of the NETT platform is to constitute the information tool at the service of all European initiatives concerning the improvement of the Entrepreneurship Education teaching. In that sense it should intercept the operational needs of many European projects in the field, such as Entredù, TES, YEDAC, CONEECT, etc.

The NETT platform is an European-based tool, but it is open to non-european users, coming from each country and speaking any language. This is the reason why the NETT platform has been developed in a Multilanguage environment.

## SWOT Analysis

The following paragraphs are presenting the main strengths, weaknesses, opportunities and threats of the NETT project. A SWOT analysis is intended to be the starting point to deliver an exploitation strategy focused on NETT results.

### Strengths

The main strengths of the NETT Project are:

- a proper ontology of the didactical material, arising from the experience of experienced teachers, in the idea of using only strictly necessary metadata,
- a suitable structuring of the courses in parts, modules and sources,
- an essential platform interface, allowing the user to reach a meaningful excerpt of the material s/he's looking for,
- a new generation recommender system allowing the user to identify the above excerpt

### Weaknesses

The main weaknesses of the NETT Project are:

- a still shrunk repository of didactical materials
- the new generation recommender system is still in progress
- the users population didn't reach yet a self-sustaining dimension

### Opportunities

The main opportunities of the NETT Project are:

- to provide a high quality service to demanding users like teachers
- to change the concept of web service, by enriching it with cognitive functions
- to distance the common idea that credits in a recommender system are just a matter of cumulating I-like options.

### Threats

The main threats of the NETT Project are:

- Like any other "social" initiatives, the best threat is connected to the critical mass in three ways: poor numbers, numbers confined in small enclaves, limited number of active users.
- The NETT platform requires a continuous maintenance, improvement and feeding to be kept updated with the currently evolving needs and technologies. Hence any drop of attention may cause the obsolescence of the platform.

## **Exploitation Strategy**

The exploitation strategy will be presented focusing on each partner strategy and the joint consortium strategy.

### **NETT Partners Strategies**

Each Consortium member has its own strategy to exploit NETT project results.

UNIMI is proposing the NETT platform as a standard tool for preparation of the didactical materials of the courses in University of Milano. The metadata system and the in progress genotypic-inspired recommender system are the keen points with which UNIMI team is trading this initiative to the colleagues. A critical mass of twenty teachers in contiguous disciplines should pave the take-off of the platform in the University of Milano. The extension to other University could proceed as a corollary.

EGECED as an NGO has the goal to reach more target group members in their country and convince them to use NEET results in their learning processes. Being a small non-governmental, non-profit organization, EGEDED are not seeking any profit from the NEET project results. They will continue to use and promote NEET platform and encourage teachers and school administrators in their network to use and contribute to this platform.

ITD. The members of ITD have introduced the NETT platform to the Erasmus+ K2 project APInno: Action Project for Innovation – 1561 and plan to use it in the project. One of the APInno purposes is to create methodology and learning resources and activities for Innovation Management course. The NETT platform will support this process because the basic APInno methodology consists of several areas including entrepreneurship and soft skills. NETT platform will support creation of adaptive courses for different target groups. During the NETT project, Junior Achievement – Bulgaria was involved in it as part of focus group and trainees. The JA expressed its desire to use NETT platform for their materials after the end of the project.

AMCSERVICES. The company is proposing the NETT platform as a social learning environment supporting the delivery of added-value services such as training and consulting for public and private entities as well as for single teachers. The amcservices group has a strategy to be directly involved in the new company in order to participate with a significant role in the exploitation of NETT results, in the sales and marketing process as well as in business development and fund-raising activities. The amcservices group is involving different companies operating in the innovation and research market: interaction and interfaces design, training and learning processes, social media management processes. The newco can be a networking partner for international activities on “entrepreneurship”, even supporting the participation of amcservices as a business angel to startup development.

### **Consortium Joint Strategy**

The strategy of the consortium is represented by the creation of a new company with the aim to commercialise NETT results and to convert project results in business results. Each partner is going on with its own dissemination activities, promoting NETT results and promoting the business development of the newco.

## **NETT newco**

Starting from the assumption that the NETT platform will be managed for the next five years without additional funding from EE.UU and with open and free access to final users, our strategy has been to create a start-up company to exploit NETT results delivering added-value services even through the NETT platform, combining NETT results with the results of other projects managed by NETT consortium partners.

A new company owned by consortium members has been created to exploit NETT project results. Its main products and services are listed as follows:

- On line Social Learning Programs
- Social Learning Platforms for private and public companies
- Social Intelligent Learning Management System
- Added value services for companies and people
- Banners and on line advertising

These are representing the main revenue streams, organized into four focalized business units: online training services, technological services to companies, other services to companies and people, banners.

The new company has been established in Italy, the legal entity is named “Social Things srl” and the majority of shares belongs to NETT project team members:

- Bruno Apolloni
- Francesco Epifania
- Maurizio Mesenzani
- Eugenia Kovatcheva
- Roumen Nikolov
- Simone Bassis

Two minor investors own the 10% of the shares.

A detailed description of the newco and its business model and team will be provided in the related deliverable D36.

## **Action Plan**

The action plan consisted in the creation of the new company Social Things srl, a specific business plan and forecasting assumptions have been developed by the NETT project team members. Those information are presented in Deliverable D36

## **Business Planning**

A business plan for Social Things srl has been developed according to the above described business model. Deliverable D36 is presenting a summary of the business plan of the new company that will maintain the NETT platform.

## **Forecasting**

Deliverable D36 is presenting the main forecasting assumptions up to date.

## **Next Steps**

Next steps are sales and business development actions referred to the new company Social Things srl. In order to continue working to the maintenance and evolution of the NETT platform, Social Things srl will have its own business as usual, in this way it will be able to self-sustain its activities.